

High, low, and average unit costs for the 21 clubs are listed in Table 1.

It should be pointed out that the aim of golf course maintenance is not always toward doing a job in the least amount of time. It is usually more prudent to do a job slower and better than faster and poorer. It should be understood also that the participating clubs were quite variable in their maintenance standards, in their budget, and in geographic location; consequently, length of season.

Several questions were asked relative to the adequacy of the system. Most of those who returned completed sets of records found the system to be a workable one, but there were numerous suggestions offered.

The most common criticism was that the system was too complex. Several of those who did not follow through after agreeing to a trial of the system said that some of their workmen could not read or write and were therefore unable to fill out the daily time ticket. This ticket (Form 1) is, of course, basic to the entire procedure of distributing labor costs. Another deterrent, though expressed by only two or three superintendents, is a lack of familiarity with this system compared with one already in use. Some participants offered different systems which they felt were less complex. However, they appeared to us to be equally difficult if not more so. Thus, a system with which a superintendent is familiar has more appeal than a new system. One other objection (mostly from those who did not complete the records) was that too much time was required. One participant pointed out that

a simple diary of maintenance operations often furnished a sufficient record for the estimates of costs for budgeting purposes.

From the foregoing paragraph the conclusion may be drawn that some participants urged further simplification.

On the other hand, some collaborators thought the record forms needed expansion. They suggested a provision for recording sick time and vacation time, "waiting time" for the time workmen waited for golfers to pass. One man felt that the "Other" designation needed to be used for too many miscellaneous items and that these should be enumerated.

It was encouraging to note that about half of those who completed the records indicated that they planned to continue use of this trial system regardless of the outcome of this study. In some cases this would supplant a system already in effect.

Thus, there are three suggestions embodied in the responses of collaborators: (1) simplify, (2) expand, (3) use as it.

In response to a question about how much time was required, the collaborators estimated an average of about two hours per week. Asked if this amount of time was justified, all answered in the affirmative.

Comments Solicited

The committee invites the comments of JOURNAL readers on this report and upon the record forms presented here. Because the pilot study was limited to a small percentage of clubs, it is very likely that other superintendents and chairmen may be able to make valuable suggestions. They will be much appreciated.

Principles of Organization

By LYNN A. SMITH

Member USGA Green Section Committee, Pasadena, California

There is nothing too unique in the management of a golf course and I cannot claim to offer a panacea for all of the problems involved. In the brochure which the Southern California Golf Association sends to all golfers who pay their per capita fee, the comment is made that the Association contributes to club management because "In a 'business' where there are annual changes in officers and committees, the balance wheel

of continuing analysis of operations is tremendously valuable."

The first step in the organization of our "business" is the selection of the Green Committee Chairman. The most important attributes are a great deal of free time, a dedicated spirit, and a good enough sense of humor to take all of the abuse which is bound to come his way and still come up smiling! More technical competence is required for this

work than for other committees as the chairman must consult on problems which are foreign to the average club member.

A second consideration is that the chairman be selected with the future in mind so that there will be continuity in operating the golf course. Long range programs must be formulated and carried forward for successful course operation, and constant changes in direction or emphasis on long range plans can do irreparable damage.

Selection of other members of the Green Committee is also a most important step. Men should be selected who have aptitudes for the various types of problems encountered on the course whether this means making things grow, engineering skill, or the ability to coordinate course conditions with playing conditions. Most important, someone must be in training to be the next Chairman of the Green Committee so that he may have an adequate period of preparation.

The Chairman of the Green Committee must coordinate his activities with all of the other club committees, particularly with the Finance and Budget Committee. To begin on a budget, review what has been spent for the past several years from a historical standpoint, then establish your aims and objectives for the coming year. No club can appropriate enough money to do everything that might be done on a golf course, so choose how to spend what money is available to do what most needs doing.

It is quite common for the chairman of any committee to do most of the work. The chairman of a Green Committee is quite apt to be addicted to early rising so that he can get around the course with the superintendent before going to the office, and the principle function of a meeting of the Committee is to hear a report on what has happened and a projection of what is going to happen with the chairman and superintendent as co-stars—subject, of course, to approval by the Committee.

A new plan is to assign various phases of course operation, such as fairways, trees and shrubs, greens, traps, tees, course housekeeping, equipment, and cart paths, to as many subcommittees as may seem appropriate, each with its own group supervisor. The Chairman super-

vises all activities, retains long range planning, and also has full control of the superintendent and full responsibility for the crew. Each group reports to the parent committee and group personnel is rotated among the sub-committees.

