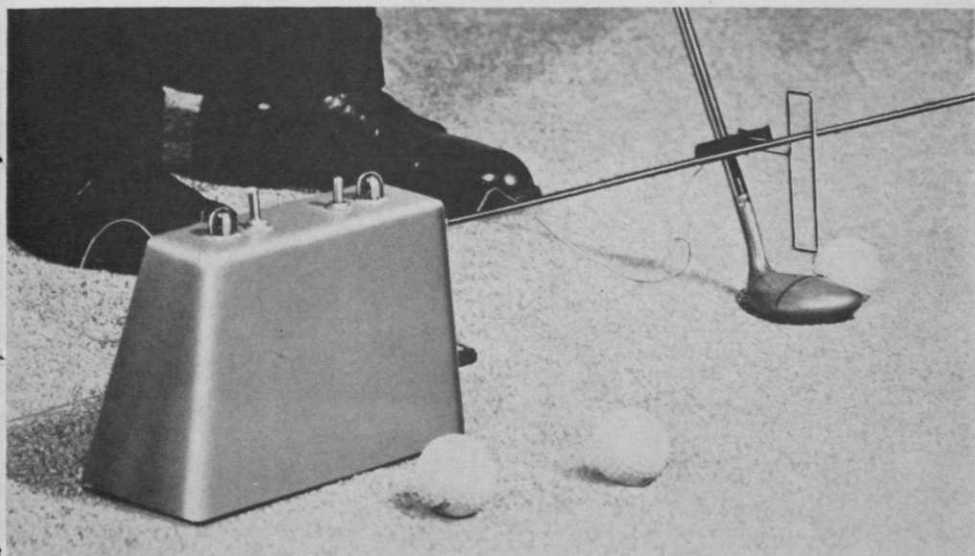


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Jose Banos Masden has started to build another golf course at Maibella in connection with a home real estate development. He engaged Robert Trent Jones to design and build the course. Another fine one is in prospect on an attractive site near Madrid, located beside a large body of water formed in conjunction with a dam for electric power generation.

Madrid Has Two Courses

One of the two existing courses in Madrid, Puerta de Hierro (Iron Gate), is said to have been built during the reign of one of the last kings. Henry Cotton is in the process of rebuilding and enlarging the course to 27 or 36 holes. This club

also has a polo field. The other Madrid club is Compes de Campo, which is 18 holes.

The grass on both courses is bent and there is some fescue. This is true of tees, fairways, and greens. There is a little Bermuda in the fairways, but it is not becoming the dominant grass. The probable explanation is the fact that turf receives very little fertilizer and water.

Weeds are prevalent which is to be expected with low fertility levels. Both kinds of crabgrass, knotweed and the broad leaf weeds exist in the fairways and lawns. Evidently greens have been hand weeded. The labor force includes women as well as men.

No Tired Blood Here

Jack Patroni, Apawamis (Rye, N.Y.) CC pro, who won the recent Metropolitan Open, is 57-years old. He shot an even par 284 over the Briar Hill CC course in Briar Manor, N.Y. Runnersup were Wes Ellis and Al Feminelli with 286s. Patroni, who wears a white shirt and tie while playing, birdied the 70th and 71st holes to pull away.

Club Manager's Workshop

(Continued from page 48)

It was also brought out that at quite a few country clubs arrangements are made with members to grade dining room employees as to courtesy, quality of work, attitude and similar factors. It was emphasized, incidentally, that these tests never should be carried out without the employee being aware that they are being made. The upshot of the different reviews and tests is that it gives a manager complete familiarity with the employee's knowledge of the job, judgment, organizational ability, etc. Possibly more important, it shows him which persons on his staff are promotable and which aren't.

Don't Prejudge Job Applicant

Jim Taylor, who gives the impression that he samples what he prescribes in handling people, said that there is a good deal of talk about "Instant This" and "Instant That", but if a manager or personnel man is in the habit of taking instant dislikes to people who are being interviewed for employment, he may be cheating himself. "Because a fellow sports a thin mustache and you don't like thin mustaches," the Houston University dean said, "is no reason for writing off the applicant until you have considered his qualifications. You may be letting the world's best chef slip away if you prejudge him on the basis of one of your petty dislikes."

Defining morale, Taylor said that the closest word it can be pinned down to is "attitude." Millions of words have been written and spoken in an attempt to improve it among people who have to work, he said, but what too often is overlooked is that working people themselves have to create it. To what extent is determined by how far an employer allows them to go in putting forth their best efforts. "Frustrate them," Taylor said, "give them the idea they don't belong 100 per cent and you'll damage their morale even if you pay them five times the going rate."

