



**Private Club
Performance Management**

Employee Handbook



Ed Rehkopf

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ACKNOWLEDGEMENT & DISCLAIMERS

Upon receipt of your Employee Handbook, please read the following, sign and date in the indicated spaces below and return this page to your supervisor or personnel administrator.

- I have received the Employee Handbook and understand the importance of the information it contains.
- I acknowledge that it is my responsibility to read, understand, and abide by the information and policies contained in this handbook.
- I also understand that if I have any questions regarding material in this handbook, I should seek clarification from my supervisor.
- I have read, reviewed, and understand the club's policy on Workplace Harassment. I further acknowledge that it is my responsibility if I feel I have been subjected to verbal or physical harassment to immediately notify my supervisor, or alternatively, to notify the general manager or the personnel administrator to allow an investigation to proceed. I understand that my legal rights depend on my promptly notifying my supervisor, general manager, or personnel administrator of any type of harassment, and to fully cooperate in any investigation.
- I have read and understand the club's Drug and Alcohol Policy, and that in addition to this acknowledgement, I will be asked to sign an additional document entitled Alcohol/Drug Testing Authorization (PCPM Form 101). I understand and agree that pursuant to the Alcohol and Drug Policy, I may be subject to testing and that my continued employment may be contingent upon successful completion of any alcohol and/or drug screens.
- I have read and understand the club's Electronic Communication System Policy, and understand I have no expectation of privacy regarding any information on the club's phone, radio, or computer systems.

DISCLAIMERS

- I understand that the information provided me in this handbook should not be considered, and does not imply in any way, an employment contract or employment offer between me and the club.
- I FURTHER UNDERSTAND THAT THE EMPLOYMENT RELATIONSHIP BETWEEN THE CLUB AND ME IS "AT WILL" AND MAY BE TERMINATED BY MYSELF OR THE CLUB AT ANY TIME AND FOR ANY REASON.
- I understand that nothing in this handbook binds the club to any specific privileges of employment or definite period of employment.
- I understand that no one, except the President of the club, can enter into any employment agreement with an employee, and that any such agreement must be in writing.
- I understand that the information contained in the Employee Handbook is subject to change at any time, unilaterally by the club at its sole discretion.
- I understand that the policies set forth in this handbook supersede and replace all prior policies and procedures disclosed in any prior handbook.
- I understand that if any portion of this handbook conflicts with federal or state law, federal or state law will supersede those specific portions contained in this handbook.

Date _____, 20 _____

Signature _____

Print Name _____



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I – WELCOME

Welcome to our club – the premier club in our community. We are proud of our many accomplishments and our standing in the community – successes that could not have been achieved without the professionalism, hard work, teamwork, and commitment to service of our many dedicated employees.

You will now be joining us in our endeavors, and we welcome you to the team. Recognizing that our success has been built upon our culture of service, it is important that all new team members understand the basic principles and rules by which we operate.

To that end we have prepared this Employee Handbook. While it cannot possibly contain all the information and details which you will be expected to know, it is a starting point in your training and a handy reference for your questions. This handbook is intended to be read, studied, and followed. The information is both visionary and mundane, offering the ideal of what we aspire to be and the details of how we function. Your understanding of this information is essential to your success and ours. Please ask questions if there is anything that is not clear to you.

So again, we welcome you to the team and look forward to our association. We trust that the relationship will be mutually rewarding and enjoyable.



II - MISSION, VISION, GUIDING PRINCIPLES, OPERATING STANDARDS

MISSION – What we do!

Understand and exceed the expectations of the members and guests we serve.

VISION – How we expect to do it!

Through innovative programming, member-focused service, and principled leadership, the club is dedicated to establishing a premier private club experience for our members and guests.

GUIDING PRINCIPLES – Principles that guide the conduct of our business!

- Proactive leadership with service-based philosophy.
- Forward-thinking, professional expertise.
- Proven management and operating systems.
- Sound planning and effective implementation.
- Innovative programs continually reviewed.
- Detailed benchmarks constantly analyzed.
- A commitment to staff development through formal, ongoing training.

OPERATING STANDARDS – Standards that form the basis for our operations!

- Our vision and goals are articulated.
- We are uncompromising in our commitment to excellence, quality, and service.
- Authority and responsibility are assigned, and accountability assured.
- We embrace innovation, initiative, and change while rejecting the status quo.
- Standards are defined, operations are detailed in written policy and procedure, and we seek continual improvement of products, services, programs, and operating systems.
- Member/guest issues are resolved politely and promptly.
- Constant communications and feedback enhance operations and service, while problems and complaints are viewed as opportunities to improve.
- We benchmark revenues and sales mixes to evaluate members' response to products, services, and programs, and we benchmark expenses, inventories, and processes to ensure efficiency and cost effectiveness.
- We ensure clean, safe, well-maintained facilities and equipment while safeguarding club assets.
- We acknowledge each operation as a team of dedicated individuals working toward common goals and we recognize the ultimate value of people in everything we do.



III – OPERATING PHILOSOPHY

SERVICE ETHIC

Service is our only product. We aim to provide the highest possible level of service to our members and guests. To do this, we must:

- Anticipate their desires and needs.
- Set standards of excellence that challenge us every day.
- Understand that when a member or guest perceives a problem, the problem is ours. The burden is ours to solve the problem and change the perception.
- Make everything about our operations as easy, simple, and clear as possible for our members and guests. Communicate clearly and in a timely manner any changes in operations, policies, or programming.
- Be formal and professional in all our dealings with members and guests. Always use names and titles, such as Mr., Mrs., Dr., when speaking to members and guests. Never use a first name. If we don't know a person's name, we use "Ma'am and Sir." These common courtesies demonstrate our respect for those who pay our wages.
- Demonstrate a sense of enthusiasm about our jobs. A sense of teamwork and a true willingness to help and serve will naturally contribute to this enthusiasm.
- Seek comments, criticism, and feedback about our efforts. Graciously accept criticism and complaints without becoming defensive. Apologize without hesitation. Take corrective action, as necessary.

