



**Private Club
Performance Management**

Human Resources on the Go



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HR on the Go

Introduction

Private club operations face a challenging training burden if they are to deliver the high levels of service expected by their members. Yet with tight budgets how can managers meet their training obligations while controlling costs since every hour of training is a payroll hour for each employee being trained? Add to this the difficulty of getting all your employees together at one time for formal, consistently-presented training sessions.

The answer to these challenges is to build your training programs around the “on the go” concept where ongoing training materials are formatted in brief – no more than five to ten minute – modules. In every shift, in every department, there are spare moments, time when employees have finished their shift preparations, time when employees are socializing among themselves or awaiting instructions from supervisors. Since you’re already paying for this time, plan on putting it to good use.

There is probably no more important training than ensuring that managers and supervisors have a firm grounding in labor laws and all HR disciplines and best practices. This can only be done by exposure to and constant reminder of the underlying principles by which the club conducts itself in relation to its employees.

Private Club Performance Management has developed a large number of Personnel Standards, Policies, and Procedures and related forms to formalize and document its HR processes. These Personnel SPPs are available on the PCPM Marketplace store.

Teachable Moments



Tips for Use

One of the major motivations in creating the Human Resources on the Go material is to provide managers with the knowledge and understanding to properly meet all federal, state, and local law, as well as the club's personnel policies.

As with any other tool, Human Resources on the Go is only as effective as the effort put into it by the management team. Each sheet provides the "take away" from the lesson. Comprehension can be improved by asking managers to explain terms or points in their own words, offer examples from their own experience, or illustrate points with real or imagined scenarios. The key is to get them to think about each topic and connect it with their own experience and the context of their job.

The Human Resources on the Go material can be used in group-led discussions for ongoing training of managers to reinforce key issues or they can be used by an individual who wants to work through the entire program to upgrade skills and knowledge. They are also an excellent way for a newly-hired managers to be brought "up to speed" on the personnel requirements of the club.

The three Glossary of Terms sheets and four Comprehension Reinforcement sheets (HROG sheets 77-83) can be used for brief Q&A sessions during weekly staff meetings to train and remind managers of the many club human resource requirements.

Note: There are a number of places in this book where specific documents and resources are underlined. These items may be found on the PCPM Marketplace store.



#01

Human Resources Requirements

Just as a club must have thoroughly documented accounting standards, policies, and procedures (SPPs) to ensure accurate recording of business transactions and reporting of financial performance, the club must also document its human resources processes – though for different reasons.

All aspects of a club's relationship with applicants and employees affects the organization's performance and, significantly, a great deal of it is dictated by federal, state, and sometimes local laws. Ignoring or violating the requirements of these laws puts a club at risk of legal action and liability for its failures.

For these reasons, a club must have well-defined personnel standards, policies, and procedures (SPPs) and make sure that all managers and supervisors are fully aware of and faithfully comply with them. This can be done through a variety of means such as initial and ongoing refresher training in HR matters, use of a Managers Handbook to train and serve as a reference, as well as compliance monitoring by the club's HR administrator.

To assist in the process of preparing standards, policies, and procedures Private Club Performance Management has created 174 sample Personnel SPPs and 43 related forms that may be purchased on the [PCPM Marketplace store](#) and customized for individual club operations.

In these HR on the Go pages whenever a topic starts with a Personnel Policy reference, the reference is to the sample policies contained in PCPM's Personnel SPPs. Likewise, references to PCPM forms indicates the sample forms that are a part of the Personnel SPPs.

Take Away: Without making the effort to consistently train managers about their human resources responsibilities, some will surely transgress and the repercussions for the club may be significant.



#02

Supervisory Responsibilities

- Directing employees' work.
- Hiring, counseling, and disciplining employees. Recommending discharges to general manager.
- In conjunction with Annual Club Goals, establishing goals for their department or section.
- Establishing and maintaining high standards of service, quality, and job performance. Providing a strong emphasis on service to members using the club's Standards of Service.
- Resolving member complaints in a prompt, courteous way. Seeking constant feedback from members concerning quality of operation.
- Establishing organizational systems, standards, policies, and procedures for the efficient operation of their department or section.
- Supervising the work of employees with emphasis on high levels of quality and service, making on-the-spot corrections, as necessary. Constantly reinforcing ideals of quality and service to employees.
- Developing and executing formal training programs and providing ongoing training of employees. See Training, HROG.41, for more details.
- Scheduling employees in the most cost-efficient way to accomplish necessary work.
- Monitoring and controlling departmental costs, especially payroll. Ensuring that all employees have work to do throughout the workday and workweek. Limiting overtime as much as possible.
- Establishing and meeting annual and monthly budgets for department. Using Real Time Accounting and the Tools to Beat Budget program to help monitor and control expenses.
- Ordering supplies, as necessary. Conducting inventories as necessary in a timely and thorough manner. Ensuring the security of retail and consumable supplies inventories.
- Maintaining equipment and machinery in good working condition. Monitoring cleanliness of areas of responsibility. Cleaning as necessary and coordinating with housekeeping for special cleaning or areas needing attention.
- Ensuring that club policies, including appearance and grooming standards for department, are followed by all employees.
- Benchmarking departmental performance.
- Ensuring a safe workplace. Training employees concerning safety issues and responsibilities.
- Ensuring a secure workplace. Developing and maintaining a security consciousness among staff.
- Establishing and maintaining effective communication with departmental staff, other departments, and senior management.
- Establishing and maintaining a high degree of motivation and morale within department.
- Working together with other department heads and supervisors to develop a team-like approach to operating facilities where the emphasis is placed on problem discovery and solution.

Take Away: Supervisors must be aware of and properly meet all their responsibilities.

Teachable Moments



#03

Confidentiality of Employee Records

Reference: Personnel Policy - 100.05

It is the policy of the club that Employee Personnel Records are confidential and no information about an employee will be disclosed to anyone outside the club except as described in this policy.

Requests for information. In response to an outside party's request for verification of employee information, the club will verify only the following information:

- Dates of employment,
- Employee's position or job title, and
- Employee's eligibility for rehire.

Contractors who perform work for the club.

- Any outside firm that performs personnel-related services, such as payroll processing or benefits administration, will have access to any employee information pertinent to facilitate performance of these services.
- All such contractors, as a condition of their engagement, are required to maintain the confidentiality of employee information.

Information disclosure required by law. The club will furnish employee information whenever required legally to do so, including:

- To comply with a legally valid administrative summons or judicial order, such as a subpoena or search warrant,
- To respond to a government audit or investigation, and
- To respond to a law enforcement agency's request for an employee's home address and dates of work attendance.

Information needed in civil or grievance proceeding. The club reserves the right to disclose employee information in defense of any personnel-related complaints.

Medical emergencies. If necessary, the club will disclose employee personnel information as appropriate.

Disclosure authorized by an employee.

- Any disclosures beyond those described above will require the employee's written consent.
- The club will consider employee-authorized requests for information on a case-by-case basis and reserves sole discretion to accommodate or refuse such requests.

Take Away: Managers and supervisors must recognize and meet their responsibility to protect the privacy of employees.



#04

Principles of Employee Relations

It is the intention of the club to create and sustain a work environment that promotes happy and satisfied employees, thereby ensuring positive member and guest experiences. Therefore:

- All employees will be treated with dignity and respect. We will not tolerate discrimination or harassment in any form, or any conduct that is unseemly, unprofessional, or reflects poorly on the club.
- Rules, regulations, and policies will be applied uniformly and fairly to all employees. We will not play favorites. We pledge to conduct our employee relations in an honest and straightforward way. Any necessary criticism or counseling will be conducted in private in a constructive manner with the intention of instructing and correcting rather than blaming.
- Every employee contributes to the overall success of our operation. The only difference among employees is their level of responsibility and authority. Every employee is important.
- The great majority of people want to do their jobs well and take pride in their work. When an employee fails, it is often a failure of management to properly train or communicate performance expectations. In other words, we can't expect employees to do something properly unless we have properly shown them how to do it.
- Employees have no idea what goals management has for them unless those goals are communicated. They have a need and the right to know how their performance is contributing to the achievement of those goals. Continuous feedback is essential.
- Management must make every practical effort to keep employees informed on matters concerning policy, procedures, long range plans, projects, work conditions, and compensation and benefits. An informed employee is a better employee. Supervisors should be available at reasonable times to answer questions and hear employee concerns.
- Recognition is important to all of us. If we have the authority to correct, we also have the responsibility to praise. We cannot have one without the other.
- Every one of us has a responsibility to help our fellow employees. We do not work alone. Rather we work together for a common purpose. We owe it to ourselves and everyone we work with to be personally pleasant and mutually supportive. One unpleasant personality or negative, non-cooperative attitude can ruin the workplace for all of us.
- We must strive to make our workplace interesting, challenging, and rewarding. We can do this only by involving employees in the decision-making process. The ideas and energy of our employees are truly the driving force behind any success we may achieve as an organization.
- Our workplace must also be pleasant, enjoyable, and even fun. Too much of our lives are given to work for it to be viewed as a necessary drudgery. Each employee is challenged to do everything possible within good taste and reason to make the club a more enjoyable place for us all.

Take Away: How an organization conducts its employee relations is critical to its success. All management staff must treat employees in a consistent manner.



#05

Equal Opportunity Employment

Reference: Personnel Policy - 200.01

It is the policy of the club to comply with the requirements of Title VII of the Civil Rights Act of 1964, commonly referred to as Equal Employment Opportunity.

The Civil Rights Act requires employers to provide equal employment opportunities and not to discriminate on the basis of race, color, religion, age, sex, national origin, disability, 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 the club's policies, procedures and benefits.

The club fully supports this requirement. Not only is it the law, but it also makes good business sense to ensure access to the most qualified individuals available for any position without regard to race, color, religion, age, sex, national origin, disability, or veteran status. Further, The quality and strength of any team is dependent upon the qualities and strength of each team member. To the extent that any employee is not valued, not treated fairly, or is otherwise discriminated against or marginalized, the strength of the team is diminished.

All actions such as recruiting, hiring, training, disciplining, evaluation, promotion, and administering any and all personnel actions are done without regard to race, color, religion, age, sex, national origin, disability, or veteran status.

All employees are required to fully support this policy.

Take Away: All managers and supervisors must understand and fully support the requirements of Equal Employment Opportunity.

Teachable Moments



#06

Employment at Will

Reference: Personnel Policy - 200.02

It is the policy of the club that all employment is Employment-at-Will.

Employment-at-Will 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. Thus, both the individual and the club have the right to terminate an individual's employment at any time, with or without advance notice, and with or without cause.

No one other than the president of the club has the authority to alter this arrangement.

- Management and supervisory staff are not to make representations to employees or applicants concerning the terms or conditions of employment which are not consistent with this policy.
- No statements made in pre-hire interviews or discussions are to alter the at-will nature of employment or imply that discharge will occur only for cause.
- This policy may not be modified by any statements made in policy statements or any other employee handbooks, employment applications, training material, memorandums, or other material provided to employees in connection with their employment.

Successful completion of the introductory period or conferral of full time or part time designation does not change the employee's at-will status or in any way restrict the club's right to terminate an employee or change the terms or conditions of employment.

Take Away: All managers and supervisors must understand the club's policy of At-Will Employment.



#07

Employment Agreements

Reference: Personnel Policy - 200.03

It is the policy of the club that no department head or supervisor has the authority to enter into employment agreements with employees or alter the employment-at-will status of employees.

No one, other than the president of the club has the authority to alter the employment-at-will status of any employee.

No one, other than the president of the club may enter into an agreement for employment for a specified period, or to make any agreement contrary to the employment-at-will policy of the club. Furthermore, any such agreement must be in writing and signed by the president of the club.

Take Away: All managers and supervisors must understand that they are not allowed to enter into employment agreements or alter the employment-at-will status with employees.

Teachable Moments



#08

Employment Status

Reference: Personnel Policy - 200.04

It is the policy of the club that eligibility for benefits is based upon an employee's employment status.

An employee's employment status is determined by the number of hours worked.

- Full Time – Employees who work not less than 35 hours per week on a continuous basis and employment is anticipated to last 11 months or more.
- Part Time – Employees who work less than 35 hours per week on a continuous basis and employment is anticipated to last 11 months or more.
- Seasonal – Employees whose employment is expected to last less than 11 months regardless of the number of hours worked per week.

Take Away: All managers and supervisors must understand the criteria by which employees are eligible for club benefits.



#09

Introductory Period

Reference: Personnel Policy - 200.05

It is the policy of the club that new employees are considered to be in an introductory period for the first 90 days of their employment.

During the introductory period the club and the employee have the opportunity to determine whether they are compatible.

New employees are not eligible for vacation days during the introductory period, although the computation of this benefit will relate back to the original date of hire once the employee has completed the introductory period. See Vacation Pay, HROG.68, for more information.

A new employee's performance and suitability for his position will be strictly reviewed during the introductory period. The club has the sole discretion to extend the introductory period when it determines that an extension is necessary or appropriate.

Following the introductory period, salaries and wages are reviewed annually. Positive performance reviews do not necessarily guarantee an increase.

Completion of the introductory period does not in any way alter the employment-at-will relationship between the Club and the employee.

Full time and part time employees will receive a performance review before the end of the introductory period. See Performance Reviews, HROG.35, for more information. Prior to the completion of the introductory period, supervisors have three options:

- Terminate the employee if his performance is unsatisfactory and will probably not improve. This must be done before the 90-day introductory period is completed.
- Extend the introductory period for up to 60 days if his performance does not meet our standards but probably would with additional training and/or counseling.
 - ❖ The decision to extend the introductory period must be communicated to the employee in writing, giving the date that the introductory period is extended, and the reasons for the extension. This notification may be done on the performance review form itself or in a [Notice of Extended Introductory Period, CRI Form 126](#).
 - ❖ In either case, the HR manager must be given a copy of the review or notice to document the extension.
 - ❖ When an employee's introductory period is extended, eligibility for benefits is postponed until successful completion of the introductory period.
- Notify the HR manager, by means of the employee's satisfactory performance review, that he has completed his introductory period.

