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You're probably replacing some of your golf car batteries right now. So why not test the new EV-106, or EV-88, golf car batteries from Exide and Willard.

The EV-106 gives dawn to dusk performance under the most rugged conditions. It delivers 106 minutes of pedal-down time between charges.

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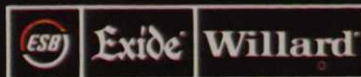
sales tax, when 24 or more new Exide or Willard batteries — either the EV-106 or EV-88 — are delivered to your golf course.

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For more information circle number 1/4 on card

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As an example of our superior design you can see above the perfection of the gradation of the stepdown pattern of our exclusive high performance Apex Shafts. Our clubs are designed with less than the weight of a dollar bill in swing weight variation from club-to-club within our *IRONS* and *WOODS SYSTEMS*.

Ben Hogan

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LABOR RELATIONS from page 30

ter medical plan is needed and a union would help the employees receive such a plan.

As with wages, look at the benefits offered by other local clubs. Look at the benefits offered by other industries employing similar employee classifications. There are also general guidelines that can be followed. Of all the major benefits, employees generally consider medical insurance the most important.

Benefits should also be tailored to the peculiar needs of the golf club. A club on the West Coast, for example, might employ a full staff the year around. The employees there may be interested in long-

“ . . . more organizing drives start because of . . . unfair supervision than any other single source.”

term benefits, such as pension plans or increased vacations. In areas subject to seasonal changes, many employees have a relatively improved short work period and may be more interested in short-term benefits, such as greater medical coverage or higher wages as a substitute for benefits.

In either situation, employee communication is essential.

The manager or superintendent should know his employees' attitudes. He should know if the employee feels that the benefits are inadequate. If so, then the manager or superintendent should try to improve that benefit or honestly and convincingly explain why it cannot be granted.

Communication cannot be underestimated. Many union organizing drives begin because management has not explained company policies. Two years ago a club manager was mystified when his normally satisfied employees turned to a union. To his dismay he

learned that the employees had been told that their medical insurance was no good. Upon investigation the manager learned that his plan was one of the best in the area, but his explanations to the employees came too late to be persuasive.

INADEQUATE SUPERVISION

In my opinion more organizing drives start because of inadequate or unfair supervision than any other single source. Employees must be treated with the respect owed them as human beings. A supervisor who cannot establish mutual respect between himself and his employees will create employee discontent, which can lead not only to a union, but to all-around poor performance. Supervisors should be instructed to communicate with employees, to be sympathetic to employee problems, and to be firm, but fair, in ensuring that the employees perform their assigned tasks.

A major test of a supervisor is his manner of administering discipline: Is it consistent? Is it fair? Discipline should never be applied in anger or without good reason. Employees are sensitive to any unfair treatment; it creates hostility and job insecurity.

One way to ensure fair and consistent discipline is to establish work rules. Then employees know what is expected of them. Work rules should be well-known to everyone and should include policies toward hours, tardiness, absenteeism and the like. The rules must be uniformly enforced. If one employee is continually allowed to report late without reproach, and a month later, is discharged, the employees will not know what to expect or what is expected of them. If you establish clear cut policies and stick to them, employees will have a much more favorable impression than discipline unevenly applied.

Avoid favoritism. Don't discipline one employee for lateness and look the other way for another.

An employee who performs the same work as other employees yet receives better pay, better working hours or more even-handed treatment creates bitterness among other employees. This unequal treatment can cause the employees to seek an equalizer in the form of a union to ensure that all wages, hours and working conditions are uniform, or at least fairly and uniformly applied.

