

plus attorney's fees and court costs. However, an employee may not bring suit if he has been paid back wages under the Administrator's supervision, or if the Secretary has filed a suit to collect the wages.

Also, the Secretary of Labor may obtain a court injunction to restrain an employer from violating the law, including the unlawful withholding of the proper compensation.

Normally a two-year statute of limitations applies to the recovery of back wages. The period is three years if violations were wilful.

I want to mention another law administered by the Divisions—the Age Discrimination in Employment Act. Since June, 1968, private employers of 25 or more persons in industries affecting interstate commerce may not refuse to hire, may not discharge, or otherwise discriminate with respect to compensation, terms, conditions, or privileges of employment due to age with respect to individuals who are at least 40 but less than 65 years of age.

An additional law administered by these Divisions is Title III of the Consumer Credit Protection Act, known as the Federal Wage

Garnishment Law, effective July 1, 1970. This law limits the amount of an employee's disposable earnings which may be subject to garnishment, and it protects him from discharge because of garnishment for any one indebtedness. This law has general application.

It has been our experience in the Divisions that the great majority of employers strive for voluntary compliance. We want to help them.

We realize that these Acts impose a number of important responsibilities upon employers, and though responsibility for compliance necessarily rests with management, we are ready to help you achieve or maintain such compliance. Through such mutual efforts, not only workers, but also employers themselves benefit. This law is intended not only to provide beneficial employment conditions, but also to promote the interests of fair employers by helping to eliminate unfair competition based on the cost advantage of substandard labor conditions.

The Divisions have offices in most major cities and the staff is ready to assist employers and workers in understanding how the law affects them.

— LABOR —

The Lion's Share of the Budget

by TED WOEHRLE, Superintendent, Oakland Hills Country Club, Birmingham, Mich.

Golf course labor has changed drastically during the past 25 years. Shortly after World War II when labor was plentiful, we had very little trouble finding men ready and willing to work. Most golf courses were staffed with skeleton crews made up of loyal, hard-working men. Wages were low but adequate for the economy and the situation was helped by many wives who still had jobs from the war days. Young men were planning for the future and there was an attitude of good relationship between labor and management. These men produced a good day's work for their pay.

Small farms were being absorbed by larger farms, and many of the farmers and their families were looking for work in similar occupations. Golf course maintenance was

quite similar and attractive.

In time, a premium was placed on "education." Technology was beginning to show in industry. Farmers were still moving off the farm, but now they were attaining more education and the new jobs began to appeal to them. Golf courses began looking elsewhere for employees.

As an example of new job classification; the U.S. Department of Labor now lists some 35,000 job classifications in their "Dictionary of Occupational Titles." Consequently there are many more jobs with more glamorous titles today than 25 years ago. Titles are important, as indicated by the fact that the greenkeeper changed his name to "golf course superintendent" during this period.

What are some of the sources of labor for golf course maintenance? Because most golf course work is seasonal, we can only appeal to certain people. It really isn't a problem of labor shortage so much as it's a problem of finding people interested in this type of work. Occasionally someone with golf course training who is between jobs or who has moved from another area may come by, but these people are rare.

One good source of labor is from the ranks of college students. Many of these boys are in turf schools and are being placed at courses between school years. This is a limited group, and unfortunately there are not enough to go around. They are studying to become superintendents and appreciate the additional training under the guidance of a good superintendent. Some of these schools are: Penn State, Purdue, Michigan State, Illinois, Ohio State, Iowa, and several others in the East as well as some of the schools in California. As a rule, you have to place your request for these boys early in the fall.

There are also the regular college students looking for summer employment. These students are usually available from mid June until mid September. They usually want to quit a few weeks early (just before Labor Day) to take a short vacation before returning to school. You must have some type of incentive to keep them until after Labor Day. A small bonus can do the trick in some cases.

Many clubs find good workers from the local high schools. If you contact the vocational agriculture teacher or the athletic director you can normally find a few boys who would like to work with nature and, in the case of the athlete, love an opportunity to work outside all summer. Of course, these people are limited to the times they can work. Often they can come in after school for a few hours and on the weekend. During the summer they can work for three solid months. If these boys enjoy their work, they will come back all through college.

Another good source is retarded children. Most school systems have classes for these boys, and they are always looking for employment. One receives a great deal of personal satisfaction from working with and helping these students. They are capable of doing many jobs, such as raking traps, mowing around trees, trimming around fence lines, gardening, etc. With a little encouragement they become loyal, hard-working men who are very proud of their work.

We occasionally hire handicapped personnel. Most cities and the Veterans Administration have a list of these people. One nice thing about hiring the handicapped—they repay you with good, hard work.

There are several sources of ex-prison inmates who have successfully completed rehabilitation programs and are available for golf course work. With proper management they become good citizens again and fulfill a need.

