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But new Wilson 1200 irons give the golfer more than just a horizontally enlarged sweet spot. They also give a vertically enlarged sweet spot. So golfers have a better chance for more accurate shots. Whether they hit the ball off-center horizontally or vertically. (Fig. 6)

How was this doubly-enlarged sweet spot achieved? By introducing a new concept in irons called Perimeter Weighting. It places more weight farther out along the entire perimeter of the sole and toe. (Fig. 7) So your members are more likely to have solid hitting weight behind an expanded impact area.

Equally important, there is an enlarged sweet spot on every single Wilson 1200 iron. Because we inserted a special tungsten alloy disc in the toe of our irons. And, we precisely varied the amount and location of the tungsten insert, placing this special weighting higher in the more lofted irons. So even though a golf ball climbs on the face of the more lofted irons before flight, Wilson 1200 irons

improve the golfer's chances of having solid hitting weight behind each shot. (Fig. 8)

The result is that each Wilson 1200 iron in the set provides scientific weight placement behind an enlarged sweet spot. So your members will get more accurate shots more often. Even on many of the shots that they hit off-center.

Wilson 1200 woods and irons: Greater distance and accuracy... more often.

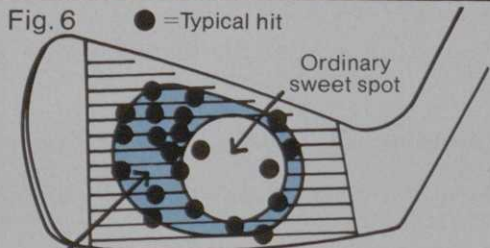
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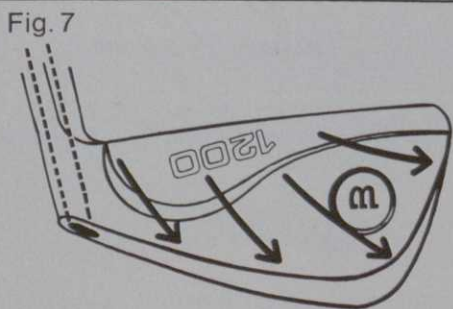
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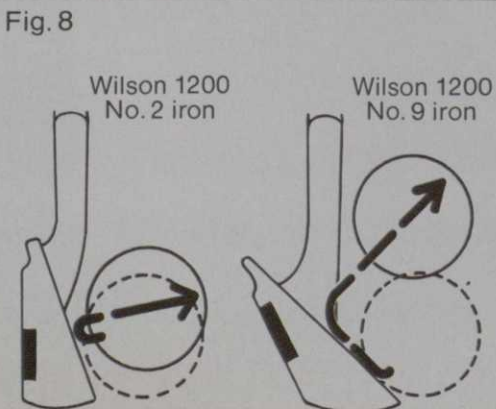
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Wilson 1200 iron expanded sweet spot