Continuing on the subject of morale, Taylor said that nine out of ten people want to please the person they work for, but in too many cases this isn't possible



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because goals, responsibilities and performance standards are never clearly defined for them. When this is the case, the employer himself usually has no clear cut ideas as to what they should be, or he fails to transmit them.

Base It On Experience

As for training employees, Jim Taylor observed that the most successful teachers are those who have the knack of finding out what the trainee's previous experience has been, and then presenting the material to be learned so that it fits in with that experience. The recommended sequence in breaking in a new employee is to tell him, then show him, demonstrate and then question him. Care should be taken in not giving the trainee too large a dose of instruction at one time. When it becomes apparent that he generally has mastered what has been taught, he should be asked to perform his job under supervision. The final polish probably can be applied at this time but, as Taylor stressed, the most common mistake made by many instructors is failing to check after an interval of perhaps a month to find out if the new employee has completely learned and mastered his job.

Train Old Employees, Too

Training, Taylor remarked should not be confined to new employees. Many of the older ones never were taught to do their jobs properly and they shouldn't be allowed to go on indefinitely without being corrected. An important thing to be remembered in any job operation, Taylor concluded, is that if a manager can improve the performance of every ten employees by 10 per cent he is gaining an extra employee.

Taylor proved to be one of the most engrossing instructors that the CMAA probably has had on any of its Workshop programs. He encouraged a great deal of audience participation, asked enough questions to make sure that his listeners were following the entire play, and every now and then threw in some kind of an aptitude test to keep everyone mentally keyed up. In the three days at Michigan State he occupied the instructors' chair

for something like a total of eight hours, but it's doubtful if even at the end of that time he was beginning to wear out his welcome.

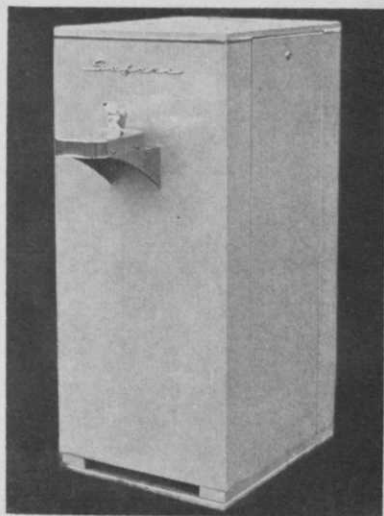
Every Job Can Be Improved

Don Lundberg, director of the hotel school at the University of Massachusetts, was also well received by the CMAA audience, altho his material was presented in a somewhat less flamboyant manner than that of Taylor's. Lundberg's special province is job analysis and efficiency, with enough statistics and psychological justification being cited to support his thesis that every job inside a clubhouse can be done a little better than it is being done without making robots of employees. It might boil down to such a phrase as: "Don't lift anything if you find it can be lowered into position."

As Lundberg pointed out in one of his lectures, the proficiency with which a clubhouse, and particularly a dining room operation is run, depends to a great extent on the manager's understanding of the elements of simplification. This goes back to Fred W. Taylor and Frank Gilbreath, essentially a pair of lazy time study pioneers who spent a good deal of time in their hammocks figuring out how jobs involving manual and routine factory labor could be made easier. Out of their thinking has come many time savers for the restaurant kitchen: wheeled trays, merry-go-round dishwashing machines, storage of equipment and food at the point of use; duplicate equipment and, of course, all the various devices that are electrically operated. Even the efficiency with which carrots are whittled or celery is diced can be traced to the Taylor-Gilbreath influence.

Check the Environment

Lundberg insisted, however, that all the mechanical and electrical gadgets are of little import if the kitchen environment isn't made conducive to reasonable human energy. Too high temperatures and humidities take an appalling toll of energy, according to Lundberg. So does noise. Every club should have its intake and exhaust fans checked to see if they are performing the jobs they are intended to do. Efficiency also is greatly stepped up if ovens are insulated.



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Keep Work Flowing

As to the work that has to be done in the kitchen and dining room and the people who have to handle it, the Massachusetts professor said that the manager or his assistant should make a continuing study in order to constantly improve the operational process and the methods used by individuals in doing their jobs. This involves keeping work flowing through the use of elevators, dumb waiters, belt lines, wheeled carts and jacks for lifting and moving tables. Where the employee is concerned, it means the choice of standing vs. sitting to efficiently handle a job, eliminating bending as much as possible, being able to drop an object rather than lift it, using jigs for holding objects that may have to be cut or sliced, etc.

