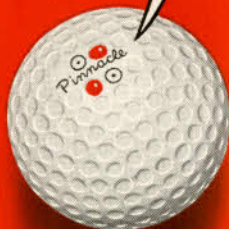


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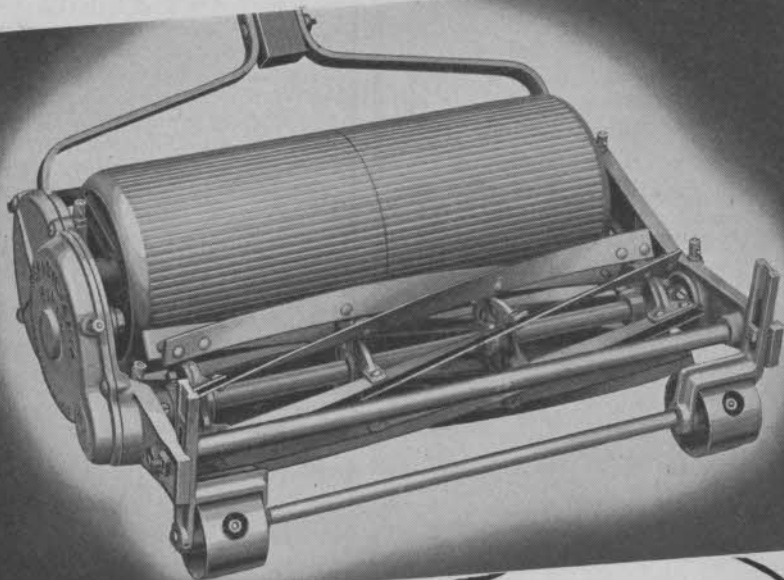
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## Greenkeepers Hear How 'Planned' Work Pays Dividends

ONE of the most interesting and informative educational sessions at the recent annual greenkeepers convention in New York City, was that on "Maintenance Labor and the Country Club." The problem of handling men and keeping them satisfied so as to produce best type of work, was the focal point in talks by Mark L. Putnam, personnel assistant, Western Electric Company, who was in charge of the session, Eberhard Steinger, Pine Valley (Philadelphia district) Country Club greenkeeper, and Kingdon Troensegaard, supt., Old Oaks CC. Additional comment on the subject was added by greenkeepers Gerald M. Dearie and Leo Feser. Putnam, in leading off the session, said:

I don't think maintenance labor is different from any other kind of labor in certain fundamental respects; so what I want to say is about the handling and the supervision of any type of individual that you want to do a certain kind or amount of work. The basic objective of the employer is to develop and maintain an effective work force. If you want to have an effective work force you've got to have your whole job arranged so that you can employ men, so that they want to stay with you, so that they want to do their best. It implies that you are going to have some incentives of one sort or another for them to do that. You are going to have some financial incentives; you are going to have some non-financial incentives.

### Conditions Must Be Right

You cannot demand and you cannot enforce the highest effectiveness and the highest morale; you have got to reach that by setting up conditions from which effectiveness and morale naturally spring. You can't demand of a man that he feel good about his whole situation. You can't demand of him that he give you the highest effectiveness of which he is capable. But you can set up conditions from which that kind of effort on his part and that kind of satisfaction on his part will naturally develop.

The conditions which I think have to be set up if you are going to get the highest effectiveness and the highest morale from employees are:

First, I think every employee has to have a broad understanding of the sig-

# Worthington Cutting Units give you improved playing conditions at lower mowing costs

Twenty-six years of research and practical operating experience have developed the 1940 Worthington Cutting Unit to the highest state of efficiency and operating economy. Gear housings are dust, sand and grease-proof. Filled to proper level they require checking only once during the season. There are no other places to grease or oil. Hand adjustment of the bed-knife steel is an exclusive Worthington feature—and the quickest of any cutting unit on the market—no tools required.