COMMITMENT TO EMPLOYEES

We pledge to conduct employee relations in an honest and straightforward way. Therefore, we will work hard to ensure that:

- All employees are treated with dignity and respect.
- All employees are important to our team effort. We do not tolerate discrimination, abuse, or harassment in any form.
- Rules, regulations, and policies are applied uniformly and fairly.
- Every employee is properly trained.
- We communicate goals, plans, projects, work conditions, and performance expectations.
- We provide positive feedback and recognition, as well as accepting our responsibility to correct and enhance performance, as necessary.

TEAMWORK

Because we are a team committed to a common effort, we:

- Treat co-workers with courtesy and respect.
- Are considerate of co-workers. Cooperation and understanding make everyone's job easier and more enjoyable.
- Recognize accomplishments and thank co-workers for their efforts.
- Understand that every employee contributes regardless of position.
- Offer assistance and ask for help whenever necessary – this is, after all, the hallmark of a team.



IV – LAWS GOVERNING THE WORKPLACE

EMPLOYMENT AT WILL

In keeping with state law, all employment with the club is Employment at Will.

This means that during an individual's employment, he or she is free to leave the club at any time for any reason and the club reserves a similar right to terminate the employment relationship at will, at any time, with or without cause or advance notice.

EQUAL OPPORTUNITY (EEO)

The club is an equal opportunity employer and does not discriminate based on race, color, religion, age, sex, national origin, disability, sexual orientation, gender identity, or veteran status. This policy covers all aspects of the employment relationship, including hiring, training, promotion, job assignments, compensation, discipline, termination, and application of all of club policies, procedures, and benefits.

LEGAL STATUS TO WORK

The Immigration Reform and Control Act of 1986 makes it illegal to hire persons not authorized to work in the United States. This act also requires prospective employees to present documents proving identity and authorization to work.

These requirements can be met by presenting any of several types of authorized documents, including a driver's license or state-issued identification card which includes a photograph and a certified birth certificate or original Social Security card.

Although these documents should be submitted prior to the first day of employment, they must be supplied within three business days after you begin work unless such documents are lost, misplaced, or stolen, in which case you must provide a receipt for replacement documents within three business days and the replacement documents within 90 days of the day you begin work. Failure to furnish the necessary documents could result in termination of your employment.

YOUTH EMPLOYMENT

Prospective employees 16 years of age and under must submit a valid work permit prior to being hired. The club adheres to all federal and state laws involving the hiring of minors.

EMPLOYMENT CLASSIFICATIONS

The Fair Labor Standards Act (FLSA) classifies employees based upon their eligibility for overtime payment:

- Exempt – An employee who is exempt from the provisions of the FLSA and is not entitled to overtime payments. Typically, these employees are in managerial, supervisory, professional, and administrative positions.
- Non-Exempt – An employee who is subject to the minimum wage and overtime provisions of the FLSA and is typically paid on an hourly basis.



OVERTIME

In accordance with the FLSA, any non-exempt employee who works more than 40 hours in each workweek is entitled to be paid time and one half for each hour worked over 40 or as mandated by state and/or federal law.

Given the impact of overtime payments on the financial performance of the club, employees may not work overtime unless specifically authorized by their supervisors.

HARASSMENT

It is the club's goal to maintain a pleasant and productive work environment for all its employees. Therefore, all forms of harassment related to an employee's race, color, religion, age, sex, marital status, national origin, disability, sexual orientation, gender identity, or veteran status constitute violations of this handbook and will be subject to disciplinary action.

In furtherance of this policy, the club will not permit the use of racial, religious, age related, sexual or ethnic epithets, innuendoes, slurs or jokes within its facilities. In addition, all forms of verbal and physical harassment based on the above categories are prohibited.

As for sexual harassment, unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature are considered instances of sexual harassment when:

- Such behavior has the purpose or effect of unreasonably interfering with an employee's work performance or creates an intimidating, hostile, or offensive work environment.
- An employee's submission to or rejection of such conduct is used as the basis of employment decisions which effect the employee; or submission to such conduct is implied or stated to be a term or condition of the employee's employment.

It is important to remember that behavior which one individual considers innocent or harmless may be regarded as sexual harassment by another. Sexual harassment includes but is not limited to:

- Repeated offensive sexual flirtations, advances, or propositions.
- Unwelcome physical contact of a sexual nature.
- Continual or repeated verbal abuse of a sexual nature.
- Graphic verbal commentaries about an individual's body.
- Sexually degrading words used to describe an individual.
- Displaying in the workplace of sexually suggestive objects and photographs.
- Offensive comments, jokes, innuendoes, or other sexually oriented statements.

In addition to be a violation of club policy, harassment is against the law, and the club will not tolerate harassment of its employees by anyone – including supervisors, other employees, members, or individuals conducting business with our club.

Supervisors are prohibited from threatening or insinuating, either explicitly or implicitly, that an employee's refusal to submit to sexual advances or other forms of harassment will adversely affect the employee's employment, evaluation, wages, advancement, duties, shifts, or any other condition of employment or career development. Supervisors have no authority whatsoever (whether real or apparent, express, or implied) to use



their position to commit, permit by others, or fail to report harassment. Further, the club will not permit retaliation against persons who report harassment in good faith.

If at any time you feel you have been subjected to verbal or physical harassment, of a sexual nature or otherwise, notify your supervisor immediately so that an investigation can take place and appropriate action taken.

If for any reason you do not feel comfortable notifying your supervisor about the matter, contact the general manager or personnel administrator and he or she will initiate an investigation and take appropriate action.

The club will investigate all complaints and will handle these matters fairly and professionally. Where harassment or discrimination is found to have occurred, immediate and appropriate corrective action will be taken. Confidentiality will be respected to the extent practical under the circumstances. If you sense a problem developing, it may be time to act. Remember, you should report all instances of harassment or discrimination immediately. We cannot help if we do not know about the problem.

No one will be punished for bringing an issue of harassment or discrimination to our attention in good faith or cooperating in an investigation, even if you do not have all the facts. The club prohibits any form of retaliation against any employee for filing, in good faith, a complaint under the Equal Opportunity or Harassment policies, or for assisting in a complaint investigation. Employees who are found to have engaged in retaliatory activity will be disciplined up to, and including, termination. If, after investigating any complaint of harassment or discrimination, the club determines that the complaint is not bona fide and was not made in good faith, or that an employee has provided false information regarding the complaint, disciplinary action may be taken against the individual who filed the frivolous complaint or who gave the false information.