One of the more interesting aspects of Lundberg's lectures was his dissection of the various kind of people who hold managers' jobs. Generally, they fall into four classifications: The planner is a kind of a fellow who is full of ideas, but needs somebody to carry out his plans. The

comptroller is obsessed with the idea of running the operation on a low budget even if it costs great sums of money in lost sales. After hours he pads around a dark kitchen and dining room to make sure all the locks are secured because he is deathly afraid of larceny. The doer type doesn't stop to do any planning even though he charges around carrying out plans. Usually these are improvised while he is in motion and, often as not, he gets things pretty efficiently fouled up.

The ideal manager is the kind of a person who wants action, is vigorous enough to want to dominate people without being pushy, is more impulsive than reflective, but when it comes to a crisis, always maintains an admirable calm. In deference to his audience, Lundberg allowed that all managers present were this type.

Forecasting and Scheduling

The forecasting of dining room patronage and the scheduling of employees' working hours to dovetail with those periods of day when business is heaviest were other subjects Lundberg touched on dur-

ing his talks. To be able to make forecasts with a reasonable degree of accuracy, it is necessary that the manager have available sales figures for any given day of the previous year as well as a record of any unusual business (such as a wedding) that the club had that day. These two elements then are related to the weather forecast for the day in question along with the general economic trend or, as some managers may prefer, the club dining room's own sales trend for the year.

Matching employees' working hours to hours when dining room patronage is greatest calls for keeping records over a long period and definitely establishing at what times during the day the rush hours come. Regular and part time help then can be assigned to work accordingly. Lundberg pointed out that the restaurant business in general has more "down time" among employees than any other industry (45 per cent), but clubs are fortunate in that most have enough short-hours help (i.e., waitresses) to keep the non-productive portion of the payroll from becoming excessive.

At practically all clubs, Lundberg said, beverage sales follow food sales on a fixed ratio.

Water Was The Culprit

(Continued from page 72)

tude in the Chicago area that the Midwest supts. and the Chicago District GA called a special meeting in late August to discuss them. Aably moderated by Jim Holmes of the USGA green section, the panel placed full blame on the weather. Supt. Roy Nelson of Ravisloe thought drainage was the biggest area for improvement in the Chicago district. Dr. Bill Daniel of Purdue indicated a great future for dwarf type Kentucky bluegrass fairways kept free of poa with arsenicals. Toronto GC in Canada is removing Merion bluegrass from fairways and approaches in favor of bent. Golfers' objections, and not the condition of the Merion, is the reason why.

Drs. Mike Britten and Jack Butler of Illinois wondered if golf courses really want to get rid of poa, and indicated their approach would be to find better annual



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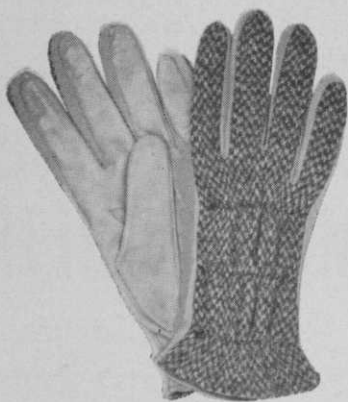
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bluegrasses. Interestingly, it seemed to be the poa that took the brunt of the summer punishment. Warren Bidwell, supt. at Olympia Fields is introducing more bent into his fairways. Such is the case with most of the irrigated fairway courses, and makes one wonder why more improvement and breeding work isn't being done on bent for fairways, rather than the poas.

Putting All in the Mind

The controversy on whether or not to oversee Bermuda greens, and what to seed rages in the deep south. Paul Frank, Hole-in-the-Wall CC, Naples, Fla., says he isn't ready to oversee yet. "A little dye takes care of color and most golfers think it improves playing, so putting must all be in the mind." Just a bit farther north in St. Petersburg, Bud Pearson at Lakewood didn't oversee last winter and says, "never again". Ryegrass is rapidly losing favor where overseeding is done. Work by the Milorganite turf service bureau and Dr. Dick Schmidt at V.P.I. indicates mixtures are best. The turf service bureau likes a mixture of poa trivialis, fine leaf fescue and seaside bent grass with possibly some Kentucky bluegrass for the deep south. Poa trivialis is more economical than rye, but care must be taken to assure clean seed with it. Chickweed, plantain and shephards purse have been a real problem with poa trivialis unless the seed is doubly re-cleaned.

Various Mixtures Used

Baumgardner and McKendree at Sea Island use this basic mixture and further hedge their bet by adding some ryegrass in the second overseeding applied each fall. Jack Graves, supt. at Longboat Key Country Club, Sarasota, had excellent results last year using straight poa trivialis at 12 to 16 pounds per 1000 sq. ft. Other Florida clubs like to include some seaside bent with it for late winter and early spring play. Undoubtedly, more fescue would be used were it not for the cost.

