

And when we consider the sums of money expended in these services, we are of necessity interested in economical administration.

GREENKEEPER'S DUTIES REQUIRE TALENT

THE agencies by which the greenkeeper discharges his trust falls into two general classes, labor and materials. In managing the former, he must exercise his best talent as director of operations and in the acquiring of the second, he must possess all the shrewdness and keenness of a first-class purchasing agent. To faithfully combine these is not an easy task, but in these days of keen competition, reduced budgets, etc., the success of the club relies very much upon these shining virtues.

The hiring of labor and its management is the oldest duty in this field of calling, in fact the whole business of greenkeeping in the beginning was a matter of labor supplemented with the simplest of tools. So when I talk of labor, it is something about which everyone of us has an intimate and expensive knowledge born of actual experience, and on this work I will not say a great deal, except to touch upon a few observations made during the course of some years' contact with this sort of responsibility, gathered from experience that has extended all the way from military authority where an officer, be he commissioned or not, has the backing of the military machine and all its circumscribed rules and regulations, to that of arriving alone in an unfamiliar district and assembling an organization to put forward a construction project.

The first observation is that no two men will assume authority over others in the same way. While two men may achieve the same results, it is certain they will go about it by entirely different routes. Temperament and personality are things we cannot closely standardize and for that reason every foreman and officer has to work out for himself his own course of action, his own method of approach. The same thing applies to the workers, but one must look at it in a more collective manner as we have to deal with racial temperament as well as individual temperament.

We all study these things out, perhaps unconsciously and I may be putting into words a very commonplace idea, but it is one that bears a great deal of thought. The closer one's contact to the individual workers, of course, the more helpful it is to give attention to this relationship. While it is

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idle to say many words on discipline for any man who has had to direct the labor of others learns the necessity of maintaining a distinct authority over the workers, still it is well to remember that we may increase individual efficiency which means general efficiency in allowing a worker some latitude in how he gets about his job. If he can achieve the result we want, in a way all his own, with no more cost of time and materials than if he went about it our way, we are quite satisfied.

IT IS THE RESULT THAT COUNTS

IT is the result that counts based upon the cost of achievement. This fact is particularly noticeable in this country where national habits of workers are so divergent. A simple illustration is the manner in which many German mechanics use a hacksaw, drawing it towards them on the working stroke as against the usual American practice of pushing it away.

I sometimes look at the labor relationship as that of buyer and seller. When a salesman solicits business, I am, of course, interested in the product he has to sell and its cost as set against the quality and usefulness for the purpose in mind. But I am also influenced by the relationship attained by the personality of the salesman, for I think we all like to have cordial dealings in our business associations. And it is much the same in our dealings with the greenkeeping crew; I like to feel a regard towards the other fellow, whether he is selling me a carlot of sand or the labor of his hands to put it into the bunkers.

It has been suggested that wherever practical, hiring men by the month makes for steadier labor. Some clubs hire all their men that way and use rainy days for sifting earth and other jobs around the golf sheds. It generally works out that some work is found to finish out the day, so that men hired by the hour do not lose much time in the course of the season through inclement weather. However, it is the general practice to hire by the hour and will likely remain so.

It is a good idea, I believe to hire the "all year" by the month; they are closer to the organization and one feels more reliance towards them. The seasonal labor is a different proposition and must be handled accordingly. It is turned away in the fall with the hope that the same phases will show up in the spring. In some instances, the men have winter work to go

to. In our section of the country many of our men go down to the coal mines in southern Illinois and work there until Spring. Those that stay at home we try to help out by dividing up any work that may come along during the winter months.

Last winter we made changes in the water system and alternated the men week about. It gave them a little help. This year owing to the very mild fall, we kept the gang together on alterations until December. We do work on our trees during the winter and that gives some employment. My experience is that it pays to keep a skeleton labor gang together where any appreciable number are employed during the golfing season.