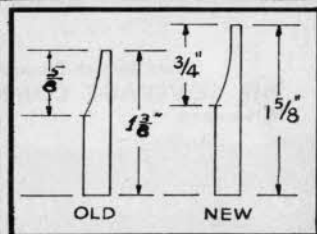
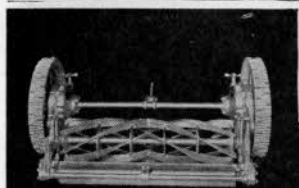
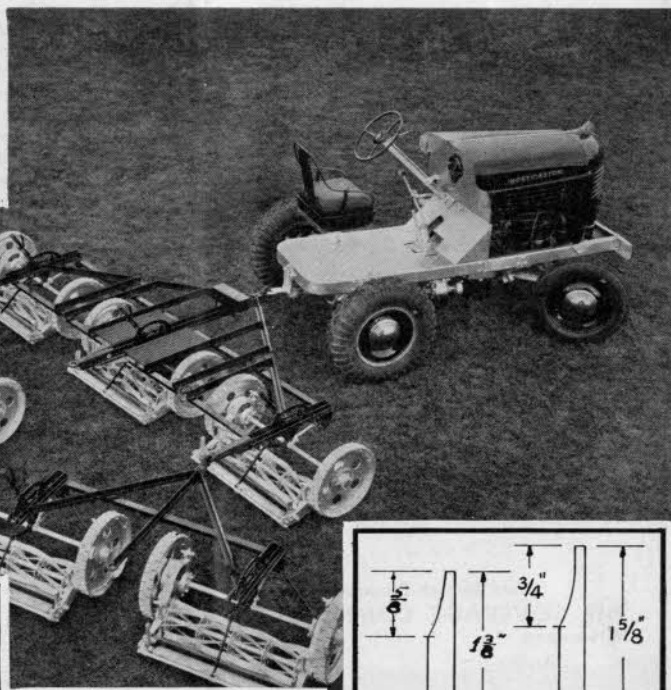
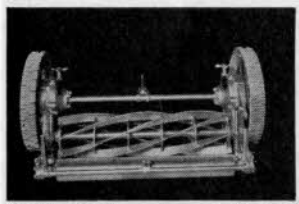
From the greenkeepers' and operators'

viewpoints, there is less fussing and trouble with Worthington Cutting Units and Gang Mowers. The general design is simplicity itself, its construction strong and sturdy to give years of service, and a beautiful cut under all conditions with a cutting range up to 4 inches. Its ground weight is 223 pounds.

Investigate the Worthington 1940 Cutting Unit before your mowing problem becomes acute this Spring, or write us today for complete data and specifications.

Below is the conventional spiral-type reel. Note sturdy demountable rims which, when worn or broken accidentally, can be replaced in a few moments at less than  $\frac{1}{2}$  the cost of a new wheel.

The Worthington Golf Chief and the Worthington Multi-gang with 7 cutting units, cutting a width of 16 feet is, we believe, the fastest, most flexible, most efficient and economical gang-mowing outfit in the world.



Above is the patented "V" or herringbone reel preferred by many golf course superintendents. Note—rubber pneumatic tires are available as extra equipment.

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Note size of new fly-knife steel section above. It is a special heat-treated, oil-tempered alloy steel with a minimum Rockwell hardness of 40-c, allowing for greater wear and greatly lengthening the life of the reel.



# TIMELY TURF TIPS

## THE POA ANNUA FAIRWAY PROBLEM

On many watered fairways poa annua, otherwise called annual blue grass, is increasing. On some courses it has become the predominating grass. Then greenkeepers are confronted with the problem of holding this shallow-rooted grass, at least until means of discouraging it and fostering other grasses are discovered.

Poa annua is the first to grow in the spring. It flourishes when days and nights are too cold for blue grass and bent to grow. Consequently, poa annua quickly robs the soil of its meager supply of usable nitrogen. Kentucky blue grass, thus deprived of nitrogen before growth starts, must surrender to poa annua which becomes the predominating fairway grass. Then some time after seed heads form, usually in late June, poa annua weakens and disappears—for want of nitrogen. Fairways become thin and ragged despite watering.

Evidence supports the belief that lack of nitrogen is one cause for thinning of this grass. Last year light feeding with Milorganite and a trifling amount of ammonium sulphate produced startling improvement. Poa annua revived quickly, continued growth through the summer and produced good fairways. In these trials Milorganite was used at 200 pounds and ammonium sulphate at 25 pounds per acre. This tip is revealed now so others can make similar trials on limited areas this year.

*Tell us about your Turf Problems.*

*Write to:*

**Turf Service Bureau**

**THE SEWERAGE COMMISSION**  
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nificance of his work. He is not really going to dig in and do his best and do more than what you expect, perhaps, unless he has something which is a challenge to him in the form of an understanding about the significance of his work.

Second: when we have stimulated and increased his interest in his every-day activities to a high point.

Third: when the employee has a sincere loyalty to the enterprise in which he is employed and to the supervisor for whom he works.

Fourth: when he develops and shows enthusiasm in cooperative effort.

Fifth: when we have created greater satisfaction in his every-day work and in his personal relationships.

