

# Step Out of the Rank and File

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**G**REENKEEPING has proved conclusively that it is an art, and I have often wondered if the greenkeeper is appreciated at his true worth. No one can realize more accurately than the greenkeeper the importance of his work and the necessity to give his best. The fact is always impressed upon him that upon the success of his work depends the pleasure of the players.

At the present time, the art of greenkeeping is in a very rapid stage of development due to the decided improvement in maintenance equipment and the constant investigation of turf growth and its problems.

It is through the results of improved methods that greenkeeping will reach a higher standard than ever before and the thousands of dollars spent annually on golf courses will not have been spent in vain.

## *One Source of Authority*

The greenkeeper should be responsible for his work directly to only one person, either the chairman of the Green committee or the general superintendent—if there is one—and thus receive his authority and orders from one source which will eliminate any possibility of complications.

He should have entire responsibility for the upkeep of the course, the care of the tools, machinery, etc., the selection and employment of all assistants and employees under him and be responsible for the efficiency, thrift and intelligence of these same employees.

## *Keep System of Costs*

He should be responsible for keeping in the form prescribed by the club accurate time cards and records of all work done. These records should show where the money is spent. From these records, it should also be possible to learn how savings can be effected. The greenkeeper should also obtain from the chairman reports showing the total cost of the work so that he may be familiar with the expenses incurred in the same form presented to the chairman and board of directors from previous years. He should cooperate in the assistance of bookkeeping systems deemed desirable by the treasurer which include the preparation of pay-roll, records, receipts of supplies and inventories of tools, machines and supplies on hand.

The greenkeeper should have sufficient knowledge of the fundamental principles underlying botany and chemistry so as to know exactly the character of the herbage of his greens, the kind and amount of top dressing and fertilizer they may require as it is unquestionably the greens that measure the success of the greenkeeper. Knowledge of soil qualities, the use of fertilizer and top dressings are vital elements in efficient turf maintenance.

## *Meet With Other Greenkeepers*

Join the Greenkeepers' Association in your district and arrange to attend the occasional visits to the various courses as this will materially benefit each man regardless of his present knowledge because of the new problems that constantly arise. The greenkeeper will thus be able to confer with other greenkeepers and help to educate himself in the art and science of modern greenkeeping.

## *Train Your Men and Develop Yourself*

The greenkeeper should work with the idea of training his men to understand turf upkeep in a general way. It is a wise plan to give each man specific care of some particular job for which he can be held reasonably responsible and to pick one or two men for the difficult jobs that require special judgment and encourage pride in the work they are doing. This is more important than to waste valuable time, money and energy on work that is of no avail.

## *Keep Track of Your Equipment*

Next to an efficient crew of workmen, the greatest asset to a greenkeeper is efficient equipment as this has been greenkeeping's greatest advance towards arriving at a standard of cost for maintenance. The average club member would be astonished to know how much money his club has actually invested in equipment for maintaining the course. The greenkeeper should know this and an inventory at least once a year should be made



showing the depreciation of all of the equipment that will result from constant usage, and this should be published for the benefit of the members. The equipment required for a first class course means money and should be an item accounted for yearly and submitted to the chairman for accurate records of the club files.

### *Five Friendly Tips*

In greenkeeping as in other work that requires a clearly defined policy the man in charge should be given the responsibility to control the operation of his work. By the very nature of this kind of work, he must be the best possible judge of what is required as new methods of procedure are constantly rising. Green committees should realize that the greenkeeper stands or falls by the quality of the work he produces.

The following hints may be given to every man who wishes to become a progressive greenkeeper:

Plan your work logically and systematically in advance so that on the following day each man knows the exact amount of work he must accomplish, thus eliminating any unnecessary work.

Develop initiative and endeavor to see where improvements are needed before the chairman sees them. Always keep several jumps ahead of your chairman.

Consult your chairman of the Green committee on all problems that arise outside of the general routine. This is the safest way as this method will lessen the danger of a misunderstanding.

Be willing to give consideration to new ideas no matter what the source and take them at their face value.

Know how to take orders as well as to give orders. Learn your job from every possible source. You should keep your course to the front. You make the course and the course will make you.

The greenkeeper who gets the most done and still has more time on his hands for other things is the one who goes at his work from a carefully mapped out plan.

### *Plan Each Day's Work*

Time used in thinking out things the night before is time well invested. Never waste time on unnecessary things. Do all the job requires and do it thoroughly. There is an easy way and a hard way. Seek the easy way and use your time on things that will count.

Pick out the features of your work which are essential. A greenkeeper should love his work. He should take a courageous attitude, for greenkeeping is like every other business which has many obstacles in its way and a course is very often neglected because there is a lack of courage on the part of the greenkeeper.

### *Success Rises Out of Mistakes*

Never entertain a thought that it is impossible to do anything. Find some way to accomplish it, as you can if you will try. A man who never makes a mistake never makes anything else. I have made mistakes but found them to be factors in my improvement. Study your mistakes. No one ever gets too big to make mistakes, and no man can live by his failures. Experience teaches one that common sense is on the greenkeeper's side in this matter. The secret is that man is greater than his mistakes and can arise right out of them and pass beyond them. Though you may do your best you will find you have made errors. Profit from them and go ahead.

The greenkeeper has a great responsibility, because of the hundreds of thousands of dollars entrusted to his care. He is in very truth a specialist of high order, a master of the complicated factors of greenkeeping. This trend of specialized knowledge is by no means limited to greenkeeping but it is an almost universally applied principle to each branch of this and other recognized professions. A greenkeeper must be a student if he is to command the respect of his members and the world stretches out its hands to receive the exponent of a worthy effort, offering unlimited rewards to those who by reason of their superior skill are able to stand out from the rank and file of their chosen profession.

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