Take Away: All managers and supervisors must be familiar with the terms and requirements of the introductory period for new employees.



#10

Hiring Screening

Reference: Personnel Policy - 200.06

It is the policy of the club that all prospective employees are carefully screened during the employment process.

The purpose of the hiring screening is to determine the absence or presence of alcohol or illegal drugs, the employee's physical suitability for the position, and the accuracy of information provided on applications and during pre-employment interviews.

Applicable screenings:

- Full and part time employees are subject to the following screenings:
 - ❖ Physical exam,
 - ❖ Drug screening, and
 - ❖ Background check, which may include all or part of the following:
 - ✓ employment history verification,
 - ✓ Department of Motor Vehicle records check (if position requires driving),
 - ✓ criminal records, and
 - ✓ work references.
- Seasonal employees are subject only to the Drug Screening and Background Checks, unless the position for which they are being hired requires heavy lifting, i.e., more than 40 pounds. In such cases, seasonal employees will also be required to undergo the Physical Exam.

Employment offers to external applicants are conditional on the applicant's ability to pass all required screenings, including the Drug Screening. Offers to existing employees to transfer to another position within the club may be made conditional on the ability to pass an alcohol and drug test in the same manner as external applicants for employment.

A check will also be made for a valid driver's license for all employees employed in positions requiring driving a motorized vehicle to include golf carts and lawn mowers.

Should an employee take an unpaid leave of absence of more than 90 days, he or she will be required to take another physical exam and drug screening before returning to work. This requirement is waived for an employee who is on a leave of absence of 90 days or less.

Former employees who are rehired within 90 days of their termination will not need to take another physical exam and drug screening; those rehired after 90 days will.

All employees are reminded that the club may require random drug testing at any time.

Take Away: All managers and supervisors must be familiar with the club's hiring screening and should inform applicants of these during the interview process.



#11

Conditional Employment Offers

Reference: Personnel Policy - 200.07

It is the policy of the club that all offers for employment to external applicants are conditional upon successful passing of all pre-hire screenings. Offers to employees transferring from one position to another within the club may be conditional upon successful completion of the Drug Screening.

1. Employment offers to external applicants are conditional on the applicant's ability to pass all required screenings, including the Drug Screening. Failure to pass the Drug Screening or any tampering with the test or test results will result in ineligibility for employment and rescinding of the conditional employment offer. The recipient of a conditional employment offer will be required to sign an [Alcohol and Drug Testing Authorization, PCPM Form 101](#), prior to testing.
2. Offers to existing employees to transfer to another position within the club may be made conditional on the ability to pass an alcohol and drug test in the same manner as external applicants for employment. The applicant for transfer will also be required to sign the Alcohol and Drug Testing Authorization prior to testing.

Take Away: All managers and supervisors understand and communicate to applicants that all offers for employment are conditional upon the successful passing of all pre-hire screenings.



#12

Legal Status to Work – 1

Reference: Personnel Policy - 200.08

It is the policy of the club to abide by all laws regulating the legal status to work in the United States.

What Every Employer Should Know about Employment Eligibility Verification

The Immigration Reform and Control Act requires all U.S. employers to verify the employment eligibility and identity of all employees hired to work in the United States after November 6, 1986. Employers are required to complete Employment Eligibility verification forms (I-9) for all employees, including U.S. citizens.

Every U.S. employer must have a Form I-9 in its files for each new employee, unless:

- The employee was hired before November 7, 1986, and has been continuously employed by the same employer since that time.
- Services are provided by an independent contractor (i.e., they are not employees, but rather, self-employed, independent business entities in a position to make a profit or loss based upon how they manage their own independent enterprise).

Employers should not waste time getting I-9 information on all job applicants – this information is only required for those who are hired. However, the law requires employers to verify the I-9 information by the end of the third day of a worker’s employment.

Employers are not required to keep copies of documents a new hire presents for the I-9 form; however, keeping copies will help an employer show that it tried in good faith to verify the identity and work

I-9 records must be kept for three years after the date of hire, or for one year after the employee leaves, whichever is later. Many employment attorneys recommend that their employer clients keep this and all other employment records for seven years after an employee leaves in order to exhaust all statutes of limitations for various employment-related causes of action.

What Do You Do with I-9 Forms Once They’re Completed?

Unlike tax forms, for example, I-9 forms are not filed with the federal government. The requirement is for employers to maintain I-9 records in their own files. This means that Form I-9 needs to be retained for all current employees, as well as terminated employees whose records remain within the retention period.

Form I-9 records may be stored at any location so long as they can be retrieved and provided for official inspection within three days.

U.S. immigration law neither requires nor prohibits storing a private employer’s I-9 records in employee personnel files.

Take Away: All managers and supervisors must be familiar with the laws regulating the legal status to work in the United States.



#13

Legal Status to Work – 2

Reference: Personnel Policy - 200.08

It is the policy of the club to abide by all laws regulating the legal status to work in the United States.

Discrimination Prohibited. The law protects certain individuals from unfair immigration-related employment practices by a U.S. employer, including being refused employment based on a future expiration date of a current employment authorization document.

What is an Employee's Responsibility Regarding Form I-9?

A new employee must complete Section 1 of Form I-9 no later than close of business on his or her first day of work. The employee's signature holds him or her responsible for the accuracy of the information provided.

The employer is responsible for ensuring that the employee completes Section 1 in full. No documentation from the employee is required to substantiate Section 1 information provided by the employee.

What is an Employer's Responsibility Regarding Form I-9?

The employer is responsible for ensuring completion of the entire form. No later than close of business on the employee's third day of employment, the employer must complete Section 2 of the Form I-9.

The employer must review documentation presented by the employee and record document information on the form. Proper documentation establishes both that the employee is authorized to work in the United States and that the employee who presents the employment authorization document is the person to whom it was issued. The employer should supply the employee with the official list of acceptable documents (See HROG 15) for establishing identity and work eligibility; this list is contained on the I-9 itself. The employer may accept any List A document, establishing both identity and work eligibility, or a combination of a List B document (establishing identity) and a List C document (establishing work eligibility) that the employee chooses from the list to present.

The employer should examine the document(s) carefully and accept them if they reasonably appear to be genuine and to relate to the employee who presents them. Requesting more or different documentation than the minimum necessary to meet this requirement may constitute an unfair immigration-related employment practice.

If the documentation presented by an employee does not reasonably appear to be genuine or relate to the individual who presents them, employers must refuse acceptance and ask for other documentation from the list of acceptable documents that meet the requirements. An employer should not continue to employ an individual who cannot present documentation that meets the requirements.

Take Away: All managers and supervisors must be familiar with the laws regulating the legal status to work in the United States.



#14

Legal Status to Work – 3

Reference: Personnel Policy - 200.08

It is the policy of the club to abide by all laws regulating the legal status to work in the United States.

What about the Authenticity of Documents? Employers are not required to be document experts. In reviewing the authenticity of the documents, employers are held to a standard of “reasonableness.” An employer who receives a document that appears not to be genuine may request assistance from the nearest immigration field office.

Discovering False Documentation. False documentation includes documents that are counterfeit or those that belong to someone other than the individual who presented them. Occasionally, an employee who initially presented false documentation to gain employment later obtains proper work authorization. In such a case, U.S. immigration law does not require the employer to terminate the employee’s services. **However, the club does require employees who falsify their application to be terminated.**

Photocopies of Documents. There are two separate and unrelated photocopy issues in the employment eligibility verification process.

- The first one is whether an employer may accept photocopies of identity or employment eligibility documents to fulfill the I-9 requirements. The answer: Only original documents (not necessarily the first document of its kind ever issued to the employee, but an actual document issued by the appropriate authority) are satisfactory, with the single exception of a certified photocopy of a birth certificate.
- The second issue is whether the employer may or must attach photocopies of documents submitted to satisfy I-9 requirements to the employee’s Form I-9. The answer: This is permissible, but not required. If an employer undertakes this practice, it must be consistently applied to every employee, without regard to citizenship or national origin.

Official Inspection of I-9 Forms. Upon request, all I-9 forms subject to the retention requirement must be made available in their original form or on microfilm or microfiche to an authorized official of the U.S. Citizenship and Immigration Services (part of the U.S. Department of Homeland Security), the Department of Labor and/or the Justice Department’s Office of Special Counsel for Unfair Immigration-Related Employment Practices. The official will give an employer at least three days advance notice before the inspection takes place. Original documents (as opposed to photocopies) may be requested.

Take Away: All managers and supervisors must be familiar with the laws regulating the legal status to work in the United States.



#15

Legal Status to Work – 4

Reference: Personnel Policy - 200.08

Acceptable Documents. This act also requires prospective employees to present documents proving their identity and authorization to work. This requirement may be met by the employee furnishing:

1. One item from the following list of documents that establish both identity and employment eligibility:
 - U.S. Passport (unexpired or expired).
 - Certificate of U.S. Citizenship (INS Form N-560 or N-561).
 - Certificate of Naturalization (INS Form N-550 or N-570).
 - Unexpired foreign passport with I-551 stamp or attached INS Form I-94 indicating unexpired employment authorization.
 - Alien Registration Receipt Card with photograph (INS Form I-151 or I-551).
 - Unexpired Temporary Card (INS Form I-688).
 - Unexpired Employment Authorization Card (INS Form I-688A).
 - Unexpired Reentry Permit (INS Form I-327).
 - Unexpired Refugee Travel Document (INS Form I-571).
 - Unexpired Employment Authorization Document issued by the INS which contains a photograph (INS Form I-688B).

2. Or one item from the following list which establishes identity AND one item from the list under paragraph 3 below that establishes employment eligibility:
 - Driver's license of ID card issued by a State or outlying possession of the U.S. provided it contains a photograph or information such as name, date of birth, sex, height, eye color, and address.
 - ID card issued by Federal, State, or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, sex, height, eye color, and address.
 - School ID card with a photograph.
 - Voter's registration card.
 - U.S. Military card or draft record.
 - Military dependent's ID card.
 - U.S. Coast Guard Merchant Mariner Card.
 - Native American tribal document.
 - Driver's license issued by a Canadian government authority.

For persons under age 18 who are unable to present a document listed above:

 - School record or report card.
 - Clinic, doctor, or hospital record.
 - Day-care or nursery school record.

3. Documents that establish employment eligibility:
 - U.S. Social Security card issued by the Social Security Administration (other than a card stating it is not valid for employment)
 - Certification of Birth Abroad issued by the Department of State (Form FS-545 or Form DS-1350)
 - Original or certified copy of a birth certificate issued by a State, County, municipal authority, or outlying possession of the U.S. bearing an official seal.
 - Native American tribal document.
 - U.S. Citizen ID Card (INS Form I-197)
 - ID Card for use of Resident Citizen in the U.S. (INS Form I-179).
 - Unexpired employment authorization document issued by the INS (other than those listed under paragraph 1 above).

Employers cannot specify which document(s) they will accept from an applicant.

Because of the prevalence of false documents, HR managers are warned to look closely at all documents supplied.

As part of the employment paperwork, all prospective employees are required to complete and sign the Immigration and Naturalization Service (INS) [I-9 Form].



#16

Steps to Lower Employee Turnover

Study after study has demonstrated the high cost of employee turnover, particularly in the hospitality industry where the work is so detail-intensive, requiring significant training to meet standards.

Recognizing that the desired outcome of every hiring decision is to find and bring aboard a qualified and enthusiastic person who will make a positive contribution to the success of the club, it is essential for all managers to make efforts to lower employee turnover rates. Here are six steps to help do just that:

Hire Well. Use the techniques of Disciplined Hiring, HROG 23, to screen applicants and check references. When possible, use personality profiles to ensure you put the right person in “the right seat on the bus.”

Onboard Well. Use all the club’s tools to both welcome and orient new hires to the workplace. The Employee Handbook, as well as the club and departmental orientations, are designed to provide and reinforce important information to the new hire. Managers must make sure that orientations are welcoming and make all necessary introductions to both supervisors and peers.

Train Well. Both initial and ongoing training is essential. Most people want to do a good job and appreciate the efforts made to train them. Without adequate training and the necessary tools and resources to do their jobs well, new hires will quickly become cynical and alienated. Never forget that their success guarantees your success.

Organize Well. No one wants to work in a chaotic environment. If your department or section is well-organized, if everyone knows where things are, if employees are well-trained in opening and closing procedures, if everyone knows their responsibilities and is held accountable, the workplace runs almost effortlessly. Don’t run off good people by putting them through the hell of a disorganized operation.

Communicate Well. Daily interaction and direction ensures that everyone is informed, knows what is going on, and what they must do individually to accomplish the tasks at hand. It is also instrumental in building teamwork and a sense of shared values and mission. Some form of pre-shift meeting or *Daily Huddle* is a necessary discipline to ensure ongoing, consistent communication.

Value Them Well. Remember the ultimate value of people in all you do. Value your employees and they will value you as a leader and their efforts at work.

Take Away: Your leadership is the essential element in your success. If you have high levels of turnover, there is no one to blame but yourself.



#17

Why the Wrong People are Hired

Dr. Bradford Smart, in his book *Topgrading*, says that 50% of all hires are mis-hires. This dismal success rate is no better than flipping a coin. Since the quality of any operation is directly dependent upon the quality of its staff, club's must make an effort to hire well – not only managers and supervisors, but also front-line staff.