In setting up those conditions I left out certain obvious things with respect to proper materials, the right training, and that kind of thing. There are five key words we can think about in these five conditions; these are: understanding, interest, loyalty, cooperation, satisfaction.

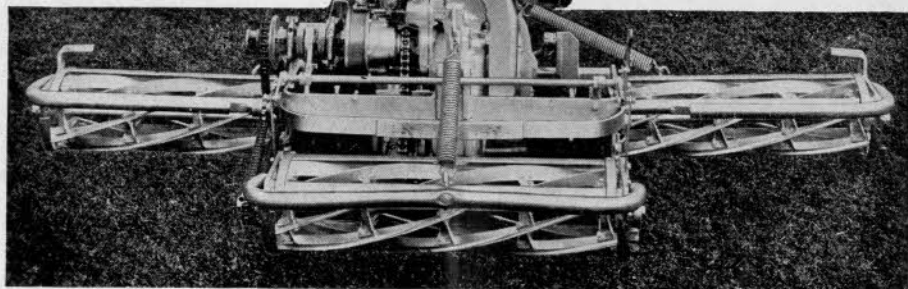
A condition which is often against the supervisor is the physical condition of work. Obviously, if men are called upon to work in physical conditions which they find distasteful, unsatisfying, conditions which are conducive to poor morale on their part, the supervisor is going to have a pretty difficult time. It just isn't natural to expect the individual to come through, to do his best, to feel satisfied about it, if he is going to work in physical conditions which are unsuitable, as he sees it.

### **Physical Well-Being Is Important**

Another factor that probably is as of great importance is the physical condition of the employee. Unfavorable physical conditions of the employee can manifest themselves in a lot of ways. He might be just uncooperative, inefficient, irregular at work, susceptible to accidents, imprudent with equipment. Those symptoms of a physical condition in the employee are pretty serious. We look at those things as supervisors and we wonder why he is that way. We may bawl him out, but find out that doesn't help much.

There is a very simple but a very fundamental kind of information which all employees could have more of, and that is the information on why they are doing the job they are doing, or the "why" of any request that we make of employees. Why is it that we just ask him to do something? We tell him, "Do this," and they do that. But if we are going to set up the conditions we enumerated here, it doesn't seem to me that that is enough. He's got to have more. He's got to have something which gives his work a lot of significance, which isn't there if we just tell him what to do.

I think your men ought to have a pic-

**THE****TORO**

# PROFESSIONAL

This is an amazing mower in an amazing age. The Professional cuts almost six and one-half feet at one swath, has a speed of 5 miles an hour and will mow 20 acres a day. The three 27 inch cutting units are all power driven and when folded the machine can be driven through a 36 inch door.

The Professional is equipped with a reverse gear so you can drive right up to a wall or a tree and back away. You steer it by swaying your body. The rider rides on a comfortable vibrationless seat and can drive up a 30% grade. The two wing mowers have a cutting range of 30° above and below horizontal.

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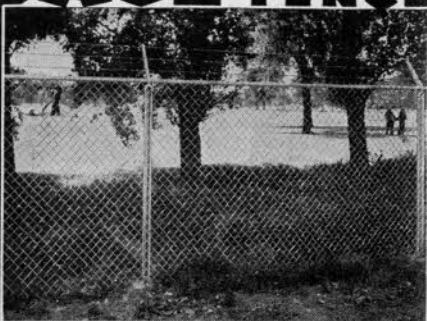
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MERCURIAL MIXTURE

ture of maintenance costs. I think they ought to know what it means in terms of money to do the job on the course. I think you could separate these costs and show them some of the details: how much it costs to rake traps, how much it costs to mow fairways, and whatever other kinds of natural categories you divide your costs into.

They won't understand much about that to begin with. But if they had that information over a period of years, if they had a chance to see whether costs were going up or going down, if they had a chance to see what kind of result in terms of money their activities were bringing to the course, I think that would have a lot of significance to them.

With information like that the employee is "in the know." He is a part of the enterprise. His boss has given him a lot of information. The implications of that are pretty powerful. When the boss gives information like that, he implies that the man is important enough to know things like that. It gives the individual a lift.

EBERHARD STEINIGER (Pine Valley Golf Club); I realize that every golf club has its different conditions and its own problems. Therefore, I can only tell you about some of the things we do at my club. We have about 800 acres of land. That includes over 250 acres of golf course, 12 private estates, over 6 miles of road, nurseries, and other things. Besides the grounds, we take care of the golf buildings, the repair of the buildings, the clubhouse, the dormitory, servants' quarters, and other buildings.