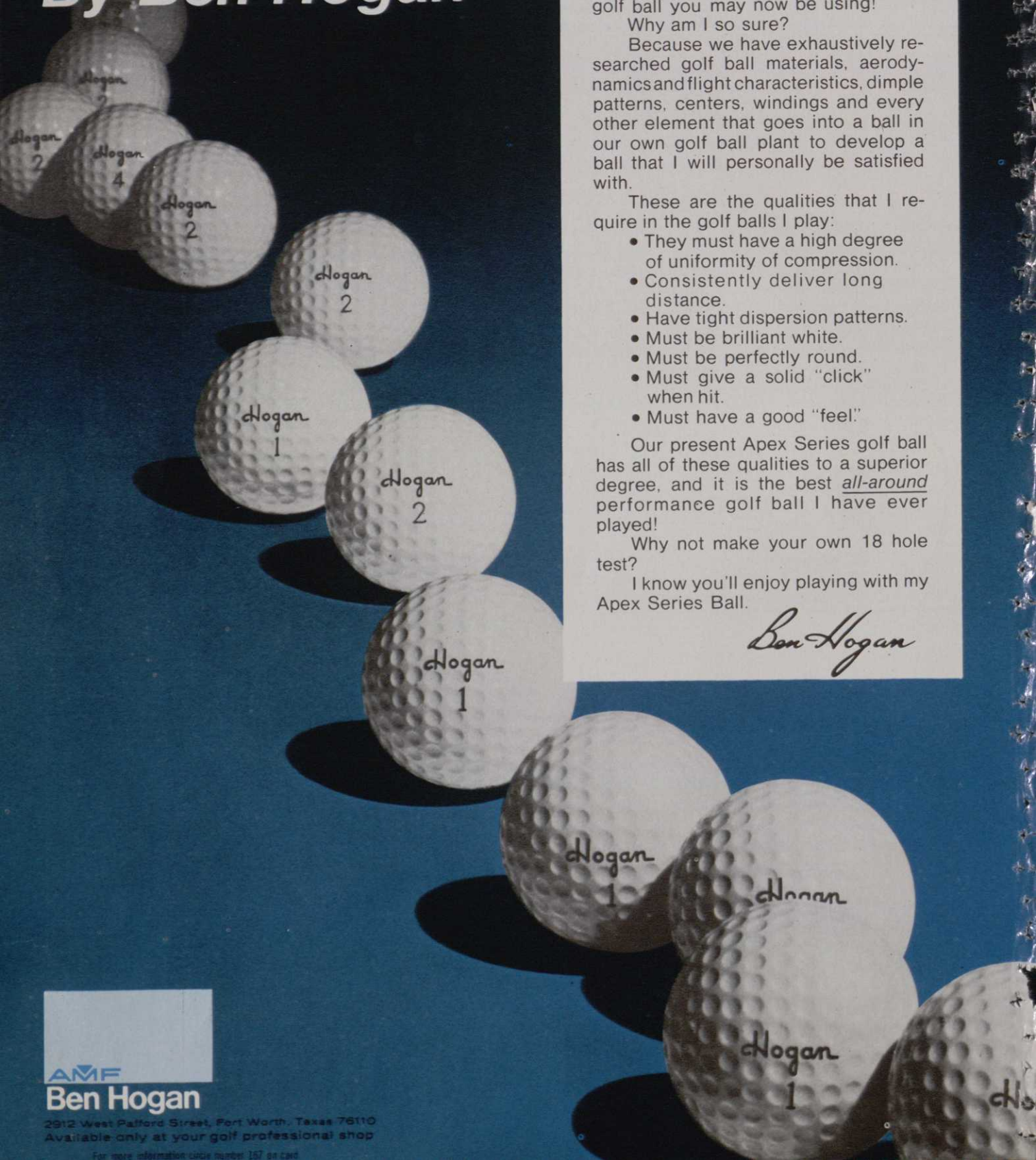


Wilson 1200 Perimeter Weighting



For more information circle number 139 on card

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I know you'll enjoy playing with my Apex Series Ball.

Ben Hogan



Ben Hogan

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For more information circle number 167 on card

MINIMUM WAGE LAW: IGNORANCE IS NOT BLISS

Professionals who have heard reports that they may be exempt from paying the minimum wage to their employees better check closely where they stand or they may be heading for costly trouble.

The confusion has been caused by a clause in the minimum wage laws referring to establishments that are considered to be "amusement or recreational." If they truly qualify, these establishments do not have to pay the minimum wage under certain circumstances.

Generally, the exemption works like this: If you are a seasonal operator and do 75 per cent of your business in a six-month period, it is possible to qualify for this exemption. This restriction could easily cover golf courses in the northern parts of the country where golf is seasonal.

But here is the hitch as the Labor Department's experts explain it:

"Country and town clubs that are not open to the general public, but are available only to a select group of persons who have been specifically elected to club membership, are not considered amusement or recreational establishments because they are not frequented by the public for its amusement or recreation."

Of course, many golf shop operators at private clubs consider themselves private contractors rather than employees of the club and therefore entitled to their own form of exemption. But in general this is how the Federal government views the shop operator at a club not

Professionals should check out the fine print in the minimum wage law before deciding they are exempt. Penalties for violation of the law are severe by WILLIAM LOOMIS

exempted from paying minimum wages:

The Government considers the golf shop at a private club to be somewhat similar to that of a shop operating as a lease holder in a department store, the store in this case being the club. Therefore, the Government considers such enterprise as part of one business and not exempt from minimum wage laws. This definition also holds true for the golf professional paying wages to assistants for other services offered members.