While there is no fail-safe method of hiring only the right people, there are common denominators underlying most mis-hires. They include:

- The failure of hiring managers to use “due diligence” in hiring applicants.
- Lack of supervisor’s screening, interviewing, and reference-checking skills.
- Hiring managers not taking full responsibility for the hiring process by assigning or delegating the responsibility of hiring to another person who may not understand the needs of the position or who has no vested interest in a successful hiring outcome.
- Hiring a “warm body” to fill a position.
- Failure to learn from past hiring mistakes.

When club management recognizes why the wrong people are so often hired, they are able to do something about it.

- First and foremost, train managers in proper screening, interviewing, and reference-checking techniques.
- Next, use various tools to help in the hiring process, such as interviewing and reference-checking forms.
- Lastly, establish and maintain a discipline of using the techniques and tools of Disciplined Hiring in all hiring situations.

Take Away: Hiring well pays great dividends in all areas of club management and operation and warrants the use of Disciplined Hiring tools and techniques.



#18

The Damage Done by Hiring the Wrong People

Dr. Smart lists the many downsides of hiring and retaining the wrong people, whom he calls C-Players, as managers or supervisors. He says they:

- 'Embrace tradition over forward thinking.
- Have difficulty coping with new and complex situations.
- Prefer the status quo.
- Lack credibility, so others are hesitant to follow them.
- Require specific direction [from superiors].
- Hire mostly C-Players [A- and B-Players are seen as threats].
- Tolerate mediocrity.
- Drain energy from others; their [inaction or] actions prevent synergy.
- Sporadically meet expectations.
- Bend the rules.
- Have mediocre skills [and seldom seek self-improvement].'

Hiring and retaining low performing managers or supervisors can have a long-term ripple effect in an organization. On the other hand, hiring A-Players for those critical leadership positions in a club can have long term positive effects.

If hiring the right people is critical in hiring the managers and supervisors of the club, it is also important, though for different reasons, in hiring line employees – those that interface directly with members. The dangers in hiring the wrong people in member-interface positions include:

- The damage they can do to member service.
- The turmoil they create in your work team while they are with you.
- The amount of time that you must spend in training and retraining them.
- The amount of time that you must spend in counseling, disciplining, and ultimately terminating them.
- The lost opportunity of using your limited time and resources to work with them – time that could be better spent on other initiatives and pressing issues.
- The cost of replacing a substandard employee – both in terms of hiring and training a replacement.
- And the emotional wear and tear on everyone involved.

Take Away: Hiring poorly damages the club in a variety of ways, but ultimately the results show up on the bottom line for a host of reasons.



#19

Hiring Responsibility and Due Diligence

There is only one person responsible for hiring the right people and that is the manager or supervisor of the person being hired. The hiring manager or supervisor is the one who is accountable for his department or section's performance and, therefore, is the only person who should make the hiring decision. While every leader will occasionally mis-hire, those supervisors that consistently hire the wrong people should be held accountable.

Do not for one moment think that hiring is the responsibility of a human resource manager. He may assist in the process, but the assistance is no more than clerical or consultative. If any person hired turns out to be a bust, the only person responsible and accountable is the hiring manager, and she must bear the consequences of mis-hiring.

Given the responsibility of managers to hire the right people and to avoid hiring the wrong people, they need to exercise "due diligence" throughout the hiring process.

Due diligence is a financial/accounting term that means to investigate a potential investment and/or confirm all material facts regarding a sale. Generally, due diligence refers to the care a reasonable person should take before entering into an agreement or a transaction with another party and is essentially a way of preventing unnecessary harm to either party involved in a transaction.

While the term due diligence has come to take on the wider meaning of doing one's homework to prevent mistakes, clearly the original definition applies to hiring employees, that is making an offer of employment to another party.

The failure of hiring managers to use due diligence includes:

- Failing to analyze and identify the requirements of a vacant position.
- Failure to carefully screen applicants to ensure that their experience, skill set, and personality are appropriate for the vacant position.
- Failure to conduct adequate interviews, particularly face-to-face, with applicants.
- Failure to carefully check references.

Take Away: Hiring managers must take full responsibility for the outcome of each new hire and use the discipline of due diligence in screening applicants for hiring.



#20

Departmental Staffing Guides

Clubs will typically create well-defined employment categories for employees to make benefit determinations based on the number of hours worked. As an example, one club created the following definitions:

- *“Full time – employees who work not less than 35 hours per week on a continuous basis and employment is anticipated to last 11 months or more.*
- *Part time – employees who work less than 35 hours per week on a continuous basis and employment is anticipated to last 11 months or more.*
- *Seasonal – employees whose employment is expected to last less than 11 months regardless of the number of hours worked per week.”*

In this instance, full time positions were eligible for full benefits, the part time staff received more limited benefits, and the seasonal positions received no benefits.

Given the seasonality of most club operations, clubs have a need to expand and shrink their labor force to meet the needs of each seasonal business levels. The ability to do this in a timely manner will save the club significant amounts of unnecessary cost. Further, most club managers recognize the benefits to member service and organizational continuity of having a stable work force. Lastly, clubs should avoid full time staff layoffs as much as possible for both the cost and morale impact they create. The challenge then is to balance the need for a stable staff with the cost-saving ability to shed excess positions when business levels warrant.

The solution to these competing needs is to establish staffing guides for each department made up “core” and seasonal positions. The core positions represent those staffing needs for year-round minimum function and service needs and can be either full or part time depending upon the needs of both the club and employees. Seasonal positions are just that – those that are added and reduced as business demand warrants.

Each department head, by creating a staffing guide of core and seasonal positions, determines optimal year-round staffing. These core positions, then, are “protected” from seasonal adjustments in all but extreme situations. Once the staffing guides are determined for each department, no new hires should be made for core positions without an existing vacancy or the express approval of the general manager.

Take Away: Staffing guides are a discipline to ensure that year-round staffing levels are established to protect core requirements while controlling seasonal pay costs.



#21

Exempt and Non-Exempt Positions

There are a lot of misconceptions regarding the paying of employees either as salaried (a fixed amount each pay period) or hourly (an amount based on the number of hours worked times an hourly rate of pay). Some managers seem to think that you can avoid overtime payments by paying the employee a salary. But nothing could be further from the truth and such a practice could put a club in violation of the federal Fair Labor Standards Act (FLSA) which specifies a number of wage and hour requirements for employers.

The FLSA mandates that employees who work more than 40 hours in a workweek be paid overtime – that is time and one half for each hour worked over 40. Exemptions are made to this requirement for certain managerial, professional, and commission-compensated positions – thus the term “exempt” employees.

But the requirements for these exemptions are few, defined, and have been narrowly construed in court cases. All other employees are considered “non-exempt” and must be paid overtime as required by the FLSA.

It is dangerous, then, for any club not to assess and classify each position as either exempt or non-exempt depending on a careful evaluation of job functions to meet the exemption requirements. Even after positions are classified, the club must be vigilant that new positions are not designated as exempt without a formal review of duties and responsibilities and that job requirements of existing exempt positions do not materially change, thereby affecting their exempt status.

Failure to carefully adhere to exemption criteria can be costly for clubs in terms of fines, penalties, and orders for payment of back overtime work.

Clubs may pay a non-exempt position on a salaried basis but are still liable for overtime payments for hours worked over 40 in a week. Thus, paying non-exempt positions a salary requires ongoing vigilance to ensure overtime compensation is paid correctly.

Take Away: No position should be made salaried to avoid overtime payments without a careful review of job requirements and exemption criteria.



#22

Employment Law and Rights

Employment at will. 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. The club is an equal opportunity employer and does not discriminate on the basis of race, color, religion, age, gender, national origin, or veteran status. This policy covers all aspects of the employment relationship, including hiring, training, promotion, job assignments, compensation, discipline, discharge, 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 their identity and authorization to work.

Youth employment. Federal and state work rules regarding youth employment restrict those individuals under age 18 from working in certain hazardous professions or with specific equipment and machinery, as well as the time of day and hours worked.

Employment classifications. The Fair Labor Standards Act (FLSA) classifies employees as either Exempt or Non-Exempt based upon their eligibility for overtime payment. In accordance with the FLSA, any non-exempt employee who works more than 40 hours per workweek is entitled to be paid time and one half for each hour worked over 40.

Harassment. It is the club's goal to maintain a pleasant and productive work environment for all its employees. Therefore, all forms of harassment, sexual or otherwise, are prohibited.

Family Medical Leave Act (FMLA). The club provides eligible employees with up to 12 workweeks of unpaid family and medical leave for certain family and medical reasons during a 12-month period. During this leave, an eligible employee is entitled to continued group health coverage on a self-funded basis. At the conclusion of the leave, subject to some exceptions, an employee generally has a right to return to the same or an equivalent position.

Americans with Disabilities Act. The Americans with Disabilities Act (ADA) provides individuals with disabilities civil rights protections similar to those provided to individuals of other protected groups. The Act guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services, and telecommunications. Private clubs are exempt from the public accommodation requirements of the Act. A bona fide private membership club that is exempt from taxation under section 501(c) of title 26 is exempt from the employment requirements.

Military Leaves of Absence. The Uniformed Services Employment and Reemployment Rights Act (USERRA) requires that a leave of absence be granted to an employee in order to meet service requirements in the uniformed services of the United States. At the conclusion of the leave, subject to some exceptions, an employee generally has a right to return to the same or an equivalent position.

Workers' Compensation. All employees are protected by Workers' Compensation should they be injured while performing their jobs. The club carries this insurance to protect employees and bears the full expense for this program less any deductibles that may apply.

Unemployment Insurance. The club pays the entire premium for unemployment insurance to protect employees who may be laid off from work through no fault of their own.

Take Away: Managers must be familiar with the requirements of these laws and rights.



#23

Disciplined Hiring

Hiring well is an important discipline in any successful business. Jim Collins, in his groundbreaking book *Good to Great: Why Some Companies Make the Leap . . . and Others Don't*, said “getting the right people on the bus” was an essential discipline of great companies. Dr. Bradford Smart, author of *Topgrading*, said that in his experience 50% of all hires are mis-hires. This miserable success rate is no better than gambling by flipping a coin – and gambling is exactly what a club does every time it hires without the basic requirements of Disciplined Hiring. These include:

Interviewing Skills. For key positions, Dr. Smart recommends a “structured, chronological” interview where the interviewer reviews the candidate’s entire education and work history chronologically and in detail to understand the candidate’s personal and professional growth in the context of expanding responsibilities, accomplishments, lessons learned, and work skills and habits. While such a thorough process is excessive for line employees, it is an excellent discipline for hiring managers whose efforts have much greater impact on the club’s success.

Type of Interviews:

- Telephone interviews are screening interviews and are designed to reduce the hiring focus to a smaller number of qualified applicants. These interviews can be delegated by the hiring manager to properly trained subordinates or the human resources office so long as the interviewer has a clear understanding of the experience and skill set the hiring manager requires.
- Face-to-Face interviews are more in-depth and are reserved for final candidates. These interviews must be conducted by the hiring manager to ensure he takes full responsibility for the hiring decision. Face-to-face interviews require careful preparation including reviewing candidate’s resume or application, developing a series of questions that focus on the necessary experience and skills for the position, and the determination to pursue an understanding of the candidate, particularly when responses to questions are vague or evasive. Ultimately, the hiring manager needs to understand who the candidate is, what his values are, how he approaches his work, that his work experiences are valid and germane, and that his personality fits the culture of the club and the necessities of the position.

In both types of interviews, thorough notes should be taken of questions asked and responses given. These are useful when reviewing the candidates after the interviews and in making the final decision.

Take Away: Hiring well requires discipline and commitment to ensure the right person is hired for each club position.



#24

Prohibited Hiring Questions

When hiring, managers must know what questions can and cannot be asked during interviews. The questions that should not be asked are derived from federal anti-discrimination law which prohibits employment discrimination based on protected groups. Direct questions of a job applicant on the following topics are prohibited:

- Age – including questions that may reveal age, such as the year of high school graduation.
- Religion – you can and should state the working hours of the position, particularly if it includes weekend work and whether the applicant can work those hours with reasonable accommodation.
- Race
- Gender
- National Origin/Citizenship – you may ask if the applicant is eligible to work legally in the U.S.
- Disabilities/Health History – you can enquire about the applicant’s ability to perform the essential functions of the job.
- Union Membership
- Languages Proficiency – unless a specific language skill is required for the job.
- Marital/Family Status – including questions about maiden name, pregnancy, children and childcare. You can ask job-related questions about hours/shifts applicants would and would not be available to work, as well as any other responsibilities that might interfere with specific job provisions, such as traveling.
- Workers’ Compensation/History of Sick Days
- Prior Arrests – being arrested is not the same as being convicted.
- Current Military Service and Type of Discharge from any Previous Service – you can ask if an applicant was formerly in the military, but enquiries should be limited to length of service, final rank upon discharge, and the type of applicable work experience gained in the military.
- Sexual Orientation
- Past Bankruptcies or Garnishment of Wages – employers may still use credit reports in their hiring process, but they must ensure that they comply with the Fair Credit Reporting Act, as well as any applicable state privacy laws.
- Frequency of and/or Treatment for Illegal Drug/Alcohol Abuse – some very limited questions about illegal drug use are technically permitted. Specific questions such as, ‘Do you currently use illegal drugs,’ ‘Have you ever used illegal drugs?’ and ‘What types of illegal drugs have you used in the last 6 months?’ can be asked, but to be safe, these are better left to HR experts.
- Clubs/Organization Memberships – you can, however, ask ‘What professional or trade groups do you belong to that you consider relevant to performing this job?’
- Home/Car Ownership – you can ask if the applicant has a reliable method of getting to work.