LACK OF JOB SECURITY

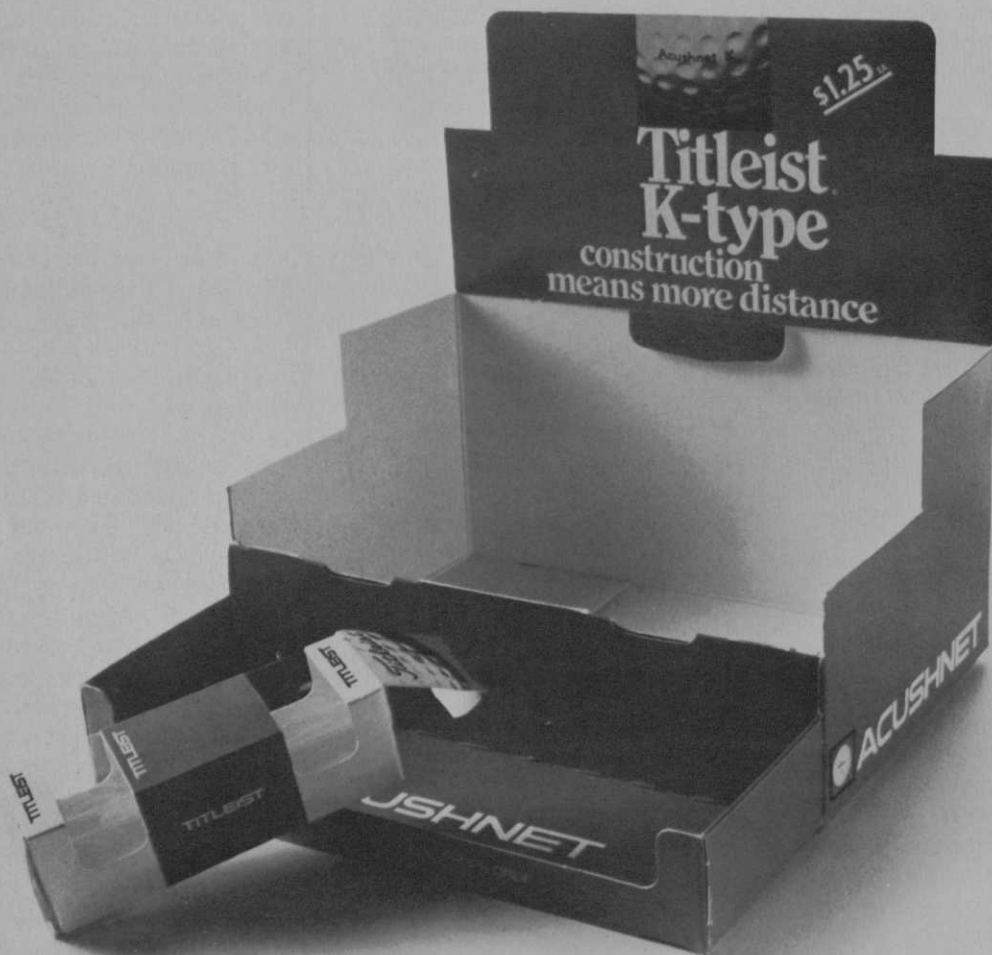
Job security to the employee simply means that the employee can reasonably expect his job to continue. An employee who feels that he might be immediately discharged if he gets on the wrong side of the supervisor often feels he needs union protection. Then he can be discharged for good cause only. He also feels that the good cause can be tested by a grievance procedure up to and including a decision of a third-party neutral arbitrator who will decide the case, not on the employer's principle, but on general principles of labor law.

Lack of job security is not created by known seasonal layoffs, because employees can plan for that and usually have some assurance of a job next season. It results from the unexpected discharge or fear of unfair treatment by a supervisor.

In Part One, I have explored why employees turn to unions and how the golf club can satisfy employee needs. In Part Two, I will discuss the legal requirements, problems and tactics of both club and union during a union organization at a club. □

THOMAS P. BURKE is a partner in the law firm of Rutan & Tucker, Los Angeles. He is a graduate of the UCLA School of Law, a member of the California State Bar and the Los Angeles and Orange County Bar Assns. Since admission to the bar, he has specialized in labor relations, representing employers, which have included golf clubs.

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For more information circle number 249 on card

EXTEND YOUR SEASON AND PROFIT

The whole club benefited when an inventive superintendent experimented with wetting agents and increased playability and over-all revenue at his golf course



Heavy clay areas on the course cause severe compaction problems. These areas receive extra doses of wetting agents in the spring and late fall.

A very trying time occurs for a golf course superintendent when he must close down the course because of a heavy rainfall, flooding or standing water. Everyone suffers—the clubhouse loses bar and dining income, golf cars cannot be taken out on the course, and because no one can play golf, the professional's golf shop is generally deserted—the members stay home.

