

to the other employees that the man in sole authority is the manager who in turn is, of course, answerable to the park board or commissioner who hired him.

Now it should be obvious that a man with these qualifications cannot be found without looking around considerably; and as a parallel to the last statement, a man with these qualifications should be worthy of his hire. One usually gets just about what he pays for in this world and the only too common practice of hiring a manager who is also a guard and in some cases is expected to watch the showers or the children's wading pool will lead to very undesirable results - perhaps in some cases to serious accidents. What should such a man receive? Such estimates cannot be made with any accuracy, but it seems like \$150.00 a month should be a minimum with larger communities definitely higher. One small community in this state pays its manager \$200.00 a month and feels that it is receiving fully value for its money. It is my belief that the most likely man to fill such a position will be a student or a graduate of one of our better schools of physical education.

Proceeding to the guards, one must again analyze his needs. In a swimming pool which is properly run, there are few occasions when rescue work is necessary. Therefore, the question arises as to whether a guard should be hired primarily on his swimming ability.

Some little experience with hiring guards has convinced me that the highly expert swimmer (the Varsity letter man if you will) by no means makes the best guard. Many times he has become too highly interested in the competitive phases of swimming to the exclusion of all other considerations.

As one's guards are going to be mainly concerned with the enforcement of regulations and the elimination of dangerous practices it would be wise, I believe, to place swimming ability in a secondary position and place the ability to command respect, the willingness to enforce regulations - the general ability to police in the first category. (If your guard has neither the gumption nor the desire to tell off the customer when he is violating regulations, you will have a poorly run pool no matter how well that guard can swim).

Other desirable characteristics for a guard include:

First, he should be a strong swimmer.

Second, he should make a good physical appearance (necessary because it is a characteristic highly thought of by public)

Third, he should have knowledge of and technical ability in the techniques of life saving as laid down by the American Red Cross.

Fourth, should have knowledge of and teaching ability in the various swimming strokes.

Fifth, he should be convinced of the necessity for strict bather regulations and knowledge of the reasons for it. (Explain to customer).

Sixth, he should have a high sense of responsibility and feel the essential importance and dignity of his position.

Seventh, he should be mature (at least college age) (Salary - indefinite, but should be about \$100.00).

The characteristics of other employees is perhaps not so important. Many well run pools employ the men who placed below the guards in the examinations for guards as checkers. This is a device to train guards by putting the checkers out in the pool for short periods while giving the regular guards a relief. It works very well.

The cashier (many times a woman) should of course be quick and accurate in her work, she should possess a pleasant personality (as she is the first person to contact the public) and should also possess some knowledge of bookkeeping.

The better pools have attendants in their dressing rooms and this appears a necessity if the regulations are to be lived up to. In these positions the more mature individual is a prime necessity. A man or woman of 50 or even more seems to best fit this situation.