Take Away: While prohibited questions can be quite specific, a good rule of thumb if ever in doubt about a potential question is “If it’s not job-related, don’t ask.”



#25

Reference Checking

The responsibility to check references is an essential part of due diligence and may not be delegated or passed off to others. Without checking references, there is no way to check the veracity of the applicant's claims about education, experience, and accomplishments.

While many people claim to have almost psychic skills when it comes to sensing the integrity and character of applicants, it must be clearly understood that scam artists and others who lie professionally are often considered to be the most genuine and convincing of people. In other words, the person most adept at being sincere and in giving the answers you want to hear is quite possibly the applicant with the most to hide. The rule must be: Don't ever accept an applicant at face value. Do your homework and check references carefully!

Reference Check Requirements and Techniques:

- Reference checks must be conducted by the hiring manager.
- Conduct reference checks after you have completed the final interview.
- Contact the applicant's supervisors from at least the past five years.
- Get the applicant's written permission to check references during the interview. Verify the name, title, location, and contact information of each listed reference and any others you may wish to talk to.
- Ask the applicant to contact each desired reference, asking if it would be alright to accept a reference call from the hiring manager at a time of his or her convenience.
- Contact each reference. Promise absolute confidentiality and make sure you keep that promise.
- Create the tone of a trusted colleague, a fellow professional who knows the applicant well, who might hire the applicant, and who will be better able to manage the applicant if the reference will share certain insights.
- Contact the current supervisor (if applicable). Some applicants may not desire this until they have an offer that is formally accepted. If this is the case, ensure that the applicant understands that the offer is contingent upon receiving a clean bill of health with no surprises from the current supervisor.
- Depending upon the type of position being filled, the hiring manager may want to check references with peers, subordinates, or customers of the applicant. The same requirements mentioned above will apply.
- Take notes during all reference checks using the [Reference Check Form, PCPM Form 157-1 and 2](#). Keep notes for at least six months so you can refer back and see how your interview impressions and the references disclosures dovetail with your actual experience with any hired individual.

Take Away: Checking references is a critical part of hiring process and must be done with due diligence.



#26

Screen for Success

The Ritz-Carlton hotel company, renowned for its “legendary service,” has devised a new hire screening process that focuses on 11 basic talents and every position in the company is indexed on how much of each talent that position needs. For example, a housekeeper position needs high levels of “exactness” (attention to detail) because there are over 150 items or details that must be checked in every room every day; on the other hand, front desk and guest service employees need high levels of ‘relationship/engagement’ skills to interact and engage guests in a multitude of ways.

The hiring process with Ritz-Carlton can take up to eight separate phone and face-to-face interviews to ensure they hire people with the right set of talents for the positions they seek. One impressive element of the interview process is that specially-trained line employees conduct the first telephone screening interview to ascertain the candidates ‘Talent Index.’ If the candidate does not meet certain minimum levels in this interview, they do not receive further consideration.

The success of their screening process can be seen by their employee turnover rate. When first started, the company experienced a 73% turnover rate. More recently, it was 23% with 15 of that 23% being voluntary resignations for a variety of reasons.

The same screening discipline, though more limited due to budgetary constraints and lack of economies of scale, can be used by clubs to ensure the right persons are hired for the right job. There are a number of companies that offer personality assessments used in hiring and such a service may be cost-effective for a standalone operation. A quick search of the Internet will yield a number of such companies.

By using the principles of Disciplined Hiring a club may significantly improve its hiring success rate while improving member service when employees have the right personality and interpersonal skill set necessary for each position.

Take Away: Jim Collins, in his *Good to Great* book, speaks of the importance of getting “the right people on the bus” and getting “the right people in the right seats on the bus” as an essential discipline for success.



#27

New Hire Onboarding – 1

Clubs go to a lot of trouble to find new employees – but not just any employee. By using the principles and techniques of Disciplined Hiring, they make the effort to not only get the right people on the bus, but to get the right people in the right seats on the bus. In making this effort they should have only one goal in mind and that is to find and hire people who will make a positive and continuing contribution to the success of the club.

Keeping in mind that first impressions are powerful determinants in establishing any person's attitudes about, and commitment to, a new job, it is imperative that the club welcome and impress the new hire. But the consequences of not providing a warm, welcoming, and informative onboarding process go far beyond first impressions.

Understand that your club's reputation as an employer in the local labor market is directly related to the work experiences of your employees. When they are not properly onboarded and trained, when they are not given the necessary tools and resources to do their jobs, when they are not properly led, when their leaders do not set a professional example, you can be assured that your club will have high levels of turnover and people in the surrounding community will know just what kind of employer you are. With this kind of reputation, you will have a hard time attracting dedicated and competent employees – the ones that every employer wants to hire – and you condemn yourself to unending personnel problems, lack of employee commitment, and famously poor service levels.

On the other hand, when you treat your employees with dignity and respect, when you recognize that willing, committed, and empowered employees make all the difference in service to your members, you know that how employees are treated from day one will go a long way toward demonstrating the club's commitment to its staff, thereby ensuring their commitment to the club.

So, the first step in the process of gaining the commitment of employees is a well-thought out and consistently executed onboarding plan for new hires. This initial orientation to the club is usually given by the HR manager or the person acting in that capacity.

At the conclusion of the orientation, the new hires should be directed or taken to their departmental manager and the HR manager should document the orientation in each new hire's personnel file by using a [Club Orientation Checklist, PCPM Form 105](#). I also would strongly recommend that each department head conduct a similar departmental orientation covering essential information specific to that department. Some of the same information should be reviewed in this second orientation to reinforce the message and ensure comprehension. As with the club orientation, department heads should complete and forward a [Departmental Orientation Checklist, PCPM Form 106](#), to the HR office for inclusion in the new hire's file.

While all the above requires time and effort, the results of a well-planned and executed onboarding scheme and the appropriate club and departmental orientations will start the new hire off on the right foot and will establish the club's professionalism – both of which will make a strong first impression on all new hires.

Take Away: There is much basic information that new employees must know. A formal onboarding process will ensure that new hires consistently receive such information.



#28

New Hire Onboarding – 2

“Here are some of the basic things to include as part of new hire onboarding:

Introduction to the Club’s Organizational Values and Culture of Service. Organizational values are the foundation for how you conduct your business and interact with your members. Every employee must be well-versed in these values, and they must be constantly reinforced throughout every employee’s tenure.

Club Etiquette and Member Service Training. A brief introduction will set the foundation for these important topics, though they must be taught and reinforced at regular intervals during employment.

Review of Uniforms, Dress Code, and Grooming Standards. Employees in a professional service organization must understand and consistently abide by these requirements.

Performance Expectations and Reviews. Employees must understand basic club expectations for their performance, conduct, and demeanor, and it is only fair to let them know when and how they will be reviewed.

Work Week, Pay Cycle, Timekeeping, and Overtime. Employees need to understand these basic matters relating to their compensation. Spelling them out in detailed way consistently for all employees will answer a lot of their questions. They also need to know who to see if they have questions or problems relating to their hours and compensation.

Employment Status, Benefit Eligibility, and Benefits Enrollment. Benefits are usually determined based upon an employee’s employment status (full time, part time, and seasonal). Employees must know their status, what benefits they are eligible for, and when benefits take effect.

Receipt of Employee Handbook. Every employee must be given an employee handbook that provides all the information they need to know about employment with your club. Such information must be fully integrated with the club’s Personnel Standards, Policies, and Procedures.

Employee Work Rules. Every club has its own work rules covering all sorts of topics from where to park, use of personal cell phones on the premises, calling off, work schedules, availability of lockers, entrances to use, employee meal policy, etc. These rules are usually included in detail in the Employee Handbook, but it’s a good idea to go over them in a face-to-face meeting, giving them ample opportunity to ask questions and seek clarification.

Safety, Accidents, and Emergencies. It’s important to give employees a basic overview of club safety policies, what to do in case of an accident or emergency, and the club’s emergency and evacuation plans. While these should be covered in more formal safety training in each department, having a basic understanding from the very beginning of employment is essential.

General Manager’s Welcome. Employees should meet and hear from the general manager at the beginning of their employment. This is a great opportunity to hear about the club’s mission and vision from the chief executive or operating officer.

Tour of Property and Introductions. New employees should be given a tour of the property and be introduced to each department head. Department heads can welcome the new hires and give a brief overview of the department’s function.



#29

Manager Onboarding

A thorough onboarding process is even more critical for newly-hired managers and supervisors. Regardless of education, work history, and experience, these individuals act as agents of the club and set the standard for everything their employees do. With so much riding on their leadership and example, ensuring they convey consistent direction and standards to their employees cannot be left to chance. An optimum onboarding process for managers and supervisors includes the following:

- The same onboarding process as line employees receive so that they understand the process.
- A copy of the [Employee Handbook](#) provided for the same reason.
- Introduction to the club's organizational values by the general manager for maximum impact and effect.
- Leadership training to ensure that all managers have a common understanding of service-based leadership and its critical role in motivating and empowering employees.
- A copy of a [Managers' Handbook](#), written specifically to spell out expectations for those who direct the line employees with emphasis on employment law, legal and liability issues, work rules, fiscal responsibilities, safety and security, as well as an in-depth discussion of counseling, conduct, discipline, and performance requirements.
- A detailed review of job description and performance expectations by immediate supervisor
- A copy of the club's Strategic and Annual Plans so they understand the club's direction and trajectory.
- In concert with immediate supervisor, the development of an individual work plan with first year reviews at 90 and 180-days. Early engagement, counseling, and intervention as necessary are critical to the long-term performance and success of any newly-hired manager.
- Introduction to and review of personnel and accounting standards, policies, and procedures by human resources manager and club controller, respectively.
- Introductions to key management staff, as well as board and key committee members.
- A first-year reading list of management and leadership books to include *Leadership on the Line* and *The Workbook* to learn service-based leadership, Jim Collins' *Good to Great: Why Some Companies Make the Leap ...and Others Don't*, John Maxwell's *Developing the Leader Within You*, and Stephen Covey's *The 7 Habits of Highly Effective People*. To be most effective, these books and other periodically assigned reading material should be discussed on an ongoing basis at weekly staff meetings.
- Office or workspace set up, fully prepared, and waiting for the new hire. Minimum support requirements include a personal computer or laptop, cell phone, a list of key phone numbers, a listing of club department heads and managers with land line and cell numbers, security codes for work areas, and a set of keys for all necessary spaces.
- After several weeks, the general manager sets up a one-on-one meeting with the new hire to see how he or she is settling in, to answer any questions, and to once again reinforce basic leadership concerns, organizational values, and club goals.

Take Away: The time and effort put into individually developing the club's management staff and forging them into a team with a common understanding of purpose and means is a critical driver of a club's success.



#30

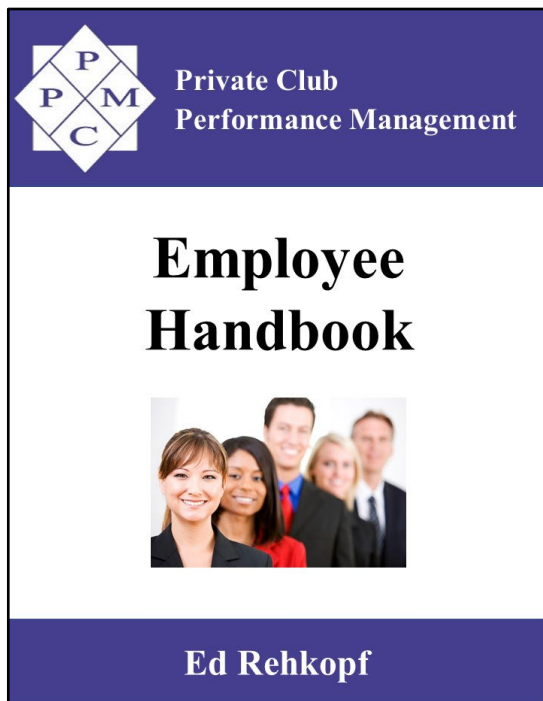
Employee Handbook

New hires must be indoctrinated into the club culture and be given all the basic information they need regarding employment at the club. While every club will want to cover its own topics and priorities, a representative example would include:

- Welcome Statement
- Club Mission, Vision, and Culture of Service
- Laws Governing the Workplace
- Club Employment Policies
- Work Policies
- Benefits and Eligibility
- Safety and Security
- Conduct, Discipline, and Discharges

Given the importance of these topics, it's also a good idea to have employees sign an acknowledgement statement indicating they've received and read the [Employee Handbook](#). The signed acknowledgement form should be included in each employee's personnel file.

Take Away: An Employee Handbook is a tool to ensure that all new hires receive the same, consistent information about employment at the club. As such, it's an essential part of every employee's onboarding process.





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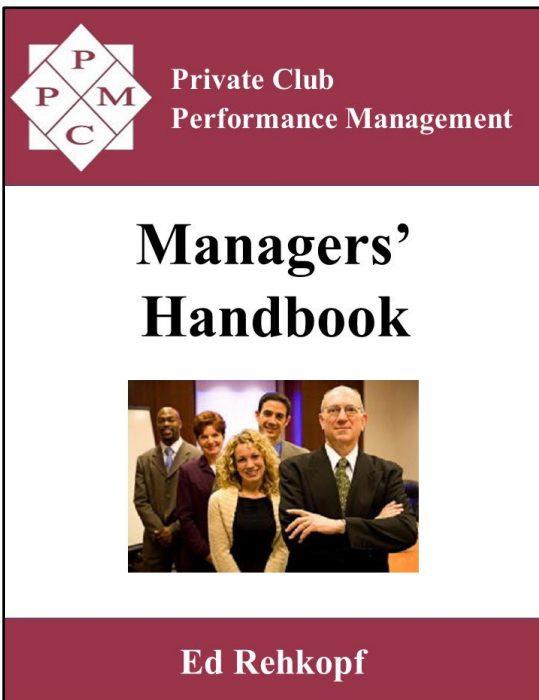
HR on the Go

#31

Managers' Handbook

Club employees are provided an Employee Handbook to help them understand the club culture, the laws and rules governing their employment and work, and other important information they must know to meet the club's expectations for them.