Many courses in the larger metropolitan areas have begun to hire migrant laborers, usually Mexican Americans. They arrive in early spring and stay until late fall. Very often the clubs will furnish housing, which must meet government specifications. Family ties are quite strong. Often the entire Mexican crew may be related in some way to one another. If one quits or gets fired, you may lose the entire crew. They are very hard workers and enjoy their work.

On occasion I have used married couples for certain work. They can make a good team for night watering. During the installation of our watering system, the wires for the automatic controls were installed and coded by a young married couple. It worked out very well. She even washed our tee towels and uniforms from time to time.

If you have a job that must be done in a hurry, usually a temporary employment agency can be of help. If your club uses caddies, ask the caddie master for the names of good workers.

When looking for a man to work as a steady crew member for the entire season we must use a different approach. Want ads are a possibility. Men looking for steady employment on a golf course are usually retired military personnel, semi-retired businessmen, firemen, retired farmers and drifters.

Labor Use

Now that we have found the men, how do we keep them and how do we use them? If we would like to do the job with fewer men, we must become superior managers.

Properly trained people with the incentive to do a good job can save labor. One good man is worth two or more poorly trained men.

We must instill pride, and here are a few ways to do this.

1. We must offer fair wages, hours and working conditions. Wages must fit in with the area you live in. It varies quite a bit from place to place.
2. Let the men participate in decision making.
3. Give them economic security.
4. There must be opportunity for advancement and self-improvement.
5. We have to make the men feel that their individual accomplishments are significant and worthwhile.
6. We have to create a positive group feeling.

Following is a list of things that are important to labor in the order that a recent survey shows them, number one being the most important and number ten the least important.

1. Full appreciation of work done.
2. Feeling "in" on things.
3. Sympathetic help on personal problems.
4. Job security.
5. Good wages.
6. Work that keeps you interested.
7. Promotion.
8. Loyalty.
9. Good working conditions.
10. Tactful disciplining.

You can see from the list that wages are not the most important item. True, they are important but a few of the little things that we fail to do in many cases are more important.

Budgets are going up and up. Can we

continue to justify it by blaming it on higher costs, hard to get labor, etc.? Maybe we should take another look at management. The more demands put on us by the golfer to do a better job, the better managers we must become or our budgets will skyrocket out of reach for the average golf course.

Any neglect of supervisory education in management is to be condemned. Such education is greatly needed because few, if any, superintendents learn anything about the management phases of their jobs before they become superintendents. We step into our managerial responsibilities with practically no knowledge of what is expected of us or how our obligations are to be performed.

Let's take another look at our new tools and use them to our advantage. Perhaps we can use fewer men and do the same job better for less money if we improve management.

Streamlining the Operation

by HOLMAN M. GRIFFIN, Agronomist, USGA Green Section, Southern Region

Streamlining an object usually makes it move along more smoothly and swiftly. To do this, you knock off the rough edges and make the driving force more efficient. By streamlining our golf course maintenance operation we can most certainly make the most of our labor, money, time, and any other resource available to us.

A golf course could not thrive without an adequate budget to produce good turf, just as a bank could not stay in business if all it did was deposit money in a vault. Banks use their resources, and although most of their activity is regulated by law, some banks grow and others just manage to stay in business. The difference is usually found in their ability to attract customers by providing for customer needs and utilizing the resources provided by their customers. If you think the golf course business is any different, you may be in for a rude awakening.

As I see it, the key factors in a successful golf course operation are progressive improvement and efficiency. Both go together. Improvement seeks to obtain the ultimate. Efficiency seeks to make every dollar spent on improvement worth more than it costs.

It behooves every golf course superintendent to examine his operation and find out where costs may be reduced and quality maintained or improved upon. In the case of the

triplex greensmower, current models may have their faults, but any superintendent who overlooks the possibilities of a machine that will pay for itself in labor saving in a year or less and do a job acceptable to his members had better re-examine his values.

If your greens do not lend themselves to triplex mowing, or if members prefer the smaller units, then you should at least be thinking of how to realize maximum efficiency from your smaller mowers. Does the man doing the mowing plod along behind the mower from green to green, or does he mow a green and deposit all the clippings in a vehicle which transports the man, mower, and excess baggage from site to site in a minimum of time?

Further streamlining the operation, automation may be able to improve an already mechanized program. Automation offers greater efficiency with the least amount of personnel, and also allows higher paid and more knowledgeable individuals to utilize their skills over a larger area. Automation has saved the day in many instances where labor was unavailable at any price. Except in irrigation, automation on the golf course is a relatively unexplored field, but it has great possibilities.

A few years ago, many of you were "greenkeepers." Now you are "superintendents" and some would like to change that to "managers." Titles change with the times and it