FAMILY MEDICAL LEAVE ACT (FMLA)

The club provides unpaid leave under the Family and Medical Leave Act ("FMLA Leave") under the following personal situations:

- **Non-Military FMLA Leave.** Time off (consecutive days or intermittent) is available for incapacity due to pregnancy, prenatal medical care, or childbirth; to care for your child after birth or placement for adoption or foster care; for your serious health condition; or when you need to care for a child, parent, or spouse with a serious health condition.
- **Military Family Leave**
 - ❖ **Active-Duty Leave.** You can take FMLA Leave because of any qualifying exigency (as defined by U.S. Department of Labor regulations) arising out of the fact that your spouse, son, daughter, or parent is on active duty (or has been notified of an impending call or order to active duty) in the Armed Forces in support of a contingency operation. A "contingency operation" is a military operation that is designated by the U.S. Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or results in the call or order to, or retention on, active duty of members of the uniformed services during a war or during a national emergency declared by the President or Congress
 - ❖ **Care Giver Leave.** If you are the spouse, son, daughter, parent, or nearest blood relative of a covered service member who is recovering from a serious illness or injury sustained in the line of duty on active duty and is actively receiving medical treatment, you have up to 26 weeks of leave in a single 12-month



period to care for the service member. We may require medical certification from the military to certify that the service member is recovering from a serious illness or injury sustained in the line of duty on active duty and is actively receiving medical treatment. The single 12-month period is measured from the date Care Giver Leave begins.

The requirements of the Family Medical Leave Act (FMLA) are complex. Contact your personnel administrator should you have need for unpaid leave for family medical situations.

AMERICANS WITH DISABILITIES ACT (ADA)

The club has adopted a policy designed to assist with its compliance with the Americans with Disabilities Act ("ADA").

➤ Definition of Disability

A person with a disability is defined by the ADA as an individual who has a physical or mental impairment that substantially limits one or more major life activities, has a record of having such an impairment, or is regarded as having such an impairment.

➤ Requesting an Accommodation

For persons with disabilities, it is important to provide us with a comprehensive evaluation of a specific disability from an appropriate qualified diagnostician that identifies the type of disability, describes the current level of functioning in an employment setting and lists recommended accommodations. It is important to submit this documentation to the club in a timely manner. Additionally, in the context of assessing an accommodation request, documentation will be needed to determine if an employee has a disability covered by the ADA, to determine the functional limitations, to use as a guideline for identifying an effective and reasonable accommodation and to determine the entitlement to the accommodation.

With your permission, documentation might include consultations with knowledgeable professional sources, such as physicians, psychologists, occupational and physical therapists, rehabilitation specialists, and organizations with expertise in adaptations for specific disabilities. Occasionally, it may be necessary to request additional information from your diagnostician to verify the information or accommodations.

➤ Reasonable Accommodation

Under the ADA, a reasonable workplace accommodation is any modification or adjustment to a job's customary tasks or responsibilities that enable a qualified employee with a disability as defined under the ADA to perform essential job functions without undue hardship on the employer's business or operation. A reasonable workplace accommodation assures that a qualified individual with a disability has employment rights and privileges equal to those of employees without disabilities. To consider your request for a workplace accommodation, you should provide the required information and submit it to the club. Upon receipt of this information, you will be contacted to schedule a confidential appointment with the personnel administrator who will provide additional assistance in the determination and implementation of the accommodation.

MILITARY LEAVES OF ABSENCE

A military leave of absence will be granted if an employee is absent in order to serve in the uniformed services of the United States.



An employee with one year or more of club service will be eligible for pay during participation in annual encampment or training duty with the US Military Reserves or National Guard. In this circumstance the club will pay the difference between what the employee earns from government service and what the employee would have earned from normal straight time pay. This payment will be made for up to two weeks during any calendar year.

The requirements of the Uniformed Services Employment and Reemployment Rights Act (USERRA) that govern military absences are complex. Contact your personnel administrator should you be called to active duty in the military or need to fulfill your annual military requirements.

HEALTH & SAFETY

It is the policy of the club to comply with all applicable federal, state, and local health and safety regulations and to provide a work environment free from recognized hazards. Employees are expected to comply with all safety and health requirements whether established by the club and by federal, state, or local law.

WORKERS' COMPENSATION

You are protected by Workers' Compensation should any accident happen while you are performing your job. The club carries this insurance to protect you and bears the full expense for this program.

Should you be injured while on the job, assuming:

- proper notice is given to the insurance carrier, and
- you miss work due to your injuries, and
- are disabled for more than one (1) week,

you will receive temporary compensation payments beginning the 8th day following your injury. The amount and number of payments is determined by state law.

You must report all on the job accidents and injuries to your supervisor as soon as possible. Failure to do so may jeopardize timely receipt of eligible compensation.

UNEMPLOYMENT INSURANCE

The club pays the entire premium for unemployment insurance to protect you should you be laid off your job. Unemployment insurance is administered by the state in which you work.



V - EMPLOYMENT POLICIES

CONDITIONAL EMPLOYMENT OFFERS

All offers for employment at the club are conditional upon the successful completion of all required screenings and checks. Should any disqualifying condition occur, the offer can be withdrawn at the sole discretion of the club.

PRE-HIRE SCREENING

The club carefully screens prospective employees as a condition to making employment offers. Applicants will be subject to the following screenings:

- Drug screening, and
- Background check, to include employment history verification, Department of Motor Vehicles records, criminal records, and work references.

In addition to drug screening and background checks, applicants for seasonal positions will be subject to physical exams in cases where the duties of their position require heavy lifting. For more information on the drug screening please refer to the Drug and Alcohol Policy below. Certain positions may require a valid driver's license, and technical or professional certifications.

DRUG & ALCOHOL POLICY

Use of illegal drugs and abuse of alcohol or legal drugs have an adverse effect on job performance, create dangerous situations, and serve to undermine our members' and the community's confidence in us.