### Keeps Year-Round Crew

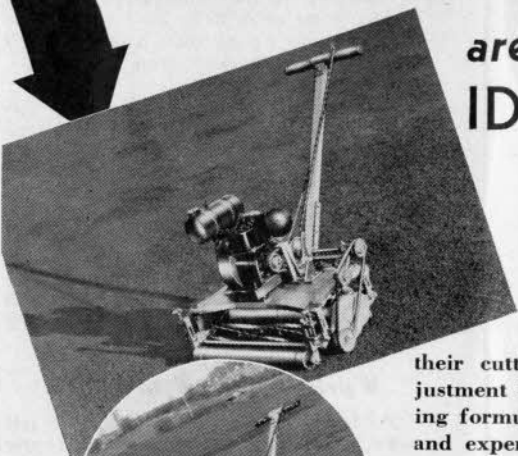
We have a crew of 14 men who work steadily summer and winter, all the year around. Two of these men are foremen; they are working foremen. One of them is a good mechanic, and he is in charge of all the machinery, water systems, the electrical and refrigeration plant, and so on. The other is in charge of the men. We are very fortunate that this man is also an excellent carpenter. Then we have 6 greensmen. Each is in charge of three holes, from tee to green.

It is my custom to see each man three or four times a day during the critical season, because I feel that if anything goes wrong on the golf course the superintendent must take the blame.

Then we have two truck drivers. They are very important men and have special work to perform. They worked several years as greensmen, and now, although we call them truck drivers, they do work like spraying, fertilizing fairways, scraping roads, working the soil bed, etc.

The 4 other men are all-around men. They, too, were greensmen, and they now take care of the nurseries, the private

# **SMOOTH** True Putting Greens are assured with the **IDEAL** Greensmower



With this improved Ideal Greensmower you'll have greens that will win praise from any greens committee. Lighter in weight, this modern Greensmower has a new, higher speed engine that develops full 1 h.p. Reel blades and bottom knives last longer, keep their cutting edges longer and require less adjustment by operator, owing to a new heat-treating formula, developed after years of engineering and experimental work. The steel is harder and tougher, assuring better service. These and other improvements make the Ideal Power Greensmower far above par this year and every year.

## Frequent Spiking Keeps Greens in *championship class*



For proper care of putting greens, frequent spiking is essential. The Ideal Spiker, illustrated at the left, will do an easier, better job — it eliminates the hard job of hand spiking. With an Ideal Caretaker Tractor, equipped with this simple spiker, one man can spike 15 to 18 greens a day. Regular spiking completely aerates and cultivates the top soil on the greens — prevents the turf from becoming hard and baked — and lessens the likelihood of brown patch attack.

Send today for full information on these and other Ideal tools. There is no obligation.

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The Cooper Champion produces CHAMPIONSHIP greens. No packed greens, because it is the world's lightest weight power greens mower. No corrugations, ragged cutting laps, uneven contours or scalped terraces because of its precision design. Simple, trouble-proof construction makes it the "Champ" in uninterrupted performance and durability. Briggs & Stratton powered.

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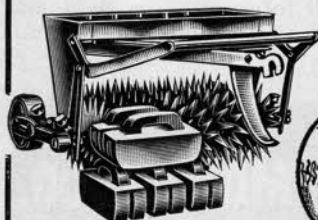


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estates, and the hothouses, and do all-around work.

Naturally, in the summertime we have to hire some extra help. And our outside employees are young men, and almost all of them were picked from the caddie ranks.

The fact that we are able to keep this crew all the year round is due to a well worked-out budget and a carefully planned year of work. Besides our regular winter course work of preparing topdressing, repairing and painting machinery, cutting wood, and clearing fire lines, we can find plenty of other work in the other departments to keep our men busy all year around. Even during icy weather and snow, there is plenty of inside work that needs attention.

### Work Is 'Timed' to Season

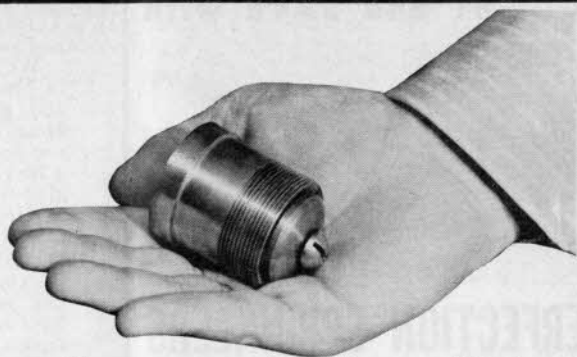
As I said before, we do almost all our work; that is, in addition to our course work, we do work like plumbing, electrical work, repairing furniture, painting, and so on. What we usually do is to record during the summer time all necessary repairs to buildings that do not need immediate attention, and when the bad weather comes along and outside working conditions are impossible, these repairs are made.