Another principle is the simple business maxim of putting everything in writing. It may seem cumbersome to you, but try issuing memorandums and instructions on standard forms with three copies. The superintendent receives two copies, one of which provides space for his reply or his report that the work has been completed—the third copy is retained by the Chairman until this reply is received by him. There will be very few items overlooked or forgotten when this system is in effect.

The Green Committee should be a policy making group and only a policy making group. The superintendent should be asked to attend all meetings of the Committee to give him a voice in establishing policies. The Committee should decide how many dollars are to be spent for fertilizer, but not when or how it should be applied. The Committee must not become enmeshed in detail.

Another principle that must be observed is that the superintendent shall have only one boss, the Green Committee Chairman, and the men on the crew shall have only one boss, the superintendent. Any successful business has clearly defined lines of authority, and it is a great mistake for any member of the Committee to start issuing orders without clearing them through the Chairman. It is even worse for club members to assume that they are entitled to issue orders.

Dr. Gene Nutter stated some requirements for superintendents in a recent article, and this could serve as the entire text for this paper because it points quite specifically to those areas where our "business" can be helped by extending assistance to the superintendent where it is most needed.

We cannot dismiss turfgrass technology or knowledge of course operation from consideration even though Dr. Nutter gives superintendents an 85% grade. While we would not hire a superintendent who was not presumably skilled in the art—the emphasis here is on art and not science—we must realize that

the vast majority of superintendents came up the hard way to the top of their profession and have learned by doing, not by studying chemistry, or physics, or plant morphology, or business management. The most logical way to close the gap between that theoretical figure of 85% and our goal of perfection is to subscribe to the USGA Green Service, and this is the best way to have a technically trained agronomist interpret the latest scientific developments in terms that will be understood by the practical mind of the working superintendent.

Increase Efficiency

Labor management might properly be grouped with work planning and business management and Dr. Nutter has assigned a 45% efficiency rating to these items. It seems to be an elementary conclusion that the most logical place to start to control golf course costs is by increasing the efficiency of labor utilization and this is the best direction for the Green Committee Chairman and members of his Committee to emphasize in helping the superintendent. Here we are involved in something other than technical problems, and normal business principles can be applied to good advantage with plenty of room for improvement.

Golf course costs are constantly rising and this is confirmed by every available survey.* Labor costs are by far the largest cost item, amounting to more than all other items of course maintenance put together, and are the most logical approach to stabilizing a situation which may be getting out of hand. It would be easy to maintain a golf course with a man assigned to every hole plus supple-

mentary help to do odd jobs, but this is obviously out of the question and the mark of a top superintendent is to accomplish maximum results with a minimum work force. The Chairman of each Green Committee must help his superintendent trim his work force to make the dollars fit the aims and objectives in his budget.

Dr. Nutter gave a rating of only 1% to the job done by superintendents on public relations and our principles of organization would be incomplete if our "business" did not sell itself and its products. The chairman should utilize every possible means to sell the membership on what is being done to and for the golf course. At the same time, it never hurts for the superintendent to expose himself to members to do his own selling job.

*Copies of a report covering costs of golf course maintenance of 29 clubs in Southern California during 1960 may be obtained by writing Southern California Golf Association, 1709 West Eighth Street, Los Angeles 17, California.

COMING EVENTS

- May 28-30
Florida Turf-Grass Trade Show
Florida Turf-Grass Association
Deauville Hotel, Miami Beach, and
Plantation Field Laboratory of the
Florida Experimental Station System,
Fort Lauderdale
- June 4
Central Plains Turf Foundation Field
Day
 (For further information write to Dr.
Ray A. Keen, Dept. of Horticulture,
Kansas State University, Manhattan,
Kansas)
- June 4-5
Mississippi Section
American Society of Agronomy Turf
Conference
State College, Miss.

Where Does the Club Dollar Go?

By **CARL JEHLIN**

General Manager, Baltusrol Golf Club, Springfield, N. J.

I will attempt to tell you "Where the Club Dollar Goes." To be a bit more specific, I might say that we will direct ourselves to "Where the Country Club Dollar Goes," as opposed to the cash distribution requirements of city clubs, luncheon clubs, and athletic clubs. Country clubs are our specific interest, and vary from other types of clubs generally through the greater amount of real property which they provide, maintain and service. This real property, or golf

course, aspect of the country club gives it its basic reason for existence, but it also places on the club a unique dollar requirement and dollar distribution.

As club officers, club managers and golf course superintendents, we surely feel the heavy pressure of responsibility to get a full dollar of value for every club dollar that we spend. There are undoubtedly times when we feel that having accomplished this, there are still not enough club dollars available for all our