More importantly, but for the same reason, managers and supervisors must be provided with written expectations for their crucial roles as leaders and agents of the club. For this reason, a [Managers' Handbook](#), containing important information with which they must be familiar, has been prepared and is given to all newly hired managers. Managers should use the handbook as a ready reference, as well as review its contents in depth at least annually.



Take Away: Spelling out expectations for managers helps them understand the requirements by which their performance will be judged.

Teachable Moments



#32

Job Descriptions

Job descriptions describe the principal duties of a position. It is a manager's responsibility to establish written job descriptions for each position in his department and to keep them current, as duties may change over time.

Job descriptions are also helpful in determining the necessary knowledge, skills, and capabilities a candidate must have to meet the requirements of a position. Such a position analysis is helpful in the hiring process and in preparing job vacancy notices.

All job descriptions should contain the following information:

- Job title
- Department
- Reports to, i.e., supervisor's title.
- Concise summary of the position's function or role.
- A listing of the principal duties and responsibilities of the position.
- A statement that employees must "perform other duties as assigned." This general catch-all phrase is designed to prevent the "it's not my job" syndrome, though if a specific duty becomes a routine part of the job, the description should be revised to indicate the new principal duty.
- Whether the position is supervisory, i.e., whether its function includes supervision of other employees.
- An employment classification indicating whether the position has been determined as exempt or non-exempt from the overtime provisions of the Fair Labor Standards Act.
- Any potentially exclusionary requirements of the position, such as physical lifting, need to speak English, or appropriate levels of vision and hearing that may or may not be met with reasonable accommodation.

Managers and supervisors must review a position's job description with candidates during the hiring process to ensure they understand the requirements of the position. Further, during the onboarding process of a new hire, the manager must again review the position requirements and performance review form (or performance criteria) for the position to ensure the employee understands how his or her work will be measured and reviewed.

Take Away: Well-thought-out, written job descriptions are important part in the overall training and development of a new employee.



#33

Employee Development

As a group of people committed to common goals, you can only achieve your team's greatest potential by taking advantage of the talent, initiative, and ingenuity of each one of your employees. To the extent that any individual is not valued, trained, and motivated, your enterprise suffers.

It is the responsibility of leaders at all levels of the club to ensure that employees are developed to their fullest potential and that they are trained in all aspects of their jobs. Because most clubs are large and complex, involving hundreds upon hundreds of details, there is much for employees to learn and know.

From the club's perspective, the desired outcome of the hiring process is to hire, train, and retain quality people who will make a positive contribution to the success of the enterprise. As leaders, you have a vested interest in the success of your employees. You want them to succeed because they will help you succeed.

The surest way to guarantee their success is to create the environment and training programs that ensure the fullest development of their potential. This development of the abilities and skills of employees is an ongoing process requiring your continual interest and active participation.

Take Away: Managers and supervisors have a vested interest in the success of their employees and must create the environment and training programs to ensure their fullest development.



#34

Staff Notes

One of the most important things a supervisor can do to ensure meaningful employee development is to keep daily or weekly notes on the performance and conduct of all employees under his supervision.

Staff Notes serve as a detailed and factual basis for informal discussions of an employee's performance and progress, for detailing specifics during performance reviews, and as backup and support for counseling and/or disciplinary actions.

All supervisors are encouraged to keep a small notebook for this purpose. The few minutes a day that it takes to record events, errors of omission and commission, work problems, superlative performance of duties, and conversations with or instructions to individual employees, will pay immense dividends in employees' development.

Such records allow a supervisor to identify and recognize outstanding employees, to discharge the problem employee without difficulty, and to develop each employee to his fullest potential through meaningful feedback.

Caution: All entries in Staff Notes must indicate a high degree of professionalism and maturity of judgment. This is not the place to vent frustrations, call the employee names, disparage the individual, engage in unsubstantiated gossip or emotional outbursts, or write any comments that could be construed to demonstrate a bias or an "out to get the employee" attitude. While Staff Notes are an effective way to keep track of specific employee behaviors and performance, they could be subpoenaed in a court case and could prove embarrassing to the manager when inappropriate and unprofessional entries are brought to light.

Take Away: Staff Notes are an effective way to record individual employee behaviors and performance to provide specifics in counseling or disciplinary sessions and performance reviews.

Teachable Moments



#35

Performance Reviews

Performance reviews are periodic, formal feedback sessions that help measure an employee's contribution to the overall effort. Reviews give important feedback to employees, reinforcing those things they do well while helping them improve in areas where their performance is weak. As such, they are part of the ongoing training and staff development efforts of the club.

Performance reviews must include an opportunity for the employee to give feedback as well. A performance review should be a dialogue with nothing finalized until the session is ended.

Prior to a performance review, a supervisor must explain to an employee the criteria by which his performance will be judged. This is only fair, as everyone deserves to know those things by which their work will be evaluated. The perfect time to share and explain the performance review form is upon hiring when the supervisor provides the employee a job description and explains the functions of the position.

The purpose of any performance review is to obtain the best possible performance from each employee by positively reinforcing desired skills and behaviors while developing his full potential by coaching and constructively correcting those behaviors that need improvement. The basic concepts behind achieving optimum performance from each employee are to:

- Set goals and expectations the first day of employment and adjust and reinforce them during the entire period of employment.
- Coach along the way, correcting when necessary and reinforcing positive performance.
- Ensure that any performance review is not a monologue by the supervisor; rather it should be a dialogue between the employee and supervisor to reach a mutual understanding of what optimum performance is and how to achieve it.
- Set goals for the next session and discuss how to accomplish them.

Take Away: Performance reviews are an important part of the employee development process.



#36

Performance Review Principles

- Reviews must be based on specific facts, not generalities. Managers should keep Staff Notes throughout the review period on the strengths and deficiencies of an employee's work. If this is done, a manager will be able to provide a meaningful review based on fact and will be able to give relevant examples to the employee to ensure he understands.
- For consistency and fairness' sake every employee filling the same positions, regardless of race, gender, religion, age, etc., should be reviewed by the same criteria. Not to do so opens the club to discrimination complaints.
- Reviews should be honest, fair, and candid. No manager should attempt to avoid conflict with an employee by giving an overly positive evaluation. Such an evaluation could be used as evidence of satisfaction with his work in a wrongful termination case.
- Managers must make it clear to employees that it is their responsibility to influence management's perceptions of their work. If they make no effort to influence these perceptions and their supervisor has negative perceptions, she should never feel hesitant or uncomfortable telling them so.
- If managers make on-the-spot corrections and hold counseling sessions when necessary to correct an employee's work, a negative review should never come as a surprise to the individual.
- Performance reviews are only as meaningful and useful as the effort put into them by the supervisor. There are few things that can destroy an employee's motivation and commitment faster or more completely than a hasty, ill-prepared, and perfunctory evaluation. Put the appropriate effort into the development of your employees to get their best efforts.
- While there may be areas of disagreement between you and the employee regarding his performance, it is ultimately your responsibility to rate him according to your standards and expectations, as well as your perceptions of how well he did. In other words, do not pull punches for the sake of agreement. If you do decide to give him the benefit of the doubt, make sure he understands that you are doing just that—but you still have reservations about his performance, and he will need to show improvement in the coming period.

Take Away: Performance reviews must always be conducted professionally and be given the proper time and attention befitting the serious and important developmental process they are.



#37

Conducting Meaningful Reviews

The manner in which the review is conducted will have a lot to do with its success. Here are the steps in a meaningful review process:

- Schedule a quiet place, make sure you have enough time, and don't allow interruptions.
- Prepare for the performance discussion. Gather your recollection of events, Staff Notes, Records of Employee Counseling, as well as comments from other leaders; organize your thoughts and make an outline of the topics you wish to discuss. Be thorough. Your preparation is key to a successful dialogue and outcome.
- Be informal, make the employee feel comfortable. Set the tone of the discussion during the meeting by restating the objectives and the role you and the employee will take in the discussion.
- People want to know what the score is. Start by telling him the overall rating. If he knows the rating up front, he is more likely to participate and listen to what you have to say. Explain that the rating may change as the review progresses.
- The rest of the review will focus on the elements that make up the rating. During the discussion, be candid, sincere, and be prepared to listen to the employee. The more the employee talks, the more he will remember and understand his part in the process.
- Be open to changing any of your criteria ratings if the employee provides convincing reasons why you should. Sometimes a supervisor's perceptions are based on faulty or partial information and a willingness to 'be fair' may go a long way toward gaining the employee's trust, cooperation, and commitment.
- The performance review is a discussion about past performance. Its primary values are to recognize superior performance and review opportunities for improvement. While this review is important and is the basis for an employee's overall score, the most productive review discussion should be focused on future performance and expectations. Typically, a productive review discussion would focus more than half of the time on the future.
- Finalize the discussion by setting expectations and laying out specific goals to accomplish prior to the next review.
- After the meeting, fill out the performance review form thoroughly and accurately, reflecting the dialogue, your assessment of the employee's performance, and the agreed upon goals for improvement during the coming period.
- In a follow-up meeting, present the completed review, go over it with him, and ask him to sign the form. If he chooses not to (and it is his choice), simply note this on the form and move on.
- Give the employee a copy of the review and ensure the original goes in his personnel file.

Take Away: The manner in which a review is conducted has a direct bearing on its impact and success.



#38

Unemployment Compensation

Each state administers unemployment benefits and has regulations that affect how benefits are administered. The tax rate varies based on a specific employer's unemployment claims filed AND paid. The higher the number of unemployment claims paid, the higher the tax that will be levied against the employer's payroll. Therefore, a club's bottom line is affected by a high unemployment claims paid.

Employees have a right to file for unemployment benefits. Filing a claim for unemployment does not always mean benefits will be paid. If a former employee has lost his job through no fault of his own, he will be entitled to unemployment benefits. However, if the manager has documented progressive discipline, reasons for discharge, and responds in a timely manner to the state's notice of an unemployment claim, there is a good chance that a former employee would be disqualified from benefits.

Once an employee loses his job, an unemployment claim for benefits is filed with the state office that administers the program. The employer is then notified that the former employee has filed for unemployment benefits. When a claim notice arrives at the club, a response is important because when a claim is paid that claim could later affect the club's unemployment tax rate.

In all situations where unemployment claims notices are made, the HR manager should review the claim notice immediately to determine the validity of the claim. Notices of claims from former employees should be challenged when it can be shown that:

- There is documentation that supports a former employee had been discharged for willful misconduct or poor work performance.
- The former employee was discharged during the introductory period (usually 90 days).
- The former employee voluntarily left employment to take a job with another company.

Documents that will support a challenge include the [Employee Separation Document, PCPM Form 117](#), [Records of Employee Counseling, PCPM Form 103](#), and [Employee Performance Reviews, PCPM Forms 114 and 115](#). When a claim is disqualified, it will not count against the employer's claim experience. However, if an employer does not notify the state of the reasons for employment separation and unemployment benefits are paid, the claim experience will count against the future tax rate.

If an unemployment claim is granted or denied, the claim can be appealed by the losing party. A hearing usually follows where the employer can provide supporting information that would disqualify unemployment benefits.

Take Away: Managers must become familiar with their state's unemployment compensation program because it is often their actions or lack of documentation that negatively affect the outcome of an unemployment claim.



#39

Workers Compensation

Reference: Personnel Policy - 500.11. It is the policy of the club that all employees are covered by Workers Compensation Insurance regardless of employment status.

This insurance benefit provides weekly income to employees after seven (7) days of disability that results from a job-connected injury or illness. If hospitalized, payments begin immediately.

The HR manager is responsible for the administration of the Workers Compensation program and establishing policies and procedures to meet the State-mandated requirements of this program.

Department heads are responsible for making their employees aware of this policy and its attendant procedures.

Benefits under Workers' Compensation – Generally, the following benefits are available under Workers Compensation programs, though the details of each State's programs may vary:

- Medical benefits – medical, surgical, hospital treatment, nursing, medicine, sick travel, chiropractic services, and surgical supplies.
- Rehabilitation benefits – to help an injured employee acquire the skills necessary to perform a job after the injury. In some cases, involving major injuries, benefits may include personal living expenses during rehabilitation.
- Disability benefits:
 - ❖ Disabilities resulting in total incapacity and partial incapacity are paid according to different schedules of benefits. These schedules also vary depending upon whether the disability is permanent or temporary.
 - ❖ In addition to benefits for the physical injury, the employee is also entitled to income benefits for the injury. These include Permanent Total Disability, Temporary Total Disability, and Permanent Partial Incapacity.
- Death benefits – to the surviving spouse and children of a worker killed on the job.

Filing a claim for benefits:

- Within 30 days of the accident or injury, an employee should inform the employer in writing that an injury occurred.
- It is then the employer's responsibility to report the injury to the employer's Workers Compensation carrier within 5 days.
- If the employer fails to report the injury, the employee may file a claim for compensation with the Industrial Commission within two years of the date of the accident. If the claim is not filed within two years, it is lost.

Any employee injured while working at the club or off-premises while on club business, must report their injury to their supervisor as soon as possible.

Supervisor must complete an [Employee Accident Report, PCPM Form 124](#), as soon as possible and a State Accident Report, usually within 5 days after becoming aware of the accident. Failure to do so could jeopardize an employee's claim. The completed form must be turned in to the HR administrator.