The club is concerned about the well-being of our employees. We are equally concerned that our hard-earned reputation and positive image is not compromised in any way. As a result, we do not tolerate or condone the use of illegal drugs or the abuse of alcohol or legal drugs (including inhalants) on the part of our employees. Nor do we tolerate or condone any employee behavior on or off the job that adversely affects job performance, threatens health or safety in the workplace, or may damage our reputation.

As with other policies described in this handbook, the issues of drug and alcohol abuse are too complex for full discussion here. Each employee will be asked to read and sign a copy of the Drug and Alcohol Policy (PCPM Form 101) so that we may assure ourselves that all employees are fully informed on this important subject.

EMPLOYMENT STATUS

Employee eligibility for club benefits is based on the following defined Employment Statuses:

- Full Time Employees who are regularly scheduled to work not less than 32 hours per week on a continuous basis and employment is anticipated to last 11 months or more.
- Part Time Those who are regularly scheduled to work less than 32 hours per week on a continuous basis and employment is anticipated to last 11 months or more.
- Seasonal Those whose employment is expected to last less than 11 months regardless of the number of hours worked per week.



INTRODUCTORY PERIOD

There will be an introductory period for all new employees for the first ninety (90) days of employment. During the introductory period both the club and the employee can determine whether they are compatible. This introductory period does not alter in any way the “at will” status of employment with the club.

Your performance and suitability for your position will be reviewed during this period. The club has the sole discretion to extend the introductory period when it determines that an extension is necessary or appropriate.

Employees eligible for vacation days may not use this benefit during the introductory period, though their vacation days will accrue from the original date of hire.

Following the introductory period, salaries and wages are reviewed annually. Positive performance reviews do not necessarily guarantee an increase. Completion of your introductory period does not in any way alter the employment “at will” relationship between you and the club.

PAY POLICIES

The club’s established work week is a regularly recurring period of seven consecutive days beginning on Friday and ending on Thursday.

To comply with existing labor laws, it is mandatory that accurate time records be kept for all employees. Non-exempt employees will use the time clock, while exempt employees will keep track and report their hours on a timesheet.

Employees are paid bi-weekly, that is, every two weeks. Paychecks can be picked up from your supervisor or at a designated location after 2 p.m. on Friday, a week after the end of a pay period. Employees also have the option of having their paychecks deposited directly with their bank.

DEDUCTIONS FROM PAYROLL

The club is required by law to make deductions from your paycheck for federal and state income tax withholding and required contributions to Social Security and Medicare. The amount deducted depends upon your earnings and the information you provided on your W-4 form regarding number of dependents and the exemptions you claim.

Employees who are eligible and choose to take advantage of club benefits may also have deductions for certain benefits such as dependent coverage under the medical and dental plans and life insurance premiums. At the time you become eligible for benefits, your personnel administrator will explain these costs to you.

In addition, we periodically receive notice of garnishment of wages or other court-ordered deductions from employee paychecks. We are required by law to withhold these from earnings.

WORKING OFF THE CLOCK

Non-exempt employees are not allowed to work “off the clock.” In other words, employees will be compensated for all work done on behalf of the club. If you feel you have been requested or required to work without compensation, contact your personnel administrator.



ADVANCE PAY/LOANS

It is the policy of the club not to provide advance pay to employees, cash employee checks, or make loans to staff.

OUTSIDE EMPLOYMENT

Non-exempt employees may hold outside employment if it does not interfere with the employees' work for the club or compromise the integrity of the club. Exempt employees contemplating outside employment should get permission from the club general manager.

WORKPLACE RELATIONSHIPS

Personal relationships are more common in today's workplace. While the club will not stand in the way of such relationships, we will ask the parties involved to sign an acknowledgement explaining the potential problems and sexual harassment issues. The club prohibits personal relationships involving supervisors and their direct reports or members of the club.

WORKPLACE VIOLENCE

The club is committed to providing a workplace that is free from violence for our employees. There may be occasions when an employee may feel threatened by persons within or outside the club.

If you have been or feel threatened, there are steps that you can and should take. First, report any threats to your supervisor, general manager, or personnel administrator. Second, depending on the circumstances, you may want to alert local authorities and make them aware of the threats. Third, you may want to investigate other legal options such as restraining orders, injunctions, or similar steps through the courts. Fourth, you may want to discuss with your supervisor various safety measures such as emergency evacuation routes, escort to your car, etc.

Preventing workplace violence is everyone's responsibility. If you find yourself in a threatening situation, remain calm, don't argue, and immediately seek assistance from your supervisor or other club management staff.

NEPOTISM

Because of the potential problems that may arise from family members or relatives working under the supervision of other family members, it is the policy of the club not to hire individuals in such situations.

This does not preclude a family member working in another department under the supervision of another department head or two family members working in the same department when neither supervises the other.

Family members are defined as spouses, children, parents, siblings, significant others, unrelated persons (to include stepchildren and exchange students) living in the same household, aunts, uncles, nieces, nephews, in-laws, and first cousins.



ELECTRONIC COMMUNICATION SYSTEMS

The club's electronic communication systems are the property of the club. These systems include telephone, computers, computer networks, two-way radios, and access to the Internet.

All messages, information and data sent and received by the electronic communication system are club property, including any messages delivered or received via social media sites, such as Facebook and Twitter. Employees have access to the electronic communication systems to enhance job performance on day-to-day assignments and to facilitate effective business communications. Incidental and occasional personal use of the electronic communication systems is allowed, but such use will be subject to this policy and any resulting messages and data are the property of the club.

Examples of incidental or occasional personal use include use during breaks, lunch, or for not more than a few minutes a day during working hours. This personal use is allowed when it does not interfere with an employee's or any other employee's work performance, unduly impact the operation of the electronic communication system, or violate any other provision of this or any other club policy. If the club determines that an employee's personal use of the electronic communication system is excessive or inappropriate, the employee may be disciplined and/or discharged.

Employees have no privacy in the use of these systems or in any documents, messages, or information created on, with, or transmitted over them. The club has access to these systems and maintains the right to access and monitor, consistent with the law, all documents, messages, and information created on, with or transmitted over the systems, including e-mail and Internet usage, without notice to employees. All such documents, messages, and information can be reviewed by the club, consistent with the law.

Employees may not use the electronic communication systems in an offensive, harassing, illegal, or defamatory manner. An employee may not copy, download, or use any image, text, video, audio material, software, or other copyright-protected work product or material without appropriate authorization.