The V.P.I. mix of 12 pounds Pennlawn fescue, 12 pounds chewings fescue and 5 pounds seaside bent runs about \$23 per 1000 square feet. Florida courses that overseed with 4 pounds poa trivialis and 2½ pounds seaside bent spend about \$6.35 per 1000 square feet. Adding 6 to 8 pounds

of fine fescue to this runs costs up another \$3 to \$4 per 1,000 square feet but seems to improve putting quality.

Clover and knotweed received the most attention this past season in the field of weed control. Banvel-D and MCPD did excellent jobs in cleaning out these weeds in late spring and early summer without injuring sensitive poa-bent turf.

Banvel-D was a bit more positive on Jack Kolb's trials at Minikahda in Minneapolis. Bob Musbach, supt. of North Shore in Appleton, Wis., found the addition of "wetter water" made one pint of Banvel-D do as good a job as 3 pints per acre without this additive. Both of these newer herbicides are safer to use on bents and, it would seem, more positive in controlling these weeds than the older 2,4-D or 2,4,5-T mixture. We are still old fashioned enough to prefer sodium arsenite as a contact spray for fall treatments on bent fairways. Most reports of 2,4-D materials injuring bent come from fall treatments. Adequate fertility still plays the biggest part in weed control even with the newer herbicides.

It is undoubtedly fortunate that where troubles occurred they were widespread. When only one supt. in an area runs into grief from turf loss, he is liable to lose his job. When others are in the same boat, the members usually offer some much needed sympathy.

Tractor Maintenance

(Continued from page 86)

brands; nor any serious disadvantage. Before marketing a new additive oil for general use, oil companies thoroughly check it for compatibility with other additive oils; that is, they make certain it will cause no harmful effects. It is fully realized that some new additive oils may do a good job, but may not mix with additives contained in other brands.

Yet, as a general practice it isn't wise to mix oil brands. For one thing, most oil companies won't guarantee the performance of their oils when mixed with other brands. Secondly, it is known that when some brands are mixed with another brand the two don't perform quite as well together as when used separately.

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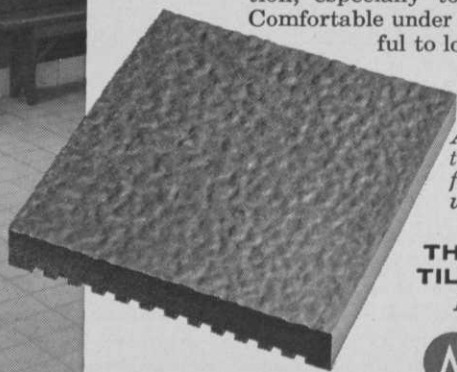


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Change in Classification

American Petroleum Institute has classified engine oils in two sections: from 1947 to 1952 and from 1952 to 1962. Under the earlier classification (1947-52) oils were listed as Regular, Premium and Heavy-Duty. Then, in 1952, it was decided that these classifications weren't satisfactory because (1) there was no way of determining which type of oil best fitted the particular work a tractor was doing; (2) there was no way of knowing which type of oil to match with each fuel — gas, Diesel oil, L-P Gas, etc.; and (3) many people thought of "premium" oil as being a higher classification than "heavy-duty" when the opposite generally was true.

Now, Motor Light-Duty, Motor Moderate Duty and Motor Severe Duty oils for carbureted engines have been substituted for the 1947-52 designations in the classification list. (API Oil Classifications are shown on pages 31, 32 and 33 of the International Harvester Tractor Maintenance & Tune-up manual).

Gear oils, like crankcase oils, contain

certain kinds of additives, depending on the service classification of the oil. The additives include anti-oxidants, rust preventatives and foam inhibitors. Another important one is the extreme pressure (EP) additive which, when added to a straight mineral oil, enables the oil to carry a much heavier load. It is believed that EP works like this:

As the high points on gear teeth meet under extreme pressure, a very high temperature results. It is high enough to cause welding at the miniature high points of the gear surfaces if straight mineral oil is used. If EP is contained in the oil, a coating forms to protect the metal surfaces from welding and destructive wear.

Hydraulic Fluid

Hydraulic fluids must be matched with the hydraulic system design. One reason is that a hydraulic pump selected by a manufacturer is related to the viscosity of the oil that is used. A heavier oil may cause excessive heating, which, in turn, causes rapid oxidation (oil thickening) which further increases viscosity. This causes gummy deposits to accumulate on the pump