One superintendent experimenting with wetting agents has been able to compile facts and figures over a four year period to

Editor's note: This article presents the experience of only one superintendent who utilized wetting agents to break up standing water. The superintendent notes that the program may not work for every course. Therefore, before anyone goes into a full-scale program, he should seek expert advice and opinion and should experiment with a small plot of land to determine what the reaction of his course would be to such a program.



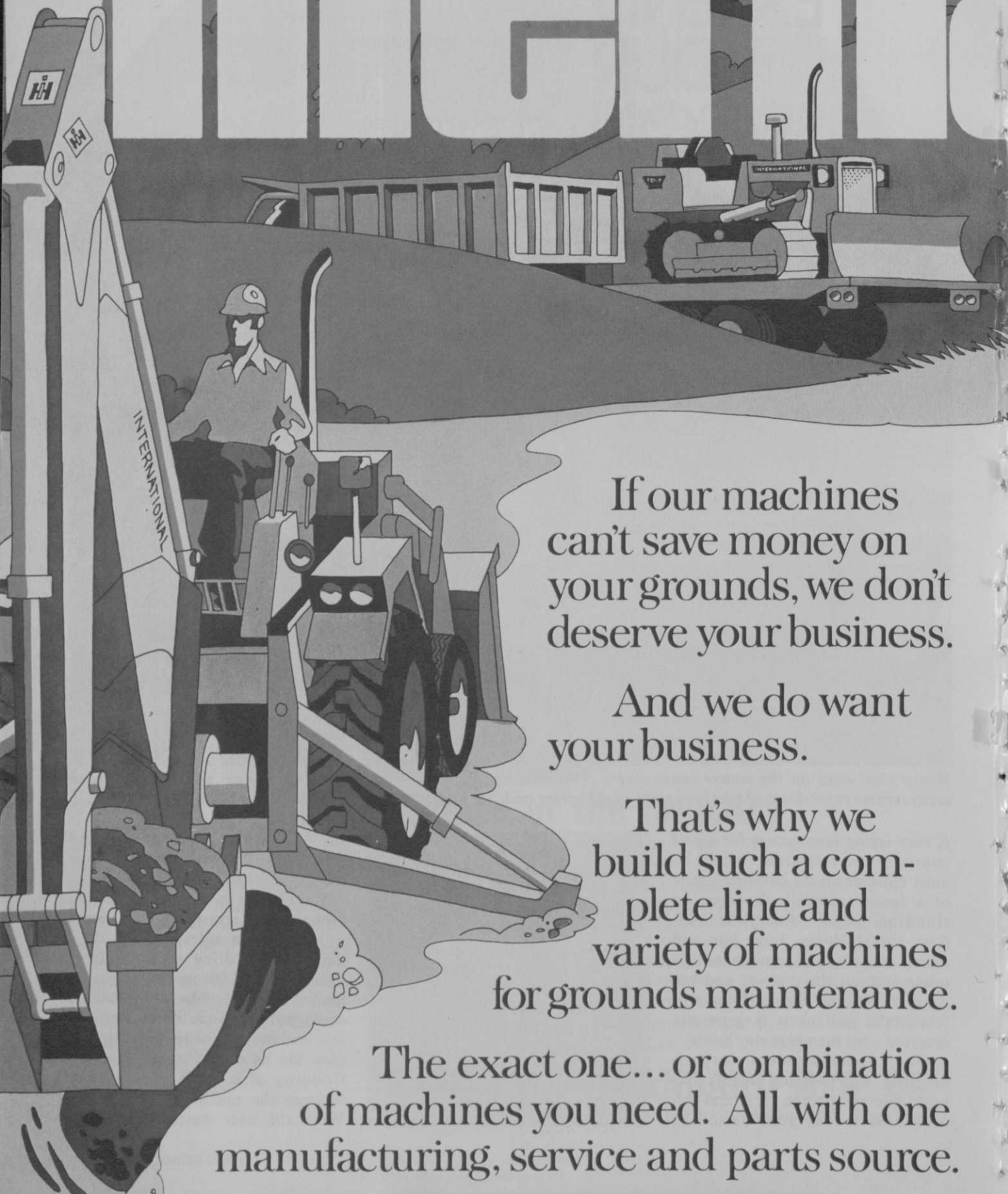
Wetting agents will rapidly move off this March flood water.

show that the program has stretched the golfing season and increased revenue for the club.