Finally, employees are not permitted to disclose confidential club information to parties not employed by the club through use of any of the club's electronic communication systems or their own electronic communications systems unless specifically authorized by management. In particular, the use of electronic social media, email listserv groups, Internet blogs, message boards, and other online media that can be viewed by persons not employed by the club to discuss confidential club business, is prohibited.

PERFORMANCE REVIEWS

Employees will receive a performance review at least once a year. In addition, your supervisor may give you a performance review any time he or she feels it necessary. Following the introductory period, salaries and wages are reviewed annually. Positive performance reviews do not necessarily guarantee an increase in compensation. Completion of your introductory period does not in any way alter the employment "at will" relationship between you and the club.

HUMAN RESOURCES

All personnel related issues and administration come under the direction and review of the club's personnel administrator. Any questions regarding personnel issues that cannot be answered by referring to the Employee



Handbook will be addressed to the personnel administrator. This individual is your on-site contact for personnel matters.

PERSONNEL FILES

It is the policy of the club to maintain personnel records for applicants and current and former employees in order to document employment-related decisions, evaluate and assess policies, and comply with government record keeping and reporting requirements. The club attempts to balance its need to obtain, use, and retain employment information with a concern for everyone's privacy. To this end, it attempts to maintain only that information necessary for the conduct of its business or required by federal, state, or local law.

Your official personnel file is maintained by your personnel administrator. These files are kept under lock and key and only provided to necessary management staff, including your supervisor.

Your personnel file contains your employment documents, records of all personnel actions such as pay increases, transfers, etc., counseling and disciplinary records, performance reviews, commendations, and other documents pertaining to your employment.

You may by prior request review your file in the presence of the personnel administrator. You may request copies of counseling and disciplinary records, performance reviews and commendations, but your personnel file must remain in the possession of the personnel administrator.

Employees have a responsibility to keep their personnel records up to date and should notify their personnel administrator of any changes in the following:

- Name,
- Address,
- Telephone number (home and/or cell),
- Marital status (for benefits and tax withholding purposes only),
- Number of dependents (for benefits purposes only),
- Emergency contacts,
- Beneficiary designations on club benefit plans, and
- Addresses and telephone numbers of beneficiaries (for insurance purposes only).

MODIFICATION OF POLICIES

The club reserves the right to modify these policies at any time. Any such changes will be communicated to employees in a timely manner.



VI – WORK POLICIES

SUPERVISORS

Your supervisor is your first source of information and assistance and is responsible for your training. Supervisors are part of the team. They are not above doing any job that needs to be done. They have achieved their positions by virtue of hard work, training, and experience. Whatever the situation, your supervisor is there to help you or refer you to someone who can.

ATTITUDE

How you approach your work has a direct bearing on the quality of your life. If you dwell on the negative, it is reflected in your work. If you view work in a positive way, you find enjoyment and satisfaction in your efforts. One sour, negative attitude can ruin the workplace for all of us. Therefore, we say with deep conviction,

“Be of good cheer, or don’t be here.”

PUNCTUALITY

Report to work on time. If you know you will be late, call your supervisor in advance; or if this is not possible, report to your supervisor as soon as you arrive at work to explain your tardiness.

SICKNESS

If you are unable to work due to sickness, you must notify your supervisor as soon as possible, so that he or she can make arrangements to cover your shift. When out sick for three or more days, we may require you to present a doctors’ certificate when you return to work to receive your sick pay benefits. Sick days are taken in whole day increments. In other words, if you choose to take a sick day for a medical appointment, you will not work that day and will receive a day’s pay in lieu of working.

ABSENCES

Because your presence is essential to the operation of the club, you must seek prior authorization from your supervisor to leave the workplace during your work shift. Unapproved absences can impede our team effort to provide quality service to our members and guests. It is also unfair to other employees who must cover for you.

NOTIFICATION

If you are unable to come to work when scheduled for any reason, you must make a good faith effort to find a replacement. Notify your supervisor as soon as possible. Do not leave a message on voice mail or with other employees. If your supervisor is not available, you must locate and notify another supervisor on property. Except in cases of emergency, having a family member or friend place the call is inappropriate. Therefore, all notification calls must be made personally by the employee.



INCLEMENT WEATHER

The club operates up to seven days a week, year-round, regardless of weather conditions. In the event of inclement weather such as snow, sleet, ice, or extreme storms and winds, management will evaluate conditions and make decisions about operations. Contact your supervisor or other manager to determine if you will be needed.

TIME CLOCK & TIMESHEETS

In order to meet the requirements of federal labor laws and to assure accuracy of pay, all employees are required to “punch” a time clock or complete bi-weekly time sheets. Your supervisor will explain this requirement.

Those who use the time clock are responsible for punching in and out correctly. Failure to do so may jeopardize timely payment for hours worked or pay for unsubstantiated hours.

Under no circumstances may you punch in or out for another employee. Such action may lead to discharge.

You are expected to be properly attired and ready for work when you punch in.

Employees are not permitted to punch in early for an assigned shift unless directed by their supervisor.

If an error should occur on your timecard, have your supervisor make any necessary adjustments as soon as possible. Under no circumstance may you adjust, alter, erase, or strike over any printing on your timecard. If your department has an electronic timekeeping system, notify your supervisor of any “swipe” errors, so that he or she may make corrections.

All employees, regardless of whether they use the time clock or complete time sheets, must “punch out” for any meal periods or personal time taken during a work shift. If you are unable to leave your workstation or are directed by your supervisor to take a meal break of less than 20 minutes, you may remain “on the clock” during your meal period.

APPEARANCE & ATTIRE

Your appearance determines our members’ and guests’ first impression of you and reflects on our entire team. As a result, you are always expected to be neat and clean when you are on the property, whether working, picking up your paycheck, attending training, or for any other reason.

You are expected to wear appropriate attire for your position and department. You must also wear appropriate, serviceable shoes for your designated position. Shoes should be in good repair and, if formal leather shoes are required, they must be properly shined at all times. Your supervisor will explain any attire or shoe requirements to you.