However, a golf shop at a country club or golf course can be exempt from the wage laws if the shop is open to the general public. But the shop must be a "distinct place of business" say Federal officials. That means it must be separate from other facilities of the club and easily accessible to the general public. The warning here is this: The private golf club golf shop open to the general public must be truly accessible to the general public. If it is hard to find or if a potential customer finds it hard to gain access to the club grounds to reach the shop, then Federal officials might

easily rule that the shop is not serving the general public.

For the shop operator who qualifies as serving the general public, there is this major rule of thumb. He can qualify as exempt from minimum wage laws if his annual business, exclusive of such things as excise taxes, is less than \$250,000 annually and he meets some special tests on business percentage that should be checked personally with the Federal government.

By contrast, in most cases, caddies are exempt from the wage laws even at private clubs. The Government takes the position that the caddie essentially works for the golfer, who is directly or indirectly responsible for paying him for services rendered. However, if the caddie also performs other club services, such as keeping greens, working in the golf shop part time or in the locker room, the exemption normally does not apply.

Federal officials advise that golf shop operators become as familiar as possible with the fine print of these laws before they conclude they are or are not exempt from Federal regulations. Violations of the law can be costly.

By a variety of methods the Labor Department can require anyone who violates the law to make good on any unpaid minimum wages. And if it is ruled that anyone willfully violated the laws, fines can run as high as \$10,000, and a second conviction could result in a jail sentence. □

Billy Casper's

PLAYBACK

TM



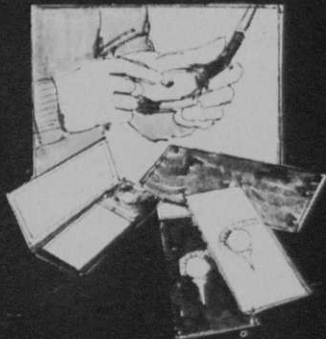
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GETTING GOOD ASSISTANCE

by JOE DOAN



Investing time in good training programs could mean getting the most out of dollars spent for pro shop, maintenance and clubhouse assistants. These training programs serve the industry by providing competent people for tomorrow's administrative positions

If an assistant superintendent, breaking in under Dudley Smith of Silver Lake CC, Orland, Park, Ill., can bear up for a period of about six months, when insidious attempts are made to discourage him from making a career of greenkeeping, the probability is that he will endure his two- or three-year novitiate and go on to better things as his own man at his own course.

Discouraging a person from pursuing a career for which he has already had from two to four years college level preparation is hardly in keeping with instructional tradition. The accepted thing is to encourage or inspire the trainee, give him a view of the vistas and blow him up with illusions. When Smith is breaking in an assistant, he will have none of this method.

"I want him to be fully aware of the bad things about being a superintendent," says Smith, who although weathered by his 17 years as a superintendent, has the youthful, downy look of a trainee. "In the first season he's with me I keep reminding him of the long hours we have to put in, the need for being available 24 hours a day, all the problems and headaches associated with the maintenance of a million dollar plus piece of property.

"I really test what I guess you'd call his discouragement quotient," Smith continues. "If he can put up with it for six months and still want to stay in the business, I figure he's got the dedication to make a career of being a superintendent."

Dedication! That old, overworked word is still in business wherever and whenever golf management people talk about the indispensable quality

that keeps them tied to the post as superintendents, professionals or club managers. They don't utter the word with reverence; in fact, they smile when they say it. But down deep it's dedication that makes them willing to put in those 80 hours a week when practically everyone around them grumbles if as much as a 40-hour week is imposed on them.

Teaching dedication, more obliquely than directly, has as much to do with the training of a superintendent, professional or club manager as anything else to which persons entering these fields are exposed. Dudley Smith stresses the importance of dedication in an unorthodox way. Probably very few people in the golf management field attempt to get it across via the discouragement testing route. In most cases, it isn't even mentioned, but it's there for the trainee to see. If, within a short time after breaking in on the course or in the shop or in clubhouse, he doesn't sense that it's dedication, or something like it, that keeps the superintendent, professional or manager around long after the 5 o'clock whistle, he's missing the point.

