

who have an appreciation of maintenance problems or who are willing to learn, and who will undertake to serve indefinitely. While such committeemen would serve under the chairman and at his pleasure, they could be reappointed by succeeding chairmen and supply the know-how that an inexperienced chairman is bound to lack. I know instances where that procedure works with satisfaction to all concerned. Such committeemen, how-

ever, are usually willing to serve continuously only if spared the unpleasantness of dealing with complaints from members. The chairman, being a member of the club's governing board, should be the one to stand between the membership and both the other committee members and the superintendent. He definitely should assume the responsibility of receiving and dealing with complaints.

Relationship between Green Committee and Superintendent

Panel discussion moderated by A. M. Radko, Eastern Director, USGA Green Section Rear Adm. John S. Phillips, USN (Ret.) Chairman, Green Committee, Army Navy Country Club, Arlington, Va.

Malcolm E. Stone, Chairman, Green Committee, Rhode Island Country Club, W. Barrington, R. I.

Edward J. Casey, Superintendent, Baltusrol Golf Club, Springfield, N. J.

Eberhard R. Steineger, Superintendent, Pine Valley Golf Club, Clementon, N. J.

William H. Bengeyfield, Western Director, USGA Green Section.

David H. Halle, Chairman, Green Committee, Suburban Club, Pikesville, Md.

MR. RADKO: Four very important officials of any club are the chairman of the green committee, the manager, the professional and the golf course superintendent. The pro and the chairman talk the same language where golf is concerned. The manager and the chairman also find common ground in business talk. But there is something of a "turf language" barrier when it comes to the relationship between the superintendent and the chairman.

This is further complicated by the fact that just about the time they begin to understand each other, the chairman relinquishes his position to his successor. And

so it is usually with these major disadvantages that the superintendent and the chairman of the green committee attempt to fulfill their important assignments. Of course, there are other pressing problems, and these are now to be discussed by the panel.

MR. HALLE (enacting the role of a newly appointed chairman of a green committee): Would you define the duties of the superintendent? To whom is he responsible?

ADM. PHILLIPS: The superintendent must be responsible for everything on the property that grows. He should be responsible for the shrubbery, plants and trees. He must maintain the course, greens, tees and fairways. He should take orders from only one person. The natural person is the green committee chairman.

MR. HALLE: How does the green committee chairman go about hiring his staff?

MR. CASEY: The difficulty in hiring arises from the job's unattractiveness. The wage level is below average. There are no fringe benefits. Sixty per cent of the labor can be assured of only nine months work. There is no pension plan. Throughout the

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season there is competition with the full employment and fringe benefits of industry.

MR. RADKO: Labor is normally one of the main headaches for any superintendent. It is especially difficult to find and keep good men near industrial centers. The failure to attract many good young men in recent years may prove to be a serious drawback in the years ahead.

MR. HALLE: How many do you need to run an 18-hole course?

MR. BENGUEFIELD: The National Golf Foundation conducted a survey two or three years ago on a course in Los Angeles. It investigated how long it took a man to rake bunkers, mow fairways, and so forth. It concluded that fifteen or more men are required to operate the course properly twelve months a year on a 40-hour work week, with vacations and sick leaves.

MR. RADKO: To the best of my knowledge there are no 18-hole courses in the Northeast that employ fifteen men at any time during the season. It would appear therefore that if the Los Angeles survey would hold in other areas that golf course workers must really produce in order to keep the course in condition.

In thinking of the staff and hiring, we must consider fringe benefits that the club offers its employees—retirement, hospitalization and such—and the period of time the staff is kept on — a twelve month period as compared with eight or nine months.

ADM. PHILLIPS: Hiring is becoming a challenge if it is not one already, particularly in industrial areas. Too many members look upon the maintenance men as farmers or common laborers. This is not true. They are skilled laborers. The superintendent is a scientist. Golf is a luxury. Luxuries are expensive. Clubs must meet the challenge of industry or the playability of courses will depreciate to a marked degree. With respect to a proper maintenance force, and particularly when you are in competition with industry, it is not a question of being able to afford good men. You just cannot afford to be

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without them—hence, an increased pay scale must be faced.

MR. RADKO: What about incentives for the staff?

