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For more information circle number 207 on card



EMERSON—ACCENT

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basic as Dr. Clark's editorial or as complicated as a club's "locker room lawyers" care to make them, but if a club lacks either it may be headed for trouble. The principles to keep in mind are:

Policy—Should define and support overall club purpose—should aim for the greatest good for the greatest number of members—should be consistent.

Long Range Plans—Should be clear and measurable. They should set specific goals and use figures and dates whenever possible — should consider both internal and external restraints, size of membership, growth of the community, budget limitations, tax problems, and future needs are examples—should include means of keeping the membership informed of any changes.

Both policy and long range plans should be reviewed periodically. We should recognize that objectives and conditions can change and act accordingly. ●

ALA WAI GREENS

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for Ala Wai, it is only part of the larger plan to recondition the course.

In addition to the new greens, larger tees are being developed so three sets of tee markers can be used. The tees will be roughly 150 by 50 feet.

The existing tees at Ala Wai have been largely stripped of grass.

A new automatic irrigation system is another major investment that will improve golf at Ala Wai and enable the fourth step, a planned program of fertilization to be carried out knowing there will be dependable water.

The total investment in the rebuilding of Ala Wai may well top half a million dollars, thanks primarily to the abnormally high labor costs in the Islands. But the investment is justified in the opinion of the city and county in that it is necessary to maintain the high number of rounds being played at Ala Wai each year. ●

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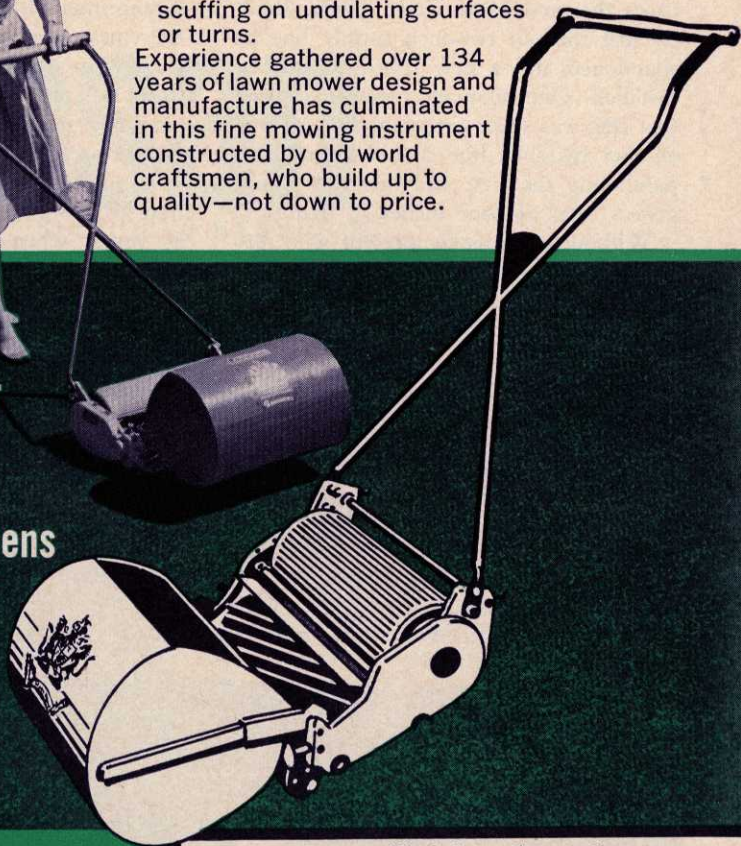
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Distributorships now being established in key areas. Adequate supplies of spare parts, as well as mowers, in stock at Warren's Chicago, New York and San Francisco area nurseries.

SUPER'S FUTURE

continued from page 32

tee. In general, the more desirable are all forms of engineers, building or store managers, medical and dental doctors and small business executives.

An incident of a few years ago which may point out the value of careful selection of greens committees follows.

A problem of an inadequate water supply was under discussion and the need for a much increased amount of water was definite. To get approximately four times the amount of water it was decided that the old two-inch supply line be abandoned and a new four-inch line be installed. One adamant member insisted that this was sheer extravagance and that another two-inch line should be installed paralleling the first and that this would give a total of four inches in diameter!

Without an engineer present who represents authority on such subjects, it was difficult to point out the fallacy of his thinking, but eventually an authority did

get things straightened out finally

To summarize, members should be more aware of the people who develop their fine turf. The superintendent is going to have to be paid commensurate with his skills and responsibilities.

He doesn't look for profit-sharing as most labor does, because he is working for a non-profit organization.

The man in charge of your golf course is undoubtedly prudent and thrifty. His salary should be adequate enough to help him carry his own insurance-mutual fund investment type of retirement plan which his national association has worked out for him. He must treat his program as if he were self-employed since so few or inadequate provisions are offered by his club.