Bill Heald, the professional at Riverside GC, near Chicago, and C.C. Watson, manager of Sunset Ridge, Winnetka, Ill., who discussed their training programs with GOLFDOM along with Dudley Smith, agree that there is no substitute for dedication in a golf management job. They don't beat the theme quite as actively as Smith does, but the word is heard frequently in their conversations.

"We live the game nine months a year," says Heald. "I'm in the shop six days a week and on the seventh I play. So any young man, who is breaking in as a professional, has to be prepared to devote practically all his time to golf."

Says Watson, "It's no place for a nine-to-five man. We operate 11 months a year. A manager and his assistant put in 10 or 12 hours a day. An assistant doesn't have much choice but to be wrapped up in his work."

Heald, Watson and Smith apparently have done a good job of implanting the dedication princi-

ple, along with giving their proteges good training. Each has had four men under his wing and of the collective dozen they have trained, they've had only two dropouts. Both of the latter bowed out, incidentally, because the hours were just too much for them. They couldn't find the dedication to put in the long, demanding days that are endemic to golf management personnel and so, wisely, they got out.

Seven of the young men, who have trained under Heald, Watson and Smith, have moved up to top jobs. Each of the three currently has a trainee working for him. In practically all cases where the protege has moved up, he has had at least a two-year apprenticeship behind him. It shouldn't be any less if he is to be properly equipped to go it on his own.

It is not quite accurate to refer to the young man, who is breaking in, as a trainee. More properly, he is assistant. The course he is going through is designed to familiarize him with the golf management job, not train him for it. He does basically the same work as the man in charge. Whether he is coming in as a professional, superintendent or club manager, he has, almost without exception, the educational background for the profession he's getting into. The so-called novice superintendent is a graduate of either a two-year or four-year agronomy school. The tyro club manager has a degree from either Michigan State or Cornell University or the University of Denver or some other well-known school. The professional apprentice probably hasn't been trained specifically for shop work, but in most cases has studied business or physical education in college, has played golf and so isn't getting into totally unfamiliar work.

Thus, a rank beginner is not coming into one of the three fields. He has good credentials to start with. What he needs is experience in the profession for which he has prepared. It is hoped that he brings dedication along.

Doc Watson is a strong believer in "giving a man his head," as he puts it. A 1957 University of Denver graduate, Watson worked for five

years in an airline feeding operation before coming to Sunset Ridge in 1962. Four young men have broken into club management under his direction and, for the most part, he has dispensed with the preliminaries in indoctrinating them.

"I get them exposed without wasting much time," Watson says. "Within a short time they are responsible for running any of the numerous parties that are held at the club. Maybe they're over-matched, but they soon discover ingenuity they didn't know they had and usually get straightened out. If not, they can come to me.

"All of the assistants I've had," Watson continues, "have appreciated that I had enough confidence in them to turn them loose without a lot of coaching. It's kind of bewildering at first, but they quickly get their feet on the ground and work things out. Even the young fellow who left because he didn't like the hours handled assignments well. Most people learn 10 times faster on their own than if they have to be supervised."

Ingenuity in arranging and running parties is the most important part of a club manager's job, according to Watson. That's why he puts so much emphasis on this function in training assistants. Sales have to be kept up, not only during the golf season, but in the November-March period when the members won't use the club unless there are some very strong attractions to bring them back. Weekly cabaret dances, gourmet dinners, a fall clambake, a couple of pre-Christmas parties, six "Food Around the World" dinners, held in the fall, a weekly Wednesday luncheon for the women, a formal Christmas party, a New Year's Eve dinner dance and party are among the affairs that are held at Sunset Ridge during the off-season to complement summertime patronage and spending. Otherwise, total annual volume would be so low that it's doubtful if the membership would stand for the assessments that would have to be levied by club officials to wipe out the year-end deficit.

In time, and not a very long one at that, the new assistant takes over

the total running of at least 50 per cent of the social events. For instance, he handles the gourmet dinners, from selecting the menus, overseeing their preparation, giving personnel whatever training is necessary in serving them, to seeing that they are well-publicized before they are held.