And one other reason why we keep this crew all year around is that we feel we cannot afford to lose those good men by giving them only 8 or 9 months' employment a year. We pay our men by the hour, and we are paying top wages in the Philadelphia district. All our employees are insured against any kind of accident. Besides this insurance, our club has set up a fund of several hundred dollars which we call a sick fund, to take care of any other time lost by the men. So the man loses practically no time all the year around, except when deer season comes along and the whole crew quits for three days.

All our men have been with us for over 10 years. Some of them started with me about 13 years ago. Twelve out of the 14 men own or are buying their own homes. Several of our boys are interested enough to attend evening lectures in horticulture at the county vocational school. Their registration fee is paid by the club or, in some cases, by the private estates. Almost all our men are keen golfers, and they are allowed to play the course whenever time permits. Every fall of the year they have their annual tournament. That is usually quite an event. This year our men even expect to play Joe Valentine's crew, at Merion.

At Christmas time the club gives our outside employees a dinner party in the clubhouse. The president of the club and several members are always present, and this party is usually a good one. Besides,

# The INSIDE STORY of Skinner Self Closing Snap Valves ... So compact, yet so efficient



• Yes, you can hold the compact self-contained unit shown here in the palm of your hand. It contains all of the valve mechanism which controls the Skinner System self-closing snap valves. Designed for easy removal from top without disturbing either the valve body or ground.



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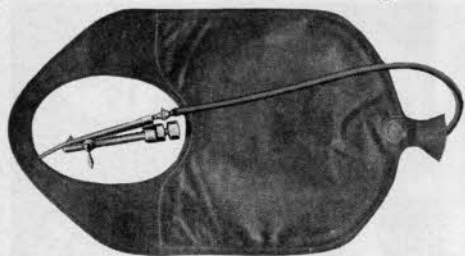
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Perfections are noted for the utmost in large, even coverage and simplicity and there will be no increase in prices.

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Greenkeepers and Dealers everywhere are unanimous in their praise for this new device.

With the exception of the brass nozzle, it is made entirely of Chemical Resisting Rubber and, with reasonable care, it will last several seasons.

It will actually save, in time alone, several times its cost in one single season.

It will pay you to Budget for Perfection Products in 1940.

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they all receive a good Christmas present. They are a happy and contented crowd, and are eager to keep their jobs.

We do everything we can for them, but in return we expect hard work, loyalty, and above all, interest in their work. Now, although this social end of it might not seem important to you, I feel it goes a long way toward a harmonious relationship with the men in their work.

**KINGDON TROENSEGAARD** (Old Oaks Country Club): I think it is most important that the men we select for our workmen on the golf course should have had some farming experience. If they have been used to growing crops and they have a liking for their work, I think they make very good golf course employees.

### *Steady Income Helps Workers*

Another important thing is the yearly income of a golf course employee. From my experience, it ranges between \$700 and \$900 per year. I have found that in paying my men it is best to put them on a monthly basis, so they know they have a steady monthly income for the period of time they may work. That is preferable to an hourly rate, because with an hourly rate they have possibly \$20 coming in one week and \$30 another week, and they are never sure just how they can run their home life. A golf course employee from his income has to support himself, his wife, and possibly one, two or three children; and I think it is quite a problem in some cases.

Another thing is the equipment on a course. It should always be in good repair, and the proper safeguards against accidents should be provided.

Of course, the men should have proper instruction on the work to be done. The man should be interested in his job, and he also should be loyal to both the club and his supervisor. Another important thing is that he should cooperate with his fellow workers. If you get no cooperation amongst your men, that makes it quite hard for yourself.

Mr. Putnam brought out that the employees should be at all times in good physical condition. I think we get around that in a way, by making out a compensation case if a fellow does have some trouble; we send him down to the doctor, let the doctor look him over and give him a prescription or any medical attention he may need.

Then, also, one should try to make the general working conditions on the course as pleasant as possible. By that I mean this: suppose you are digging a ditch in possibly the spring of the year and the conditions are unfavorable; it may be raining, and the side walls of the ditch dripping, and so forth. If you could give them some old clothing and rubber boots, that would help them out.

And another important thing: I think