UNIFORMS

Certain positions require uniforms. Your supervisor will advise you of this requirement and will provide you with the appropriate uniform. Wear your uniform proudly and treat it with care.



NAMETAGS

Most employees are required to wear identifying nametags. If so, a nametag will be issued by your supervisor. You are always expected to wear your nametag correctly. Your supervisor will explain this requirement to you.

GROOMING & HYGIENE

Appearance is not only dependent on attire but is also determined by personal grooming and hygiene.

Makeup should be worn in moderation. Excessive eye shadow, mascara, cologne, etc., is inappropriate for the workplace.

Jewelry also should be worn in moderation and should not unnecessarily call attention to oneself. If ears are pierced, small earrings (studs) may be worn, but avoid larger, hanging styles. Other than a watch or inconspicuous ring, jewelry should be taken off before work, or better yet, left at home where it will not be lost.

Hair should be a natural color, be clean and in a style appropriate for the workplace. In food service areas, hair must be restrained if longer than shoulder length and must be kept off the face.

Constant hand washing is a must, particularly for food service employees! Keep fingernails clean and neatly trimmed.

In food service areas take particular care to avoid fussing with face or hair, nail or cuticle biting, careless sneezing or coughing, combing hair, and scratching in any manner.

While it is not possible to establish absolute standards of personal grooming, the final determination of an employee's suitability for work rests with management.

TRASH/LITTER

Keeping our facilities clean and trash free is everyone's responsibility. Pick up trash and litter wherever and whenever you see it.

TELEPHONE USE

Personal calls detract from your work effort and tie up phone lines that are needed for business purposes. Therefore, you are asked to keep such calls to an absolute minimum. Excessive making or receiving of personal calls may result in disciplinary action. Employees will also turn off personal cellular phones while working.

Long distance calls from your workplace are not allowed without the prior approval of your supervisor and the use of a personal long-distance charge card. If an emergency arises and you need to use a phone, see your supervisor.

LOITERING

Employees are only allowed at their work facilities when working. You are expected to report at your scheduled work time and to depart promptly at the end of your shift. Loitering about the premises is not allowed. If you are waiting to give or receive a ride, notify your supervisor who will authorize you to remain on the premises.



VISITORS

Family and friends of employees are not permitted to enter club facilities or come on property without prior, specific authorization from management.

LOST & FOUND

Our members and guests sometimes leave items at our facilities and may return or call back at any time to reclaim such items. Therefore, any items found on work premises, regardless of value, must be turned in immediately to your supervisor.

REMOVING ITEMS FROM THE PREMISES

There are many items in our operations that appear to be left over or unneeded. However, employees are not allowed to remove any item from the workplace under any circumstance. This policy protects you and the club from criticism and allegations. This restriction includes all food and beverage items, leftovers of any sort, and supplies and materials.

SMOKING

The club is a non-smoking facility. If you are a smoker, see your supervisor who will designate an appropriate area for you to smoke. Dispose of cigarette butts properly; do not throw them on the ground.

PERSONAL HABITS

Personal habits, such as using “snuff,” chewing tobacco, drinking, chewing gum or breath mints, smoking, conversing with fellow employees and taking breaks, detract from our focus on service. Since quality service is the focus of our business and is entirely dependent upon our members’ and guests’ perceptions of us, please be discreet in these habits and keep them from public view.

SOLICITATION/DISTRIBUTION

To protect employees from annoyance, harassment, interference with work, and to maintain a workplace free of litter and distraction, we have adopted the following rules regarding solicitation and distribution of literature:

- No outside person or agency may solicit or distribute materials at the club.
- Employees shall not engage in solicitation of any kind in public areas or work areas during work time.
- Employees shall not distribute literature in work areas at any time.
- Employees shall not distribute literature in non-work areas or non-public areas during work time.
- Club bulletin boards are reserved exclusively for communications to employees about club business. Employees may not post any solicitations or other materials on club bulletin boards unless approved by management.

As used in these rules, the term “work time” means the period that an employee is supposed to be performing job duties. “Work time” does not include time allotted for breaks, lunch periods or periods before or after work.



PERSONAL ELECTRONIC EQUIPMENT

Radios, TVs, CD players, boom boxes, cellular phones and other personal electronic equipment detract from our dedication to service. Please leave them at home or secured in your locker or car.

Your supervisor may make an exception to watch or listen to special programs. The time of listening and volume must not interfere with your work, the work of others, or service to our members and guests.

FIRE SAFETY SYSTEMS

Please acquaint yourself with the location of fire extinguishers and alarm stations. Your supervisor will familiarize you with the operation of these life-saving systems in advance of any need.

USE OF FACILITIES

Club facilities are for the exclusive use of members and guests. Therefore, all employees, whether exempt or non-exempt, are excluded from using any portion of the club or programming without prior authorization from the general manager.

Employees are expected to use the washrooms designated for their use. All other rest rooms are for the exclusive use of our members and guests.

PROTECTION OF PROPERTY & ASSETS

All property and assets on the premises belong to the club. As employees, we have a special responsibility to care for all such property and assets. Every employee, therefore, will exercise due care and diligence in protecting the property, furniture, fixtures, and equipment of our workplace.

If you notice something improperly stored, in need of repair, out of place or missing, please correct the problem or let your supervisor know immediately.

PROBLEMS & GRIEVANCES

If you are unhappy about some aspect of your employment, please make your supervisor aware of your concerns and issues. Recognizing that a happy and contented staff is essential to providing quality service, we are anxious to resolve all bona fide issues and will make reasonable efforts to do so. Under no circumstances at any time should you voice your complaints to members and guests. These individuals cannot solve your problem and complaining to them will likely complicate matters.

If you so desire, any and all matters will be held in strictest confidence, though understand that such a request may limit our ability to fully respond to your concerns.

Within the limits of your request for confidentiality, management will consider your concerns. We also have a no retaliation policy that prohibits management staff from retaliating against you for bringing your concerns to our attention.



OPEN DOOR POLICY

If you have opinions, comments, complaints, or other concerns about your place of employment, please address them with your supervisor. The club has an “Open Door” policy that gives all employees the right to express their opinions, concerns, and complaints about our club, working conditions, employee relations, and other employment-related matters.