Sunset Ridge closes in January, but immediately after it reopens, the round of dinners, parties and dances are started again. This spring, Chuck Braden, the assistant manager, introduced a theater-dinner party that practically had the membership standing in line to attend. Altogether, three performances were given by the Northwestern University CC players in the clubhouse dining room; there were capacity crowds at each show. Braden handled the entire project from the publicity stage through booking the theatrical group to taking full charge of the cocktail hour and dinner that preceded each show. After an assistant has staged a few theater parties, presided over several gourmet dinners as well as miscellaneous clambakes and dances, he can hardly be classified as a trainee, at least where social events are concerned.

All, of course, is not party giving at Sunset Ridge. There are less glamorous things with which the new assistant has to become familiar, such as clubhouse housekeeping, calling in the repairman and overseeing the day-to-day food and beverage operations. And, of course, there is the annual budget that has to be prepared and periodically checked to see that it is being adhered to. Doc Watson handles the drawing up of the budget and all matters pertaining to it, a vitally important job at any club, but the assistant always sits in while it is in the preparation stage and when it is being periodically reviewed.

From the caliber of young men who have trained under him in the last decade, Doc Watson can't help but conclude that the club management schools are doing an outstanding job. They are particularly strong in generating new and fresh ideas, and their academic courses, such as accounting, psychology and chemistry, appar-

continued

ASSISTANCE *continued*

ently are being well taught. In addition, young men coming into the club manager field know a lot about beverages, partly because of what they learn in the classroom, but mainly because most of them manage to get part-time jobs as bartenders and pick up a good deal of practical knowledge.

The same, though, can't be said of food preparation. One reason for this, according to Watson, is that probably too much emphasis is being put on commercial or mass feeding. The more imaginative cooking, which is demanded in a city or country club operation, is being slighted. Too, the club management students don't get enough actual experience in cooking and baking. Mainly, they don't do much more than observe how things should be done. Watson thinks this should be changed. A person who has never had dough on his elbows or turned a roast is never really going to learn very much about food and cooking. The schools could correct this by setting up summer restaurant placement programs for their students.

One thing that Doc Watson does is something that other club managers could profitably copy. Four times a year he takes his assistant, the club chef and hostess to dinner at one of Chicago's finer restaurants. It can be classified as a working meal, because the four people are as much on the lookout for new ideas in service, decor and recipes as they are in enjoying the amenities of fine eating. Some of the ideas are brought back to Sunset Ridge, where they are used especially in the off-season when innovations are needed to bring members back to the club.

Bill Heald's training curriculum at Riverside CC starts with a course that might be called, "Teaching How To Teach." A background of 22 years in golf, five of them spent as a summertime assistant at this club while he taught history and coached in high school, has convinced Heald that teaching is the fundamental from which radiates everything that has to do with the operation of a pro shop. Certainly, it leads to a conservative 75 per cent

of equipment sales and, no doubt, influences a high percentage of apparel sales. Maybe the latter would be hard to prove, because display, price and quality are considered so intrinsic to the way apparel items sell, but in a larger view, a professional's success in merchandising depends to a great extent on how well the members accept him.

There is no quicker way to win acceptance, Heald maintains, than the lesson tee. Show a player how to shave his score or, maybe more gratifying to him, how he can hit a ball more crisply and accurately and a convert has been won. Or, to put it more baldly, a customer. It doesn't stop here, of course. Good service, promotion of golf activity, a sound merchandising program, all the pro business standbys, can't be overlooked. They are vital pieces in the mosaic, but everything, in Heald's opinion, starts with the teaching of the game.

For this reason and, additionally, because the new assistant probably hasn't been exposed to them, his training at Riverside starts with the "how to teach" fundamentals. Heald spends many hours on the tee with him and in discussing teaching methods. What he is most concerned with is getting the assistant established in a teaching routine. This isn't easy for a beginning pro to do. He is expected to be a reasonably good player, but probably he does so many things intuitively that he hasn't given much thought to analysis of the swing or to its teaching. It's confusing at first and Heald doesn't expect a new man to even begin to emerge as a teacher until his second year. It isn't until his third year at the club that the assistant is assigned to handle the junior program, which has been Heald's pet project since he started at Riverside.