GREENKEEPER SHOULD NOT DO "CHORES"

BEFORE leaving the matter of handling labor, we might say a word regarding the active participation by the greenkeeper himself. I have seen many who seem to be on the run from morning to night, and others who generally have time to sit down and chat the afternoon away; and strange as it may seem, the latter are invariably the efficient superintendents. It is a mistake I think to become immersed in a set of "chores" that become an all-day routine. One should be free to turn in any direction for any emergency without the worry of something being left undone.

Two things I would reserve, however, one is time-keeping and the other is cup-changing. I like to see the greenkeeper keeping the time as that brings him in closer touch with the individual workers. To change the cups or to accompany the man doing this work should be in his ritual of office. In this instance, I liken him to the doctor making his daily round to take his patients' pulse and temperature. He is sure then to be familiar with the condition of his greens, both above and below ground.

PURCHASE OF MATERIALS IS BIG FIELD

IN TURNING our discussion along the line of expenditure for materials, we are running into a big field and one that could provoke much discussion. The authority to purchase supplies and equipment is a privilege every greenkeeper would like to have but few possess. The usual procedure of lining up the Green committee and the lobbying for new implements with considerable apprehension as to whether they are forthcoming causes no little worry in the minds of many superintendents. It

rests with the greenkeeper largely and the confidence of the committee that they will realize that his requirements are conservative, and that he is just as interested in and sensitive to the budget limitations as any of the membership.

I think the day of excessive sales pressure on credulous greenkeepers is over. These are enlightened times, thanks to the development of the National Greenkeepers' Association, the U. S. G. A. Green Section and other agencies for the advancement of greenkeeping.

The purchase of chemicals for the control of disease and insect pests and fertilizers for the promotion of grass growth is no longer a matter of guess work for we have ample information available to guide even the least informed persons.

Purchases in quantity can sometimes be made to the advantage of the club and where storage facilities are available is good economy. Buying is business that calls for constant vigilance whatever line of goods are involved, and quantities to carry on hand and when to be in the market are matters that alter with the individual circumstances. I endeavor to keep in touch with prices at all times and continually explore the channels of trade to uncover new sources of supply.

The golf industry is well supplied with business houses catering to its requirements and they perform a very valuable service, but the wide-awake greenkeeper should nevertheless endeavor to keep himself informed that their prices are properly in line, and see to it that he is getting a dollar's worth of actual value for every dollar of club's money he spends.

I am not in favor of carrying a large inventory of spare parts for the mechanical equipment. I have seen stores carried by some clubs that would do credit to a supply house, but I cannot see where this is an economical practice. I would much rather see some of the investment in an extra truck, tractor, or cutting units. In my own particular instance, we have a generous amount of equipment so that in the usual course of times, there is a spare tractor or truck standing by in the shed ready for immediate use. In this way we are able to keep our units in running condition and can take any one of them out of service and substitute another without loss of time or undue excitement. We are using the same mechanical equipment that was purchased for the construction of the course many years ago, and hope to continue with it many years to come.

GREENKEEPER SHOULD KEEP ALL BOOKS

There is one more point I wish to mention, and that is the keeping of records. These are days of reduced budgets so we have to be more careful than ever before to see where every penny goes and to see if it cannot do work for the other penny that has been left behind. I firmly believe the greenkeeper should keep all the books that his time will allow him to without becoming a burden.

To some this is interesting and entertaining, to others drudgery. Our own records are very simple. We do not break down our golf course labor, except to separate the mechanic's time. We keep the cost of labor and materials and a diary showing weather conditions, appearance of disease, pests, etc., and any other work done out of the ordinary routine. Each month-end we prepare a statement showing the money spent during that month and the preceding months of the calendar year, and compare it with the same period the preceding year.

It is done this way: In the left-hand column is the list of the accounts we keep, such as labor, seed, fertilizer, chemicals, etc. In the next column is set down the January expenditure, in the next February, etc. As each month's statement is prepared, we add up the total spent to date in the calendar year and beside it to the right, the amount spent for the same period last year. There is a comparison of the gross expenditures in each account. Each column is added up and the amount for the month shown. Below that is entered the amount for the same month the previous year.

Any unusual expenditures are explained in marginal notes. This statement is a good deal of work to prepare, but it gives a wonderfully clear picture that anyone can understand.

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