Prior to the use of wetting agents, he writes *GOLFDOM*, his golf course was closed an average of 10 days during the golfing season. These closures were the result of either heavy rainfall, where the water could not percolate down into the soil fast enough for the resuming of play the next day, or the periodic flooding of a river which flows through the middle of the course. When the river waters receded, he

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For more information circle number 181 on card



Wetting agents help hold *Poa annua* fairways during July stress period.

EXTEND *from page 37*

explained, the water was left standing for days cutting off some holes.

Then the superintendent went to a program using wetting agents to combat the sogginess of his course. The superintendent started by spraying greens, tees and fairways on a weekly schedule beginning the fourth week in May through the second week in September.

One of this superintendent's major problems is the composition of the soil itself. One nine is silt loam with good drainage, another nine is heavy clay with compaction. He also maintains 96 per cent *Poa annua* fairways. This possesses problems of its own, but he has found that wetting agents have helped hold *Poa* through stress periods by making the water wetter. He also feels that wetting agents greatly reduce the amount of compaction and thatch at his course. In the past, he reports, keeping turf at or near field capacity has been the only way of holding *Poa* through stress. Now a lower volume of water is required, keeping saturated ground to a minimum. Even with reduced watering, areas such as greens are now able to maintain their resiliency for holding golf shots.

The superintendent's program calls for use of 125 gallons of wetting agents throughout the year to be used on greens, tees and fairways. This investment in wetting agents amounts to \$1,200. How-

ever, he says, this is easily offset because of the increased revenues the club receives from golf cars, green fees and the clubhouse. Over the four-year period he has found that the number of days the course has been closed due to wet grounds has been reduced by 50 per cent. Because the course is open an additional 50 per cent on rainy days, this also permits golf cars out more than in other years prior to the use of wetting agents. His private course averages 22,000 rounds of golf over an eight-month playing season. An extra five or six days a year adds thousands of dollars to club coffers, especially on weekends. Car revenue prior to the use of wetting agents for one random year was \$37,000. In 1971 using the wetting agents, the club grossed \$44,000 from golf car concessions. Allowing for heavier play and more golfing days, it is still a substantial increase.

Perhaps the most beneficial result of the use of wetting agents was in improving golfers' attitudes. Because the course was open these additional days, they could play more, and the use of wetting agents also aided the agronomic composition of the turf, thereby giving the members better playing conditions, according to the course superintendent.

To apply wetting agents on fairways the superintendent uses a boom jet nozzle sprayer mounted on a tractor. He sprays his 36-acre

fairways weekly using two ounces of wetting agent per 1,000-square feet. A spring and late fall application calls for eight ounces of wetting agents per 1,000-square feet. The fall spraying is done about the second week in October. The superintendent feels this fall spraying has helped get chemicals used for combating snow mold into the thatch zone, thus giving better control of snow mold. Severely compacted areas get approximately eight ounces of wetting agent per 1,000-square feet. These compacted areas are sprayed every two weeks until good moisture movement is evident. The rate for application of wetting agents to greens and tees is the same as for fairways, but a vehicle mounted sprayer with boom is used. The clay areas get an additional application of eight ounces per 1,000-square feet every two weeks.

The 54 club-owned cars have caused fewer compaction problems with a treatment of two ounces per 1,000-square feet every 10 days on the heavily-traveled areas.

Height of cut for the golf course because of wetting agents is: Greens, five-fifty-seconds inch; tees and collars, one-half inch, and fairways, three-fourths inch.

In summary, the advantages this superintendent has found with wetting agents are:

- Reduced compaction;
- Less watering;
- Reduced problems with thatch;
- Better grass and drainage in car wear areas;
- Better membership relations due to less course-closed days because of wet grounds;
- Syringing has been eliminated from once or twice to nothing;
- The course is capable of supporting more golf cars;
- Increased club revenue;
- Better grass over-all.

The superintendent is quick to point out that wetting agents for use in breaking up standing water on fairways, tees and greens may not work for every course, because each course is different. He recommends experimenting with a small plot of land to find the right application rates for your needs before going into a full-scale program with wetting agents. □