The HR manager will process the claim form and forward it to the club's Workers Compensation carrier.

Take Away: Managers must be aware of workers compensation benefits and their responsibilities to promptly report all accidents.



#40

Training

While many managers find it difficult to devote the time, resources, and effort to proper training, they miss the forest for the trees. When a club has a well-trained staff, more problems are avoided, the quality and quantity of work is better, problems are solved more easily at lower levels, member complaints are minimized, and time spent to correct errors decreases. Further, management has more time for organizational issues, planning, continual process improvement, problem solving, and taking advantage of opportunities.

A prevalent method of training in the hospitality industry is called 'trailing.' This takes place when the new employee follows a long-term employee around. The idea is that the new employee will learn all the right things from the veteran employee. This, of course, assumes that the veteran was properly trained, knows what he is doing, is conscientious, and so forth. While there is nothing wrong with appointing individual employees as departmental trainers, they should be selected based on their knowledge, teaching ability, patience, conscientiousness, and quality of work. Still, the trainer must have a well-organized, fully-prepared training program to ensure that the necessary information is passed on to each new hire thoroughly and consistently. Finally, the supervisor must monitor the process to ensure the new hire receives correct and consistent information and learns all the right skills.

Determining what skills and knowledge are necessary for each position is easy if the supervisor has created thorough job descriptions. For instance, if one of the principal duties of a cart attendant is to welcome golfers to the club and assist them with their cart, then the trainee needs to know how to greet a member or guest, how to help them with their bag, how to instruct them on the use of the cart, pertinent course information such as course distances measured to the center of the greens, how to show them the pin placement sheet, how to answer any questions about club events and services, etc.

Formal training should be conducted in frequent, small blocks of time and material. Do not expect a new hire to grasp the multitude of details and instructions received in the first few days of training. Plan for appropriate breaks and intersperse classroom instruction with tours and demonstrations. The best way to teach someone a new skill is to tell him how to do it, show him how to do it, allow him to do it, and constructively critique his effort. Not everyone has the same comprehension skill. It may require several sessions to teach a skill. Supervisors should also create a list of the competencies that must be learned for each position and check each off as the employee masters it.

Finally, department heads should never assume that others will do the necessary training of their department's new hires. While the HR administrator provides certain training, it is ultimately the department head's responsibility to ensure that employees are properly trained.

Take Away: There are significant benefits to a well-trained club staff, but proper training requires well-organized and disciplined management to undertake the challenging effort.



#41

Types of Training

All who work in the service business understand that operations are both people-intensive and detail-intensive. It takes a lot of employees to provide the requisite levels of service and every aspect of service involves many details. These two facts make detailed, ongoing training an absolute necessity for any successful operation.

There are a wide variety of topics that must be taught to both managers and employees to fully prepare them for their jobs.

1. **Leadership Development Training** for managers and supervisors—designed to foster consistent, club-wide leadership skills, which are the driving force behind the club's success.
2. **Club Culture Training** for all employees—designed to foster a thorough understanding of the club's values and service ethic.
3. **Organizational Systems Training** such as Human Resource and Accounting Standards, Policies, and Procedures (SPPs) for managers and supervisors, as well as departmental SPPs for employees—all designed to teach the underlying systems that permit the enterprise to operate efficiently.
4. **Legal Compliance Training** for managers, supervisors, and employees—designed to provide all required training in matters with legal implications for the club such as Equal Employment Opportunity, Fair Labor Standards Act, Sexual Harassment, and others.
5. **Liability Abatement Training** for managers, supervisors, and employees—designed to limit the club's liability exposure for occupational safety and health, food sanitation, public health, and responsible alcoholic beverage service.
6. **Departmental SPPs, Organizational Systems, Job Skills and Service Technique Training** for employees—designed to give each employee the knowledge and skill set necessary to perform his job and meet standards of service.

Items 1 through 5 above should be developed by the club and provided club-wide for consistency's sake; item 6 is specific to each department and should be developed and taught by individual department heads.

Take Away: Managers tend to think that training is only necessary for line employees, but as the list above suggests, much of the training is required for management staff.



#42

Training Requirements and Principles

Before establishing training requirements, the club must determine in great depth its operating standards, policies, and procedures. There are, after all, the backbone of any organized system of training. But there are certain things necessary for a training program to be successful:

- Leadership – the will to make it happen.
- The necessary focus and attention.
- Designated responsibilities and accountabilities.
- Established training objectives, standards, guidance, and budget.
- Curriculum development for each position.
- Administrative system or software to monitor and track training compliance.
- Training benchmarks and reports to track time and costs of training effort.
- Standardized list of teaching aids and equipment to facilitate training.

There are a number of principles which affect the development and implementation of a club's training effort:

- Not all employees learn equally well or fast; and not all employees find the same teaching methods conducive to learning. Therefore, there is a need to develop training formats that meet the needs of all learners. Such formats will include self-study manuals, checklists, handouts, quizzes, Power Point presentations, On the Go Training material, scripting of key member interfaces, and ongoing discussions at staff meetings.
- Training employees is not a one-time task. New employees must receive initial training, but the amount of material that must be mastered requires that initial and refresher training be given in most topics and job skills.
- Some sort of *Daily Huddle* should be used by every department every shift to inspect staff, remind them of important service details, provide On the Go Training, and ensure every employee has the proper mind-set and enthusiasm to deliver high levels of service.
- Some training, such as the topics of sexual harassment and safety, is required by law. Because of legal and liability issues, such training must be consistently taught throughout the club and thoroughly documented.
- All individuals tasked with training responsibilities must be trained. Completing a Train the Trainer class is a prerequisite to training other employees.

Take Away: In establishing a formal discipline of training the club is undertaking an extremely challenging endeavor. While it adds several time-consuming tasks to already busy schedules, it ultimately will make everyone's job easier.



#43

Initial and Ongoing Training

As we have said before there is much that new hires must learn in the detail-intensive club business. We have also said that the sheer amount of material that must be learned by new employees is difficult to absorb all at once. Finally, we have pointed out that different people learn in different ways and that training material must be provided in various formats that meet the needs of all learners.

What all this means is that the training needs of the club and for each position in the club must be carefully identified, designed, and deployed. In the broadest sense, the club must decide what training topics and skills are considered critically important and skills that new hires must learn immediately and what topics can be taught in the initial period of employment. Beyond this, there are important topics that require ongoing review, as well as required training that must be given and documented on a regular basis (usually annually) such as sexual harassment and safety topics.

Given these needs, the club and department heads must design new hire orientations, both club and departmental, to cover and reinforce critical information and skills that employees need to know. Then each department head should design his or her department's initial training requirements based on the necessary curriculum for each position. These topics should be documented for each new hire as they are completed.

Finally, recognizing the need to continually reinforce key standards, policies, and procedures, as well as to meet legal requirements and avoid liability issues, refresher topics must be scheduled, taught, and documented on an ongoing basis.

As an aside – the Ritz-Carlton hotel company believes initial training to be so important that new hires are not allowed to interact with hotel guests until they've completed their basic training. As they say, they don't allow their employees to "practice" on their guests.

Take Away: A formal program of training should be designed to cover training topics on an immediate, initial, and ongoing basis.



#44

Training Curriculum by Position

The first step in preparing a curriculum is to analyze the position in detail and develop an outline of the knowledge, information, and skills that the employees in any position must master. Most of the knowledge and information can be read, studied, and reviewed by the new hire, but many of the service techniques and skills will need to be demonstrated by the supervisor and then practiced by the employee to ensure proficiency.

Below is a sample listing of topics for a dining room server. This list is necessarily abridged for space considerations but gives some idea of the level of detail that must be mastered.

General Knowledge	Meeting/Greeting/Seating
Food	Table/Section #s
Alcoholic beverages	Reservations
Tableware familiarization	Table selection
Food service policies	Seating and assistance
Service protocols/sequence	High chair/booster seats
Service etiquette	Menu presentation
Uniform/dress code	Wine list presentation
Personal hygiene	Daily specials
Dining room familiarization	Table Service
Kitchen familiarization	Beverage order
Location of supplies and stocks	Food order
Point of Sale Training	Food service techniques
Opening ticket	Wine service
Ordering/changes to order	Beverage service
Closing ticket/member charge	Clearing courses
Adjustments/voids	Dessert service
Club Fare Familiarization	Coffee service
Lunch/Dinner menus	Presenting charge ticket
Menu selling sheets	Table resets
Dessert menu	Special Service Issues
Beverage selection	Differently-abled patron
Beer selection	Children
Wine selection	Elderly
Spirits/Cordial selection	Responsible Beverage Service
Specialty drinks	Resolving complaints
Daily specials	Difficult member/guest
Condiments	Slow service
Pre-Shift Setup	Adjustments
Table settings	Member Service
Section prep	Greeting
Dining room sidework	Engagement
Kitchen prep	Inappropriate words/phrases
Reservations	Body language
Pre-shift meeting	Tone of voice

Take Away: In order to train new hires consistently and completely, managers must develop a curriculum for each position and then ensure all training topics are completed.



#45

Training on the Go

Clubs face a challenging training burden if they are to deliver the high levels of service expected by their members. Yet with tight budgets how can managers meet their training obligations while controlling costs since every hour of training is a payroll hour for each employee being trained? Add to this the difficulty of getting all departmental or section employees together at one time for a formal training session.

The answer to these challenges is to build training programs around the 'on the go' concept where ongoing training material is formatted in brief – no more than five to ten minute – sessions. In every shift, in every club department, there are spare moments, time when employees have finished their shift preparations, time when employees are socializing among themselves or awaiting instructions from supervisors. Since the club is already paying for this time, put it to good use.

In every department there are hundreds of operational details that employees must learn and be reminded of with some frequency. This is just as true in golf operations, golf course maintenance, aquatics and activities, as it is in food and beverage. All that is necessary is for the department head to outline training requirements in brief doses and format them so they can be pulled out at a moment's notice for either group-led or individual instruction. One manager who used Food and Beverage Training on the Go found that the most effective way to use this material was to assign employees the task of teaching each other specific on-the-go topics.

With today's ability to find anything on the Internet with just a few keywords and keystrokes, all the information needed to teach employees values, etiquette, product knowledge, safety, security, sanitation, HR requirements, responsible beverage service, or how to operate or maintain any piece of equipment is readily available. It just has to be formatted for easy use.

Private Club Performance Management has developed a number of [On the Go Training Programs](#) for food and beverage, human resources, values, safety, leadership, and management disciplines. These offer a proven model of how easy it is to format material and train employees to increase their knowledge, skills, abilities, and service techniques.

Take Away: Given the amount of training that must be done in the detail-intensive club environment and the high cost of training, managers should use the On the Go Training concept to create and use short lessons that can be used in the spare moments of every shift.



#46

Terminations

Reference: Personnel Policy - 200.18

An employee terminates employment with the club under one of four conditions:

Voluntary Quit:

- This occurs when an employee decides to leave the club's employ of his own volition.
- An employee may notify the club of his decision to leave the club orally or in writing.
- If notification is oral, the department head should have the employee sign the [Personnel Data Sheet \(PDS\), PCPM Form 104](#), giving the effective date of the termination.

Abandonment of Position:

- This occurs when an employee fails to show for work for three consecutive scheduled shifts and does not notify his supervisor of his intention to quit.
- In this instance, the department head should fill out a Personnel Data Sheet indicating that the employee abandoned his position with the effective date listed as the last date worked.

Layoff. Layoffs occur when the club involuntarily terminates an employee due to a lack of work. This only affects full time and part time employees since seasonal staff know when they are hired that their employment is of limited duration.

Discharge. Discharges occur when an employee is terminated for "cause," either misconduct, unsatisfactory performance, or under at-will provisions. All discharges must be reviewed and approved in advance by the general manager to ensure the reasons are appropriate based on the written record.

Note: For a more complete coverage of employee development and disciplinary issues see [Employee Development and Discipline on the Go](#).

Take Away: Managers and supervisor must understand the differences in the types of terminations and follow all required policies and procedures for each.



#47

Principles of Disciplinary System – 1

Discipline is necessary to maintain the performance of the club and to establish and maintain standards of quality and service. The desire is to achieve excellence and success and supervisors must understand that these goals are dependent upon the quality and commitment of the staff.

Unfortunately, in every group of employees, there are some who have attitude problems, lack commitment, or are not capable of meeting standards. When confronted with such a problem employee, it is the responsibility of supervisors to deal quickly and effectively with the situation before it degrades the efforts of the rest of the staff.

Supervisors' Responsibility. It does no good to have rules, regulations, and policies spelled out, if they are not going to be enforced by all supervisors. Whenever a supervisor overlooks an infraction, he encourages others to similar violations; such a supervisor can be more damaging than no supervisor at all. So, supervisors are expected to actively confront any problem employee in their departments with the aim of correcting the problem. If it cannot be corrected in a reasonable period, supervisors are expected to discharge the individual while following established policies.

Good Communication. Good communication is important when working with a problem employee. Some supervisors do not like to confront staff on seemingly small issues. As a result, many small problems build up until the supervisor finally blows his top and is ready to fire the employee. However, discharge is inappropriate because the supervisor has not previously discussed the problems with the employee, warned him of the consequences, or offered any help to correct the problem. Good communication would prevent this situation. If the supervisor talks frequently with employees, points out minor problems as they occur, addresses continuing problems in a proactive and formal way, an employee will never be surprised should he be discharged.

Disciplinary Philosophy. The club subscribes to the "Hot Stove" approach to discipline. Employees are told what is expected of them and what the consequences are of ignoring rules, requirements, policy, and procedure. If they then touch the hot stove, they get burned. The rationale behind this philosophy is that supervisors want to deal with staff as adults who are responsible for their own actions, and they want to avoid inconsistency in applying rules, regulations, and policies.