Understand that your supervisor is a busy person with many responsibilities and may not be able to see you immediately unless you indicate that your concerns are of an emergency nature. In other cases, your supervisor will make time to meet with you in a private setting within a reasonable period.

YOUR COOPERATION

The degree of service provided by the club is dependent upon the kind of people who work for us, their training and experience, and their conduct in all dealings with members, guests, and each other.

We ask you to demonstrate a willing and pleasing attitude in your service to others. Qualities essential to courteous service are found in those with positive dispositions who are willing to work and who smile often and sincerely.

SUGGESTIONS

Your suggestions to improve any aspect of our operations are encouraged and always welcomed. Please discuss these with your supervisor.



VII - BENEFITS

ELIGIBILITY

Only full-time employees are eligible for club benefits, unless otherwise specifically provided in writing. Benefits may be expanded, reduced, or eliminated at any time the needs of the club change.

Refer to benefit booklets, plan descriptions, and other plan documents for details of certain benefits. These include eligibility requirements, co-payments, deductibles, etc. Statements in such plan documents supersede and take precedence over any statements made in this Employee Handbook, or any oral statements made by management and other employees. Current benefits are listed and discussed below.

VACATION PAY

Vacation for each full-time employee will be based on the length of time of continuous employment with the club. After a full-time employee's introductory period has been completed, the employee will be immediately entitled to vacation time equal to three days. After 1 year of employment, full time employees are immediately entitled to vacation according to the following schedule:

<u>Years of Service</u>	<u>Weeks of Vacation</u>
Over 1 year, less than 5 years	2 weeks (10 days)
Over 5 years, less than 10 years	3 weeks (15 days)
10 years and over	4 weeks (20 days)

An employee's original hire date becomes his or her vacation effective date which is used to calculate vacation time. On each anniversary of a full-time employee's hire date, the employee immediately accrues the number of weeks of vacation according to the above schedule. Provided, however, no vacation shall accrue on an anniversary date if the employee has given notice of termination of employment prior to or on such anniversary date. Employees changing their employment status from part time to full time will be eligible for vacation accrual following a ninety (90) day non-eligible period.

Vacation policies:

- Vacations must be approved by your supervisor at least 30 days in advance.
- At your request, vacation pay may be paid on the normal payroll date the week prior to vacation.
- Earned vacation pay may not be carried forward from year to year. It is the employee's responsibility to schedule all vacation and make the proper request.
- Vacation pay may not be exchanged for extra pay.

An employee who fails to give the required two week's notice of termination will forfeit all unused accrued vacation and will not be paid for such accrued, unused vacation upon termination of employment. See the section entitled "Terminations" below for other club policies regarding the payment or forfeiture of accrued vacation upon termination of employment.



HOLIDAY PAY

Following the 90-day introductory period, full time employees will receive 8 hours of holiday pay for the following holidays:

- New Year's Day
- Memorial Day
- Fourth of July
- Labor Day
- Thanksgiving Day
- December 25th

If you are scheduled to work on one of these holidays, you may, with your supervisor's approval, take another day off in lieu of the holiday during the same pay period, or you may receive 8 hours of holiday pay in addition to pay for time worked on the holiday.

SICK/EMERGENCY PAY

Full time employees with more than one (1) year's service will be granted up to three (3) sick/emergency days per year. These days must be taken in full day increments.

If an employee has used all sick days, the employee may use accrued, unused vacation days as sick days. In the event that an illness or other medical condition or injury requires more recuperation time than the employee has accrued for vacation and sick days, the club may authorize unpaid leave that does not otherwise qualify for FMLA Leave in accordance with the Family Medical Leave Act. The employee must demonstrate, through the employee's physician, the need for such leave and set a definite time for return to employment before the club will consider any request for such unpaid leave. Otherwise, the failure to return to work from a sick leave may result in termination of employment.

Sick/emergency days must be taken in the year in which they accrue and will not carry forward to the next year or be paid to employees in lieu of time off. If possible, notify your supervisor in advance when you are taking a sick/emergency day. Paid sick/emergency days require the approval of your supervisor and personnel administrator.

Upon termination of employment, employees will not receive pay for unused sick/emergency days.

BEREAVEMENT LEAVE

Special leave from one to three days may be taken with the approval of your supervisor upon the death of an immediate family member. Immediate family includes mother, father, spouse, child, and brother or sister.

JURY DUTY

Good citizens make good employees, and we know that as a good citizen you may have to serve on a jury. Full time employees will receive regular wages for time lost while serving for up to forty (40) hours per year. You are expected to work when you can during the time that you are serving on a jury.



MEDICAL & DENTAL PLANS

Upon completion of the introductory period, full time employees generally become eligible to participate in group health and dental plans. Upon completion of the introductory period, part time employees will be eligible to participate, at their own cost, in a group health and dental plan the club has made available to part time employees. This plan is separate from the group health and dental plan available to full time employees. Refer to plan details for eligibility requirements and other important information. It is the responsibility of each eligible employee to file for medical and dental cost reimbursements.

LIFE INSURANCE

Life insurance is available to full time employees. Refer to written plans for eligibility rules and details.

401K RETIREMENT PLAN

Full time employees and part time employees, who have met the plan eligibility requirements, may and are encouraged to participate in the club's 401(k) plan.

The plan allows employees to contribute up to a maximum amount each plan year. The IRS Index Rules govern these amounts each subsequent year. Please see your personnel administrator for the current updated IRS limits.

Employees who participate in the plan are fully and immediately vested in all contributions, including any club matching contributions. In other words, should they leave the club, they may transfer the full amount contributed by themselves and by the club into another retirement plan or convert it to other retirement investments as allowed by law.

BENEFIT QUESTIONS

If you have any questions regarding any aspect of the club's benefit programs, please see your personnel administrator.



VIII – SAFETY & SECURITY

SAFETY

Our club is vitally concerned with the safety of our employees and our members and guests. While we go to great lengths to provide safe facilities, keeping them safe is everyone's responsibility. If you notice any unsafe condition, bring it to your supervisor's attention immediately.

Work carefully. Think before you act. Focus when working around potentially dangerous tools and equipment. Help prevent accidents by refraining from horseplay.