If you were lucky enough to persuade him to work for an organization such as yours, when he could have been a truck driver with a high salary, more security and summer vacations, then count your blessings. •

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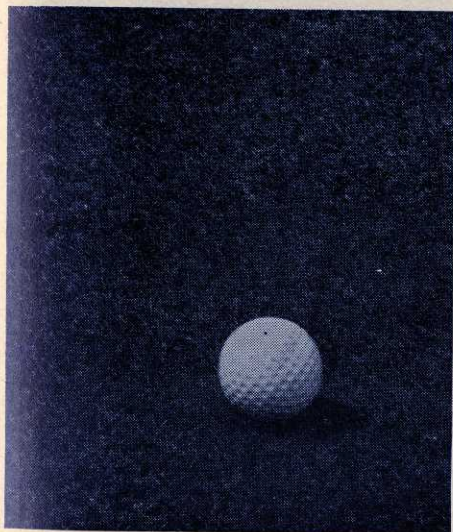


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TOGETHER WE STAND

continued from page 48

come a common practice if costs are to be kept within reason, and cooperation is to exist.

What is good for the clubhouse is good for the rest of the club if we are talking about hours, wages, benefits, privileges, meals and working conditions. Sickness insurance and pension plans are of much interest to waitresses as they are to shop men or mechanics. If a manager suggests bonuses for his staff, why should we not seek suggestions from the grounds department and professional as well if the persons involved are club employees? If assistant professionals and shop personnel are permitted to play golf after work what effect does this have on employees who are restricted to "Mondays only?" If "un-skilled" labor is hired in one area of the club at one wage, why should "un-skilled" labor in another area of the club be paid differently? Yes, you can share in

the benefits of the club, but you must share in the *problems* as well if you are to seek cooperation.

The sharing of information is another factor I would like to mention, for this is most vital in securing cooperation from others. Weekly meetings can and should be scheduled to bring the three principals together; preferably at lunch or over a cup of coffee, to outline what is coming up in *all* areas of the club. Advance planning, and discussion of possible problems will result in a better understanding by all concerned, creating a "smooth-running" organization, even on abnormal days, to both employees and members alike.

Little things can play a prominent part in over-all understanding and cooperation amongst professionals, superintendents and managers. One suggestion is for the three to "talk out" any differences of the past week at their lunch.

If all three agree on a given problem,

continued on page 78

This is the Paul Bunyan 360—a complete soil processing plant. It can help you build a better golf course, faster and at lower cost.



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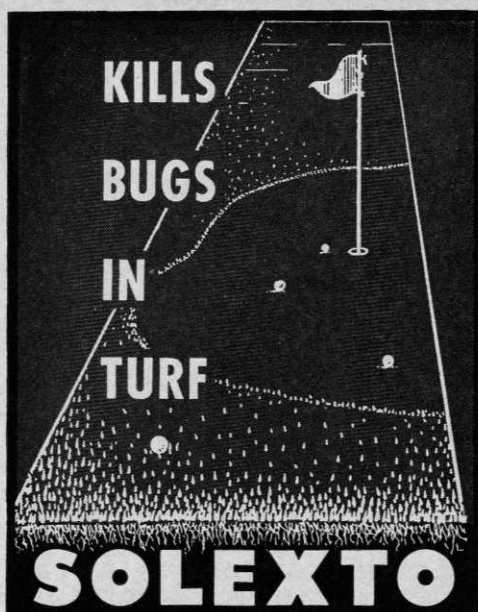
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* Widely used selective weed killer manufactured by Dolge.

Write to the C. B. Dolge Company, Westport, Connecticut for information about other insecticides; also inquire about weed killers, golf ball cleaners, mole and gopher killers.



For more information circle number 220 on card

TOGETHER WE STAND

continued from page 76

send your possible solution to the Board as a "three-fold" suggestion. This will not only help quicken its adoption, but serve as a means of showing *all* three of you are concerned, you feel you might have the answer and you are working on on it *together*.

Visit the other fellow's office once in a while. Find out what he is working on and what the problems within his area of responsibility are.

Maybe an inventory system or stock control in the storeroom will help just as much in the golf shop. Superintendents have found from managers that informal luncheon meetings with other clubs will bring about a healthy exchange of information. Golf professionals playing in tournaments may have the solution to your crowded parking lot on weekends from something they have seen where they played. Managers may know of a new "twist" to a two-ball foursome, and a superintendent may have had an unusual sandwich at a club he visited.

However, each is hesitant to talk about it in your area, but he will discuss it with you in his area, for fear he might offend. Many of our members and committees meet and discuss things during a round of golf. Pros can sell themselves during a "playing lesson" so why not "sell your ideas" to the manager and superintendent as you utilize your own "ground rules."