What Heald ultimately works for is to have the assistant develop confidence in his instruction methods and then not deviate from them after he has established a reliable teaching pattern. Not that he should become totally inflexible and not try to refine his techniques and look for new ways to get through to the pupil. There is always new ground to be explored in

both respects. It takes a lot of study, observation, discussion of theories for the young man breaking in to get his instruction methods solidified. One of the best starting points in his education, Bill Heald believes, is in the material Jim Flick of Losantiville in Cincinnati has written for the PGA teaching manuals.

Heald isn't sure he differs very much from other professionals in training assistants in the different aspects of shop operation. He wants to be sure that anyone who serves in his shop is completely qualified to move into a head pro job in no more than four years. This calls for the assistant to begin working as a starter and caddie master along with learning everything possible about the inside operation. The latter, of course, includes a little bit of everything—merchandising, purchasing, learning inventory control, running club tournaments, helping to stage the annual spring fashion show for women members and becoming familiar with the bookkeeping system. A young man, working for three or four years at Riverside, or for that matter, at most first-class golf shops, probably gets as liberal and practical business education as he could hope to get in almost any field. In fact, it's doubtful if he could find anything in the merchandising arena that offers a better opportunity to become as involved or immersed in the sales floor, office and backroom operations as the pro shop business.

Even though Dudley Smith, the Silver Lake superintendent, may go overboard in bringing the novice superintendent face to face with the realities by dwelling on the unglamorous aspects of maintaining a course, don't write him off as an ogre. His record in shepherding new men through the break-in years of greenkeeping is good—three of his four trainees have stuck it out and have their own courses. The fourth, a college English major, stayed on well beyond the six month period in which Dudley sowed the seed of discouragement, but finally decided he'd be happier in some other line of work. He was not without promise, according to Smith. The other young men, who have



worked for Dudley in recent years, are studying agronomy and plan to make their careers in course maintenance. Another, who is in the Navy, plans to get into the field after being discharged. So, Smith must blend inspiration with discontent.

As turfmen, the Silver Lake superintendent feels that the young men, and especially the four-year graduates who have come out of school in the last decade or so, are pretty close to being finished products. They need no more than a little experience to consolidate the knowledge they have absorbed in college. They should be better trained, however, as mechanics. Most know little or nothing about machinery and are utterly dependent on the course mechanic to keep the mowers and tractors running. Smith feels that this could be remedied to some extent if the schools could arrange with equipment manufacturers to give the turf students intensive, if brief, training in machinery maintenance.

"Most are completely lost when it comes to equipment maintenance," says Dudley. "Not that I was any better when I came out of school."

Dependence on the course mechanic actually goes somewhat further. When an assistant is breaking in, he not only has to have

plenty of guidance from the superintendent, but has to lean heavily on the hard corps of veteran employees on the maintenance staff. Some assistants don't always grasp this latter point.

As far as Smith, a 1955 Penn State graduate, is concerned, learning to direct men is the hardest part of a superintendent's job. For an assistant, that's what most of the training period is about. He may be technically brilliant, but if he doesn't learn something about persuasion and motivation his gifts or talents aren't going to do him much good.

"Most of the training I give is psychologically oriented," says the Silver Lake superintendent. "Sure, there are some things a young guy has to learn about chemicals and grasses. And, even more about machinery. In time, this knowledge will rub off on him. But in the meantime he has to learn to handle men, to not have them resent his orders and be humble and smart enough to listen to their suggestions, because many times they are worth listening to. For instance, I've always felt that my mechanic could make or break me.

"I think most superintendents will agree that they are a little amused with the new fellows coming out of school," Smith con-

tinues. "I don't mean that we mean to downgrade them or make light of their knowledge, because usually they are technically trained and already quite competent. But I think the schools mislead them, have them thinking they are stepping into full-fledged executive jobs and maybe are going to do a fair share of button pushing. Maybe the human element isn't emphasized enough. Maybe they should be told more about the ordinary course worker and the mechanic because these are the men they are going to be dependent upon.

"The biggest shock to a young man breaking in most often comes in his contact with older course workers, Smith goes on. "Usually these fellows are 40 or 50 years old, have been around for several years, are intelligent enough to hold better jobs, but have been handicapped because they don't have much formal education. There's no doubt that they are pretty capable guys. The new assistant often isn't aware of this and makes the mistake of underrating their abilities and knowledge. So, instead of getting them to produce for him, he kind of turns them off. They just stand around and wait for him to fall on his pratt.