Should an accident occur, report it to your supervisor immediately. He or she will see to it that you get proper medical treatment in the most expedient way. Also, provide your supervisor with the details of the accident to expedite the filing of any possible Workers' Compensation claim.

If you are required to use chemicals that could be hazardous, we provide Material Safety Data Sheets (MSDS) on the chemicals that describe how to use them safely, how to store them, and how to use appropriate protective equipment.

Wear all safety devices and protective equipment provided for your use. If you do not know where to find these items, see your supervisor. Under no circumstances may an employee alter a machine or piece of equipment for the purpose of removing a safety feature.

SECURITY

Our club, because of its uniqueness and beauty, attracts attention, not all of which is welcomed. All employees, therefore, must be security minded. If you see strangers who look out of place, find out who they are and what they are doing there. Be polite and tactful but follow your instincts if something seems odd. If in doubt, notify your supervisor. The same applies to former employees.

Any employee leaving the premises with a bag, package, or container may be required to open it for inspection if requested to do so by a supervisor, member of management, or security staff.

You can also help maintain security by leaving your valuables at home or securing them in your car or locker. Do not leave club property and supplies lying around. Close and lock storage areas after getting supplies and materials.

If you are working late, park your car in a well-lighted spot. If you are concerned about walking to your vehicle late at night, ask a fellow employee to accompany you. Please report any inoperative exterior and parking lot lighting to your supervisor. Do likewise with doors found unlocked or anything else that seems suspicious or out of place. Trust your instincts in these matters and report them.



IX – CONDUCT, DISCIPLINE & TERMINATIONS

CONDUCT GUIDELINES

While it is impossible to give complete guidance regarding employee conduct in the workplace, the club expects that employees will conduct themselves professionally and appropriately, as would reasonably be expected by the business surroundings in which they work.

Many aspects of appropriate conduct are contained in this handbook, and more will be provided during your training and by your supervisor's day to day guidance. If you have any questions about the appropriateness of certain conduct or want clarification of any information you have been provided, please see your supervisor.

The existence of conduct and discipline guidelines does not in any way alter the "at will" status of employment with the club. Further, the club retains the full right and authority to determine disciplinary action, up to and including discharge, with or without cause, based upon specific circumstances.

MISCONDUCT

Violations of the following rules will warrant disciplinary action. Depending on the seriousness and frequency of the violations, the club may reprimand, suspend, or discharge an employee. This list is not an all-inclusive and violations of other rules may be sufficient grounds for disciplinary action.

- Possession of a weapon at work or while on the premises.
- Misappropriation or destruction of property. Abuse or misuse of property.
- Falsification of records, including your employment application, or lying to a supervisor about a work-related matter.
- Removal of items belonging to club, members, and other employees from club premises.
- Conviction of a felony.
- Immoral or indecent conduct.
- Acceptance of any commission, discounts, or other special considerations from purveyors providing goods or rendering services.
- Threat of bodily harm, fighting, physical altercation, or disorderly conduct at work.
- Unauthorized possession of or drinking of any alcoholic beverage or use of drugs (other than those as prescribed by a physician) at work or reporting for work under the influence of alcohol or drugs.
- Unauthorized absence or repeated tardiness.
- Refusal to allow packages to be inspected.
- Sleeping on the job.
- Punching a timecard other than your own and punching in before your scheduled shift without authorization by your supervisor.
- Sexual or other forms of harassment.
- Insubordination. Refusal or failure to perform lawful work assignments or follow the lawful instructions of a club supervisor or manager.
- Use of abusive, profane, or obscene language.



- Unauthorized possession of firearms, weapons, or dangerous substances while performing job duties or on club premises.
- Unauthorized solicitation or distribution on club property.
- Conduct and/or appearance unbecoming to an employee that brings discredit to the club.
- Complaining about club operations to members and guests.
- Discourteous treatment of fellow employees, members, and guests.

COUNSELING

When deemed appropriate, your supervisor may provide counseling about your conduct or work performance. This may take the form of informal, minor corrections of your work or more formal counseling sessions to discuss concerns about your conduct or performance. Formal counseling sessions will take place in private, and you will be given an opportunity to respond.

When appropriate and deemed necessary by your supervisor, a written record will be made of the counseling. A copy of the record will be provided to you.

TERMINATIONS

As previously mentioned, your employment the club can be terminated at-will either by you or the club. Terminations may be one of the following:

- **Resignation** A resignation is an employee's voluntary termination of his or her employment. If you choose to resign, the club asks that you submit a two (2) week written notice to your supervisor. However, we reserve the right to require you to leave immediately upon the submission of your notice of resignation.

An employee who resigns and who gives at least two weeks' notice will be paid for any unused accrued vacation time. Any employee who does not provide and work a notice period of at least two weeks forfeits any rights to unused vacation pay unless the terminating employee is requested by the club to leave earlier than two weeks.
- **Discharge** A discharge is termination of employment by the club for cause, determined in the sole discretion of the club. Any discharged employee is not entitled to receive payment of unused vacation time.
- **No Severance Pay** The club has no policy regarding the payment of severance upon termination of employment, but the club may offer severance pay in appropriate cases.

RETURN OF CLUB PROPERTY

During your employment you may be issued keys, pagers, radios, uniforms, tools, etc., that are a necessary part of your job. In the event of resignation or discharge, these items must be returned, otherwise the replacement cost will be deducted from your final paycheck except when prohibited by law. Also, damage to any property or equipment caused by the negligent or willful conduct of an employee may result in such damages being deducted from that employee's pay. When you join the club, you will be asked to sign a form authorizing these deductions (PCPM Form 109).



FINAL PAYCHECK

An employee who resigns will receive his or her paycheck on the next regularly scheduled payday. If requested by you, the club will mail your final paycheck to an address provided by you.

In the case of discharge, the club will prepare your final paycheck and present it to you at the time of discharge.

EXIT INTERVIEW

The club encourages exit interviews with all terminating employees. Exit interviews give employees an opportunity to share feelings about the club, its workplaces, and policies. This information gives the club an opportunity to reinforce their policies and procedures as well as providing an opportunity to discuss issues concerning benefits and other administrative details associated with leaving the club.

Exit interviews are normally conducted by the personnel administrator and/or your supervisor.

About the Author

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Master of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.