Finally, if all else fails, then be a little *tolerant* of the other guy. Recognize the influencing factors of age, experience, nationality, personality and pressures.

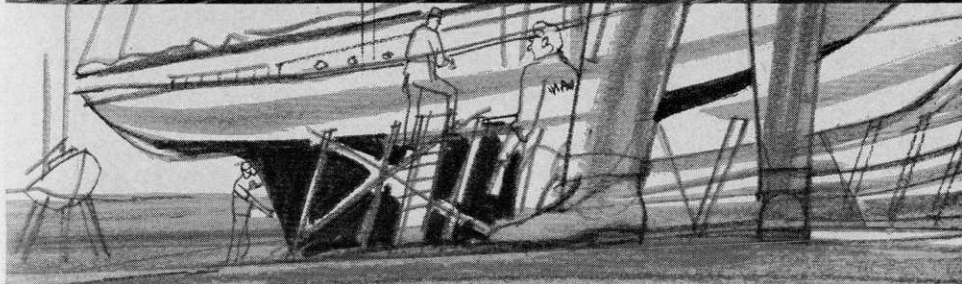
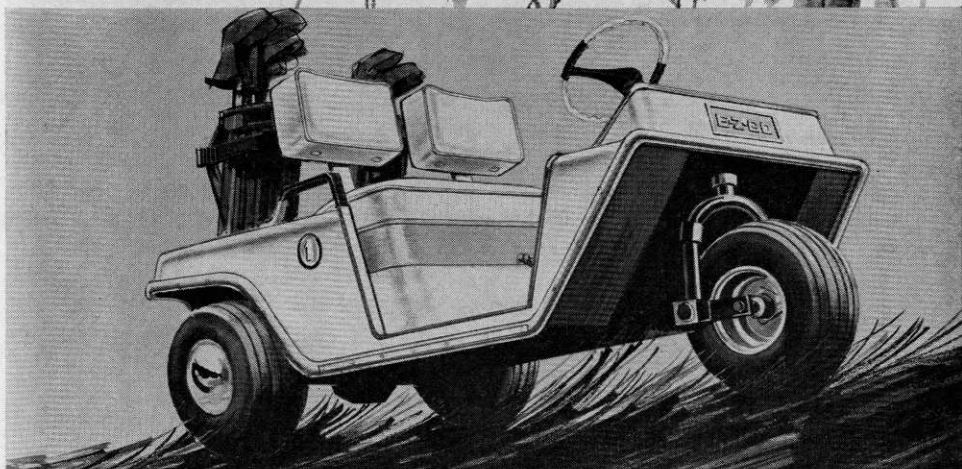
Like the marriage we mentioned before, sometimes you have to learn to *like* burned toast, stockings floating in the wash basin, and curlers poking you in the eye as you start to go to sleep.

Marriage needs "give and take," and so do the relations between the superintendent, professional and manager. But if you are willing to "work at it," harmony and cooperation can become a living reality, at your club. •

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CONFESSIONS

continued from page 40

at your club belong to the third and smallest class. The best thing you can do for them is to diagnose their faults and let them give themselves most of the treatment, with you as a supervisor.

One of the home-club pro's big problems is getting and training desirable assistants. When I get a good assistant, I spend hours teaching him how a pro shop should be run and how books should be kept. However, I must also teach him my methods of instruction, so that he will be competent in caring for members when my schedule is full. Most young men who want to be professionals prefer playing golf to teaching it. That's natural, I did, myself. But to impress upon them that around a golf club a member's game comes first seems to be a tougher task every day.

Almost all our problems can be ironed out pretty easily; there's even a way to

avoid being put in the middle when rules disputes come up. I just show people the rules book and say to them, "The answers are there."

Although I'm with a club in a metropolitan district, I think the pro in a smaller city has the edge on the majority of professionals at the larger clubs. In the smaller clubs, the members are proud of a pro who serves them well and does something to give their club favorable publicity.

The professional who performs competently and sincerely for the sound smaller club can be an outstanding citizen without arousing jealousy, and can do his work on a semi-social basis at his club without incurring the risks of the metropolitan-district professional.

I wouldn't trade my job for one at a smaller club. I worked at smaller clubs when I was younger, and I was treated well. Where I am now I get more headaches, but I get more money too, and

continued on page 82

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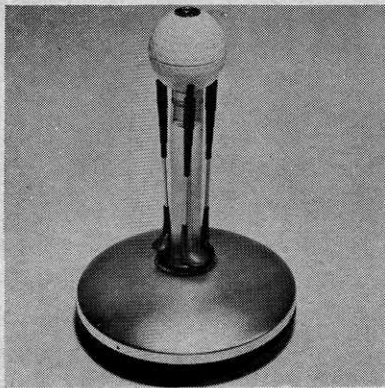
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