"I'm sorry I can't make my remarks a little more technically slanted," Dudley laughs, "but when an older superintendent trains a young one he becomes a practicing psychologist. Oh, we continually remind the assistant that he is responsible for a very valuable piece of property, warn him against the temptations to overkill, cut corners, and get into some pretty involved discussions with him about grass and greens and gearing and gaskets. But the real reason a young fellow comes to work for an older one is to learn how to handle men. If he learns that, he probably won't have too much trouble with the technical aspects."

Eventually Dudley gets back to repeating what he previously said about dedication. Dedication and the ability to handle men. They were in the business long before anyone started using fertilizer or herbicide, and they still do more to keep grass green and weed free than either of these products. □

GOLF CLUBS AND THE UNIONS

PART 2

The inevitable question arises, "What are my rights if a union begins organizing my employees? What are my obligations? What can I do? What can't I do? What will happen if I do something illegal?"

First get advice from an expert. You will be drawn rapidly into an area outside your general experience and you will be dealing with a union agent who is trained and usually good at his job. How much will expert advice cost? Rates vary. But you can always ask beforehand how much the cost will be. Almost certainly it will cost less in the long run because you will be able to avoid costly mistakes.

Almost any union could be involved in organizing golf club employees. No law says that a specific union must represent golf club employees. Some of the most active in organizing golf clubs have been the Service Employees International Union, the Laborers Union and the Teamsters Union for maintenance personnel. Hotel and Restaurant Workers Unions and Culinary Workers have organized some kitchen and clubhouse employees.

Is the golf club industry a union target? Unlikely. Usually the club employees contact a union for help. This is one reason why a variety of unions represent golf clubs. On rare occasions one union may try organizing all the golf clubs in a metropolitan area.

What laws apply? The Taft-Hartley Act is the Federal law. It provides a more extensive scheme for the conduct of labor relations than state laws. If your club is covered by the Taft-Hartley Act and, therefore, within the jurisdiction of the National Labor Relations Board (NLRB), state labor laws would not apply.

The NLRB exercises jurisdiction over clubs in which the annual

In this concluding part of the series on unions the rights of employees and the rights of management are explored

by THOMAS P. BURKE

gross revenues are \$500,000 or more, exclusive of membership dues and initiation fees. (This jurisdiction standard should not be confused with the Wage and Hour Division of the United States Department of Labor, which includes membership dues and initiation fees to determine dollar coverage.) If gross is less than \$500,000, the club is subject to the law of the state in which it is located. Any attempt to discuss state labor laws here would be useless, because state laws vary dra-

"One classic example of the illegal threat was the . . . owner who was so incensed that his employees were unionizing that he placed a 'For Sale' sign on the front gate."

matically. The State of California, for example, has only a general statement that employees have the right to organize and engage in concerted activities. New York State has extensive labor laws fashioned after the Wagner Act, the Federal law prior to its amendment in 1947.

RULES UNDER FEDERAL LABOR LAW
Basically Federal labor law allows employees to engage in activities collectively on their own behalf or to seek a union to represent them without fear of interference or reprisals from their employer. Once the employees have chosen a bargaining agent, the employer must meet and bargain in good faith.

WHAT THE EMPLOYER CANNOT DO
The employer may not interrogate employees about the union. This includes questions to find out whether employees want a union, why employees want a union or which employees favor a union.

The employer is prohibited from making any statements or taking any action considered threatening. A statement that if the union is successful, the club would be closed is an illegal threat. One classic example of the illegal threat was the case of an owner who was so incensed that his employees were unionizing that he placed a "For Sale" sign on the front gate.

The employer may not legally make any promises during an organizing drive or other inducement to vote against the union. This includes promises of wage benefits or other improvements in working conditions, as well as granting benefits. There are some exceptions to the granting of benefits, but the legal complexity of that issue overreaches the scope of this article.

An employer may not force those employees favoring a union to work at a disadvantage compared to employees who are against a union. Nor may he make union adherents work longer hours or transfer them to lower paying jobs or fire them. It is not unlawful to discharge a union adherent if the discharge is unconnected with his