Rules, Requirements, Policies, and Procedures. This philosophy requires that supervisors tell staff what is expected of them. First, do this by spelling out in detail the club's rules, requirements, policies, and procedures. The Employee Handbook contains many club-wide rules for employees. Second, expend some effort through orientations and formal training to make staff fully aware of their responsibilities and the club's expectations.

Take Away: Managers and supervisors must understand the principles that underlie the club's disciplinary system.



#48

Principles of Disciplinary System – 1

Discipline is necessary to maintain the performance of the club.

Fairness and Consistency. The club's disciplinary process must be fair and consistent. This will follow naturally from rules, requirements, and policies being applied fairly and consistently to all employees. Supervisors who are not fair and consistent will create major problems within their departments. There is no quicker way to destroy departmental morale and trust than to play favorites. Often the perception of fairness is as important as the reality. Supervisors should not only be fair, but also give all appearances of being fair.

Constructive and Progressive. The club's disciplinary process is designed to be both constructive and progressive. By this it is meant that all disciplinary actions are aimed at correcting erroneous or inappropriate behavior and successive disciplinary actions will be progressively more severe. In reality, these two aspects are part of the same philosophy. While the club wants to help employees overcome their problems, when the problems continue, it wants to get the employee's attention with progressively more severe consequences.

Higher Standard for Supervisors. Because of supervisors' positions, experience, training, education, and other factors that led to hiring, they are held to a higher standard of conduct and performance than line staff. In disputes between staff and supervisors, it is expected that supervisors will have solidly documented cases showing thorough investigation of any incident. While supervisors will always be supported when in the right, line employees will be given the benefit of the doubt when there is insufficient evidence or the absence of a thorough investigation. The best way for a supervisor to ensure that he is supported in his decisions is to have all his facts together before taking disciplinary action.

Depends on Circumstances. Most staff disciplinary actions are dependent upon circumstances. There is no cut and dried formula for handling any particular disciplinary action. Supervisors must rely on judgment to evaluate the circumstances. Having said this, it is still important for supervisors to be as fair and consistent as possible. A supervisor may be able to justify why he will give a "good" employee more leeway than a chronically "bad" employee, but there is still the danger of the perception of favoritism. If a supervisor discharges one employee for being late three times, but allows another to get away with repeated tardiness, he is opening the club up to a wrongful termination or discrimination suit.

Take Away: Managers and supervisors must understand the principles that underlie the club's disciplinary system.



#49

Hiring Restrictions

Reference: Personnel Policy – 200.12. It is the policy of the club not to hire members or members' relatives.

Due to the potential problems involved, hiring of members or relatives of members the club is not permitted. For the purposes of this policy, relatives of members are defined as spouses, children, parents, siblings, significant others, and related or unrelated persons living in the same household.

Reference: Personnel Policy – 200.13. It is the policy of the club that former employees who left in good standing and after giving appropriate notice may be rehired.

It is the responsibility of the hiring department head or supervisor to note if the prospective hire indicated on the application whether or not he worked at the club before. If so indicated, the department head or supervisor must go to the HR office and check the prospective hire's previous personnel file to determine whether he left in good standing (i.e., it is noted that the supervisor would rehire on the employee's Employee Separation Document) and gave appropriate notice.

If the former employee did not leave in good standing and/or did not give appropriate notice, he may only be hired with the approval of the general manager. The HR manager will not in-process a former employee who did not leave in good standing or without appropriate notice without the general manager's approval.

For those eligible for rehire the introductory period, seniority, and benefits such as vacation and sick/emergency day earnings will be restarted as if the rehired individual was a new hire.

Reference: Personnel Policy – 200.21. 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 or assign individuals in such situations.

The problem of hiring family members arises when one family member works under the supervision of another. This situation can create the perception of unfairness in the minds of other employees and must be avoided.

This policy 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 as long as neither supervises the other.

A special case arises when two family members working within the club handle sales receipts and/or accounting records or control inventories. While these situations may or may not be problematic, any case where an applicant is related to a current employee of the accounting department or one who handles inventories, hiring approval must be obtained from the general manager.

For the purposes of this policy, family member is defined as spouses, children, parents, siblings, significant others, related and unrelated persons living in the same household, aunts, uncles, nieces, nephews, in-laws, and first cousins.

Take Away: Managers and supervisors must be aware of and follow the club's restrictions on hiring.



#50

Harassment

Reference: Personnel Policy – 200.14

It is the policy of the club to prohibit harassment of its employees in the workplace by any person and in any form.

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, veteran status or sexual orientation constitute violations of this policy 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.

See Sexual Harassment, HROG-51 and 52, for more information on that topic.

If at any time an employee feels he may have been subjected to verbal or physical harassment, of a sexual nature or otherwise, he should be instructed to notify his supervisor immediately so that an investigation can be made, and appropriate action taken.

If for any reason an employee does not feel comfortable notifying his supervisor about the matter, he should contact the general manager or HR manager who will initiate an investigation and take appropriate action.

The club will investigate all complaints and will attempt to handle these matters fairly and professionally. Where harassment is found to have occurred, immediate and appropriate corrective action will be taken.

Confidentiality will be respected to the extent practical under the circumstances.

No employee will be punished for bringing an issue to the club's attention in good faith, even if he does not have all the facts.

Take Away: Managers and supervisors must be fully aware of and support the club's harassment policy.



#51

Sexual Harassment – 1

Reference: Personnel Policy – 200.15

It is the policy of the club to prohibit sexual harassment of its employees in the workplace by any person and in any form.

Sexual harassment generally is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

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

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.

Any incident believed to constitute sexual harassment should be reported immediately to a supervisor, the general manager, or HR manager.

- Employees need not first report to their supervisor if they find it uncomfortable. Instead, they may, at all times, first report complaints to the general manager or HR manager.
- Supervisors and the HR manager must immediately report complaints of sexual harassment to the general manager.
- Every effort will be made to ensure that complaints of sexual harassment are investigated and resolved promptly, confidentially, and effectively. The club will undertake appropriate follow-up investigation and take appropriate measures to assure the harassment has stopped and does not reoccur.
- Violation of the Sexual Harassment Policy will result in discipline up to and including discharge.

Take Away: Managers and supervisors must be aware of and fully support the club's sexual harassment policy.



#52

Sexual Harassment – 2

Reference: Personnel Policy – 200.15

To address and prevent sexual harassment, the club has established the following rules:

All supervisors must work to maintain a workplace free of sexual harassment. Employees will not be subjected to insulting, degrading, or exploitative sexual treatment, or endure a hostile work environment because of sexual harassment.

It is important to remember that behavior which one individual considers innocent or harmless may be regarded as sexual harassment by another.

No employee including supervisors may:

- Threaten or insinuate, either explicitly or implicitly, that another employee's refusal to submit to sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature will affect adversely the employee's employment, evaluation, wages, advancement, duties, shifts or any other condition of employment or career development;
- Make any employment decision affecting an individual based on the individual's submission to or rejection of unwelcome sexual advances, requests for sexual favors, or other verbal conduct of a sexual nature;
- Make unwelcome sexual flirtations, advances, requests, suggestive comments, or propositions;
- Demand sexual favors;
- Engage in verbal abuse of a sexual nature;
- Engage in sexual joking or teasing;
- Make graphic verbal comments about an individual's body;
- Use sexually degrading words to describe an individual;
- Engage in unwelcome touching such as hugging, pinching, kissing, patting, or brushing against another employee;
- Display sexually suggestive objects or pictures; or
- Engage in any other sexual activity that creates a hostile, intimidating, or offensive work environment.
- No employee or supervisor shall retaliate in any way against another employee for making a complaint of sexual harassment in good faith.

Take Away: Managers and supervisors must be aware of and fully support the club's sexual harassment policy.



#53

Workplace Relationships

Reference: Personnel Policy – 200.24

It is the policy of the club that employees in a supervisory position will not have personal or intimate relationships with an employee who reports to or whose work is directed by them.

It is also the policy of the club that employees conduct themselves in a professional manner while working or on club premises and that public displays of affection between employees are inappropriate for the workplace and will not be condoned.

Supervisor/subordinate relationships are prohibited by the club. Personal relationships between a supervisor and an employee reporting to or whose work is directed by that supervisor are inappropriate for the same reasons that the Club does not permit nepotism, i.e., this situation can create the perception of unfairness in the minds of other employees and must be avoided. Further, when initiated by the supervisor, such a situation may open the club up to complaints of sexual harassment.

While employees who do not fall within a supervisor/subordinate club organizational structure are free to enter into a personal or intimate relationship with other employees, it is the policy of the club that such employees be made aware of the potential problems and sexual harassment issues related to workplace relationships.

Despite this prohibition of supervisor/subordinate relationships, should such a relationship begin to develop, it is the supervisor's responsibility to immediately notify his general manager. The club will make a good faith effort to reassign one or the other party in the relationship to avoid problems, though the club can make no guarantees that such accommodation can be made.

If a timely notification is not made, the supervisor will face disciplinary action up to and including discharge.

Personal relationships not involving direct supervision are permitted, though once the club becomes aware of the relationship, it will ask the parties involved to sign a [Personal Relationship Acknowledgement, PCPM Form 107](#), explaining the potential problems and sexual harassment issues.

Take Away: Managers and supervisors must be aware of and abide by the club's policy on supervisor/subordinate relationships. Further, they must recognize that relationships sometimes develop between employees who are not in a supervisor/subordinate relationship but must be aware of the potential problems and sexual harassment issues that may arise.



#54

Workplace Violence

Reference: Personnel Policy – 200.25

It is the policy of the club to provide a workplace free from violence for its employees.

The club is committed to providing a workplace that is free from violence for all our employees.

There may be occasions when an employee may feel threatened by persons within or outside the club. In such instances, employees must understand their responsibility to report threats or their fears.

- First, an employee should report any threats to his supervisor, general manager or HR manager.
- Second, depending on the circumstances, the employee may want to alert local authorities and make them aware of the threats.
- Third, the employee may want to investigate other legal options such as restraining orders, court injunctions, and similar steps through the courts.
- Fourth, the employee may want to discuss with his supervisor various safety measures such as emergency evacuation routes, escort to his car, changes to the employee's work schedule, etc.

Preventing workplace violence is everyone's responsibility. If any employee finds himself in a threatening situation, he should remain calm, avoid escalating the situation by arguing, if possible; remove himself from the area; and immediately seek assistance from supervisors or other club management staff.

If necessary, when there is an immediate threat of violence to an employee at the workplace, managers or supervisors should contact the local law enforcement authority.

Take Away: Managers and supervisors must be aware of the potential problems associated with workplace violence and take whatever steps are necessary to protect employees, members, and guests.



#55

Youth Employment

Reference: Personnel Policy – 200.20

Because of the many requirements and restrictions of Federal and State labor laws regarding the hiring and working of children, it is the policy of the club not to hire anyone under age 16 without the approval of the general manager.

Proof of age includes a birth certificate, driver's license or learner's permit, school, insurance, or Bible records, or other documents approved by the Department of Social Services and/or the State Department of Labor.

The State Wage and Hour Act and Regulations and/or the Federal Fair Labor Standards Act prohibit the employment of youths under age 18 in the following occupations that may be found in clubs:

- Motor-vehicle driving (Limited exemption for driving under state law only)
- Logging and sawmilling
- Power-driven woodworking machines
- Power-driven hoisting apparatus
- Welding
- Slaughtering, or meat-packing, processing or rendering
- Power-driven bakery machines
- Power-driven paper-products machines including cardboard balers
- Power-driven circular saws, band saws, and guillotine shears
- Excavation operation
- Spray painting

Hours/Time Restrictions for 16 and 17-Year Olds:

- During the regular school term, no youth under 18 years of age who is enrolled in grade 12 or lower may be employed between 11 p.m. and 5 a.m. when there is school for the youth the next day.
- This restriction does not apply to youths 16 and 17 if the employer receives written approval of the youth to work beyond the stated hours from the youth's parent or guardian and from the youth's principal's designee, nor does it apply to any youth who has dropped out of school and who is only enrolled in a GED program or a community or technical college.

State Alcoholic Beverage Laws. The general manager must ensure that all managers and supervisors are aware of and abide by all State laws regarding the serving of alcoholic beverages by individuals under the legal drinking age. These requirements are sometimes mentioned in child labor regulations but are more often spelled out in detail in the State's Alcoholic Beverage Laws.

Take Away: Managers and supervisors must be aware of the requirements and potential problems associated with youth employment.



#56

Leadership and Example

Given that leadership ultimately involves guiding, influencing, and directing people, the following working definition is proposed:

Leadership is the sum of those individual traits, skills, and abilities that allow one person to commit and direct the efforts of others toward the accomplishment of an objective.

Central to this definition is the understanding that exercising leadership involves **building and sustaining relationships** between leader and followers. Without this bond or connection, there are no willing followers and, therefore, no true leader. Given that no leader operates in a vacuum, it also requires the leader to establish relationships with other relevant constituencies.

“Albert Einstein said, ‘Setting an example is not the main means of influencing another, it is the only means.’

Always keep in mind the consequences of your behavior as a leader:

- If you are not loyal to your employees, they will not be loyal to you.
- If you do not respect your employees, they will respond in kind.
- If you don’t care about your employees, they won’t care about you or your endeavors.
- If you don’t look out for their interests, they won’t look out for yours.
- If you don’t treat your employees with respect, they will not treat you or your members with respect.
- If you are abusive to employees, the good ones will leave; only the poor ones will stay.
- Service is all about attitude; treating employees badly fosters bad attitudes.

Your example sets the standard for all your employees. Don’t blame them if they don’t have high standards.