MR. STONE: The green committee chairman and the superintendent should get together at least once a month. Periodically, the chairman, superintendent, and green committee should get together with the president, manager and pro and coordinate their ideas.

MR. STEINEGER: The success of my job depends on an efficient maintenance crew. It is up to me to produce a good crew. Every golf club has different conditions and its own problems. At Pine Valley, we employ a steady crew of eleven men all year round. That we are able to keep this crew is due to a well-worked-out budget, a carefully planned year of work and a very understanding chairman. In the wintertime, besides our regular course work (repairing machinery, preparing top-dressing, cleaning firelanes, etc.) we have enough work to keep our men busy—even when there is ice and snow, there is plenty of inside work that needs attention. During the summer, we record all necessary repairs to buildings and ground that do not need immediate attention and when the bad weather comes along these repairs are made. Our crew does any kind of work (plumbing, electricity, carpentry, and so forth.) One of the main reasons why we keep our crew all year round is that we feel we just can't afford to lose well-trained men by giving them only eight or nine months employment a year.

We expect hard work and long hours from our men and we want them to have an interest in their work. We are in the highly industrialized center of the Dela-

COMING EVENTS

APRIL 8-9

11th Annual Southeastern Turfgrass Management Conference
Tifton, Georgia Dr. Glenn W. Burton

APRIL 12

Truro Turfgrass Conference
Nova Scotia Agricultural College
Truro, Nova Scotia Dr. George Smith

ware Valley and we can't compete with the high wages paid in factories. We offer them other benefits. We promise a steady job. After six months of employment they are eligible to join Blue Cross and Blue Shield. After six months they are eligible for a life insurance policy which is entirely paid for by the club. We have in effect a pension plan which is run by the club. The club's contribution is \$3 for each \$1 contributed by the employee. Employees have paid vacations based on length of service. All outside men receive a bonus at the end of the year which is computed on a percentage scale and based on length of service. We printed a little booklet which we give every new man. It tells about what we expect from him and what we have to offer.

MR. HALLE: There are many problems in running a course that don't exist in normal business. In what ways do you cope with these special problems, like Saturday and Sunday work?

MR. CASEY: This is an unattractive facet of a golf-course laborer's job. He works Saturdays, Sundays and holidays. We schedule Saturday as a regular workday in 4-hour periods and pay time-and-a-half after that. The same principle is applied on Sunday, but we schedule work for 2 1/2 hours and pay double time. It is essential that the laborer show up on Saturday and Sunday. The course must be in its best condition for week-end players.

ADM. PHILLIPS: The superintendent resorts to volunteers for Sunday work. If there is a 44-hour week, he can work five days at eight hours and four hours on Saturday and pay double time for Sunday. The Army-Navy Country Club works a 47-hour week—five days at eight hours, Saturday four hours and Sunday three hours. The members could contribute to the efficiency of the labor force if they were informed of the importance of watering greens regularly. The USGA could put out a bulletin to inform club members of the wilt problem and of the necessity for greens to be irrigated, as well as a number of other cardinal maintenance items that are musts if the course, and particularly the greens, are to be saved when ad-

verse weather conditions exist. Members will look up to the USGA and give credence to what it says.

Q. What will happen when the unions get to golf-course labor?

A. (DR. VIRTUOSO): The Metropolitan New York area is already largely unionized. Every other year we negotiate, whether we like it or not. The union has been fair.

Q. What are the rates?

A. (DR. VIRTUOSO): They vary from \$1.52 to \$1.77 for our club. The union is the Building Service Employees International.

Q. How many labor grades are there?

A. (DR. VIRTUOSO): Two, foreman and groundsman. We have a 44-hour week. The USGA might give its members copies of contracts to give them an idea of what is coming.

Q. When using nine men for a seven or eight month period, is work arranged on a daily basis? Do they come in every morning to find out what they have to do? Or is it planned by the week? Should we develop a couple of men to handle greens, a couple to mow, according to what they are best suited for?

A. (MR. CASEY): Work can be scheduled short-term or long-range. Close schedules run up against weather and play interference. There must be compromise in planning. Three or four days to a week ahead is enough. Men should be put to the job they are most capable of doing. Some men show adaptability in maintenance of greens, others in handling equipment and so forth. Major assignments should be made in accordance with these talents.