Take Away: Leaders must be able to build and sustain meaningful relationships with followers in order to lead them effectively. A leader’s example is critical to the behavior, contribution, and performance of followers.



#57

Passively Creating a Hostile Work Environment

Most leaders readily understand the negative impact of a hostile work environment on employees. Employees who aren't properly trained, who aren't given the tools and resources to do their jobs, and who are demeaned by the abusive actions of supervisors or other employees, cannot contribute effectively to the team effort and the success of their organization. Often the hostile work environment is created by bullying, teasing, or insensitive remarks or actions that center on:

- Gender – sexually suggestive remarks, posting inappropriate pictures in the workplace
- Race or ethnicity – “Polish” jokes, making fun of accents or racial and ethnic stereotypes
- Religious beliefs – not respecting a person’s religious or moral values by telling “dirty” jokes or making fun of another’s religious symbols or practices
- Age – “over the hill” comments or pranks centered on the young, inexperienced “rookie”
- Sexual orientation – using disparaging words to characterize someone with a different orientation
- Differentiation – drawing attention in a demeaning way to anything that isolates and mocks someone who is different from the norm in any way

When an enterprise is trying to build a team focused on a common vision and shared goals it cannot afford for any team member to be demeaned, handicapped, or marginalized by words or actions that exclude. Leaders at all levels are expected to intervene to ensure that this does not happen. If they don't get actively involved to stop such behavior, they are abetting it and allowing a hostile work environment.

A more subtle factor in creating a hostile work environment is the supervisor who does not communicate well or often with his or her team or who doesn't pay attention to what is going on in his or her section or department. Consider that:

- Individuals in any group setting rarely have neutral feelings toward or about the others in the group. They like some and dislike others, usually for their own, sometimes hard to discern, reasons.
- People are naturally attracted to and spend time with those they like and avoid those they don't. This results in cliques of the included and, outside the cliques – the excluded.
- The excluded often feel jealous, resentful, and fearful because of their exclusion.
- In the absence of ongoing timely and accurate information, fearful people assume the worst. Fearful people can be paranoid and perceive discrimination and favoritism where it may not exist.
- A fragmented work team cannot perform effectively.

When a supervisor does not engage daily with team members, give specific directions regarding who is to do what, and communicate thoroughly about all matters affecting the team, the fragmented team will gossip, backbite, and bicker among themselves. Seldom will they work together and often their antagonisms affect members, guests, and co-workers. Sometimes their behavior is passive-aggressive – trying to sabotage the efforts of others, all the while acting helpful and friendly.

Discussion Points: If a manager fails to communicate and interact daily with all employees, he or she may be responsible for passively creating a hostile work environment. Such inattention to the daily functioning of the organization is just as destructive as a supervisor who actively engages in demeaning, disparaging, and abusive behaviors.



#58

Give Them More Than Just a Paycheck

Throughout my career I've too often heard managers complain about the labor pool, the lack of work ethic and sense of responsibility among workers, and the constant headaches that came from their human "resources." The overwhelming sense from these managers was, "We pay too much to these people whose only interest is in collecting a paycheck."

Yet at the same time and in the same or similar markets, there were other managers who did just fine in finding and retaining good people who made a real contribution to their clubs. What then made the difference? The answer is quite simple – good leadership! So instead of just providing your employees with a paycheck, consider giving them the following:

Respect. The life of all human beings is important to themselves, yet too many people are treated by their bosses as if they didn't matter. This maltreatment is not always by design; it's the byproduct of busy bosses too focused on themselves or the many problems they face in busy operations. But every employee deserves to be treated with the utmost respect and the common courtesies of human interaction. When consistently and sincerely given, this respect will transform any work team.

Responsibility. Placing responsibility on your work team demonstrates your trust in them. Trust given returns trust. In contrast, when you treat your employees like idiots or children, many will respond by acting like idiots or children.

Recognition. Every day your employees do hundreds of things right. Make sure you recognize that essential contribution to the success of your operation. When sincerely given, a simple thank you or handshake of appreciation has a profound impact on morale, commitment, and contribution.

Responsiveness. Leaders must engage with their employees every day and respond to their issues and concerns. In any group of people working in a complex, fast-paced, and detail-intensive business there will be conflict and turmoil. Without the leader's guiding hand, this turmoil can consume the operation. Leaders must stay engaged, be approachable, and respond to concerns.

Example. Someone once said, "A leader leads by example, whether he intends to or not." The leader's example is paramount in setting the standards of the operation. If the leader doesn't seem to care about his employees, they won't care about him or his initiatives and agenda.

Training. Most people want to do a good job and appreciate when they are properly trained to improve their knowledge, skills, and job performance. Lack of training leads to a chaotic and confusing work environment, the loss of conscientious employees, and a staff dominated by people who "couldn't care less."

Removal of Roadblocks. Leaders should be hyper-sensitive to anything in the workplace that inhibits efficiency. Do whatever is necessary within reason to identify and eliminate anything that makes employees' jobs more challenging, time consuming, and frustrating. Not only do you gain speed, efficiency, and improved productivity, but your employees will understand that you are dedicated to improving the operation and you care enough about them to address legitimate concerns.

Discussion Points: All of the above steps from leaders will have a dramatic effect on employees and the operation. In contrast, when you give your employees no more than a paycheck, you shortchange them, the club, and your members.



#59

Work Schedules

Reference: Personnel Policy – 400.01

It is the policy of the club that department heads post work schedules in a designated, conspicuous place within each department not later than 72 hours before the beginning of the schedule period.

Because of the nature of our business, the club may sometimes have staffing requirements seven days a week. Department heads are responsible for determining the appropriate staffing and scheduling to accomplish the level of work for the forecasted business.

Periodically, as business demand warrants, department heads may have to change hours of work without notice to meet operational needs.

It is common courtesy and demonstrates respect for employees when department heads ensure that schedules are posted in advance of schedule periods. This allows employees to make necessary adjustments to their personal lives in relation to their work schedules. The 72-hour requirement is a minimum. Department heads are encouraged to be organized enough to post schedules further in advance for the convenience of their staffs.

Department heads should save back copies of work schedules for at least 3 months in case any questions arise about an employee's schedule and hours.

Take Away: Posting work schedules far enough in advance for employees to plan their personal lives is a courtesy expected of all supervisors.



#60

Timekeeping

Reference: Personnel Policy – 400.03

It is the policy of the club that whenever possible an electronic timekeeping system will be used to record and compute non-exempt, hourly pay.

To ensure prompt and accurate processing of payroll, employees must adhere to proper timekeeping procedures:

- Each employee must punch in at the beginning and punch out at the end of each shift using their electronic badge or timecard.
- Employees must use only their own badge. Using other employees' badge to punch them in and out is considered misconduct and will result in disciplinary action.

Employees must notify their supervisors of punching irregularities, such as failing to punch in and out, so that they may be corrected.

Employees must punch out for meal breaks unless they are unable to leave their workstations for at least twenty (20) minutes for meals. Supervisors must be made aware when this happens and approve employees' eating at their workstation.

Employees are not permitted to punch in more than five minutes before their regularly scheduled starting time unless specifically requested to do so by their supervisor. When this happens, the supervisor will authorize that he requested the employee to punch in early by noting the fact on the timekeeping report.

Department Heads are responsible for verifying the punches of all their employees. See Verification of Hours, HROG 61, for more information.

Take Away: Managers and supervisors must be familiar with the club's policies on timekeeping.



#61

Verification of Hours

Reference: Personnel Policy – 400.04

It is the policy of the club that department heads are required to verify the hours of all hourly employees who report to them.

The club has a computerized timekeeping system. Hourly employees are issued magnetic timecards (badges) and are required to punch in and out from work by swiping their badge through the timekeeping terminals (or in some remote locations to punch in and out manually with a timecard).

The timekeeping terminal reads each employee's swipes and computes time worked.

Failing to punch in or out and other factors will cause the system to incorrectly compute employee hours.

It is the department head's responsibility to verify each employee's hours.

Department heads should monitor employees' punches on a daily basis to better understand and control their payroll cost.

- Department heads will make the necessary corrections, deletions, and additions pertaining to each employee's hours throughout the pay period. Changes to employees' punches must be signed by both the employee and department head.
- Sick days, vacation days, or other absences must be documented on an [Absentee Record, PCPM Form 121](#).

It is particularly important that department heads check the final timecard report at the end of the pay period to verify all employee hours. Department heads should check the following:

- That individual punches agree with work schedules,
- That all overtime is approved,
- That any necessary absences are supported by Absentee Records,
- That all employees punched in and out for each shift and meal break.

These checks must be done, and the verified report turned in to the accounting office by the designated day and time so that the payroll may be processed in a timely manner.

If for any reason, the department head will be unavailable to review the final timecard report of the pay period, he or she must designate another person to do the job and inform the controller.

Take Away: Verifying employee hours works is an important responsibility of managers and supervisors.



#62

Working Off the Clock

Reference: Personnel Policy – 400.07

It is the policy of the club that hourly employee are not permitted to work off the clock at any time for any reason.

Federal law mandates that hourly, non-exempt employees receive pay for all hours worked and that employers provide documentation of hours worked.

Allowing an employee to work off the clock violates Federal law and opens the club to payments of back wages and penalties.

Supervisors may not require or make agreements of any kind with employees allowing them to work off the clock, whether in exchange for future time off or not.

Supervisors must ensure that employees are paid for all time worked. Employees cannot be allowed to do work for the club before or after their scheduled shift, unless they are on the clock and being paid for such work.

Any supervisor who wishes to change the punched time of an employee on the timecard report (except as noted below) must get the employee to sign the affected punch and sign it himself to indicate that no work was done during the period affected by the change.

Supervisors are authorized to deduct up to five (5) minutes (but no more) from employees' time when they punch in prior to their scheduled start time. See Punching in Early, HROG 063, for more information.

Take Away: Managers and supervisors must understand and abide by the requirements of the policy against employees working off the clock.



#63

Punching In Early

Reference: Personnel Policy – 400.08

It is the policy of the club that hourly employees will not punch in more than five minutes before their scheduled starting time unless specifically requested to do so by their supervisor.

If the club “suffers or permits” an employee to punch in more than five (5) minutes early on a regular basis, the club may be held liable to pay the employee for such time.

- It is the responsibility of the supervisor to ensure that this does not happen by using appropriate disciplinary procedures.
- Supervisors may dock up to five minutes from an employee’s time if they have punched in early but will not dock any additional time (i.e., more than five minutes) before the scheduled starting time.
- Employees who continually punch in more than five minutes before their scheduled starting time are subject to disciplinary action. It is the department head’s responsibility to ensure such action is taken. Ultimately, if an employee refuses to desist punching in more than five minutes early, he may be discharged for misconduct.

If a supervisor has a legitimate need to have the employee begin working more than five minutes before the regularly scheduled starting time, he needs to note this on the employee’s punch report and pay the employee for the time.

Employees are expected to report to work at their scheduled starting time dressed in the appropriate dress or uniform for work. Employees may not punch in and then go to the staff locker room to shower or change into their proper dress while on the clock. Conversely, showering or changing after work shifts may not be done while on the clock.

Take Away: Managers and supervisors must understand the issue of employees punching in early and how to handle the situation when an employee does.



#64

Benefits and Eligibility

Reference: Personnel Policy – 500.01. It is the policy of the club to provide employment benefits to its full-time employees and to make them aware of all eligibility requirements during the hiring and onboarding process.

Every club will offer a different benefit package to its employees. The below sample is one club's explanation of benefits and eligibility:

“Only full-time employees are eligible for benefits unless otherwise noted. Full time employees qualify for most benefits after their 90-day introductory period.

Benefits include:

Medical Plan For Employees And Dependents. *The medical insurance plan for eligible staff is a co-pay program. Full time employees and their dependents become eligible for coverage the first day after completion of the 90-day introductory period.*

Dental Insurance. *Dental insurance is available for full time employees and their dependents after completion of the 90-day introductory period.*

Life Insurance. *Life Insurance is available to full time employees. The club provides two-times the annual salary to all eligible employees. Additionally, eligible employees may purchase additional insurance coverage for themselves and/or their families.*

Accidental Death & Dismemberment Insurance. *Accidental Death and Dismemberment Insurance is available to full time employees. The club provides an amount equal to two times the annual earnings of eligible employees.*

Long Term Disability Insurance. *All full-time employees are eligible for Long Term Disability Insurance after completion of the 90-day introductory period.*

401k Retirement Plan. *Full and Part time employees with one or more years of service and who work a minimum of 1,000 hours per year are eligible to participate in the 401K Retirement Plan.*

Sick/Personal Time Off Pay. *Full time employees with more than one year's service will be granted up to three paid sick/personal time off days per year. These days may only be taken in full day segments only.*

Vacation. *Vacations for each full-time employee will be based on the length of time of continuous employment with the club. After an employee's introductory period has been completed, the employee may begin to accrue vacation time equal to ½ day for each month worked (following the introductory period) up to 1 year of service. The employee may only begin to use vacation after 6 months of continuous employment following the original hire date. Refer to Vacation Pay, HROG 68, for more information.*

Holidays. *The club provides six paid holidays per year for full time employees who have completed their introductory period. Refer to Holiday Pay for Hourly Employees, HROG 65, and Holiday Pay for Exempt Employees, HROG 66, for more information.”*

Take Away: Managers and supervisors must be aware of benefits and eligibility and be able to answer basic questions concerning these from their employees. More complicated or detailed questions should be referred to the HR manager.



#65

Holiday Pay for Hourly Employees

Reference: Personnel Policy – 500.07

It is the policy of the club to provide six paid holidays per year for full-time hourly employees.

The club recognizes the following holidays:

- New Year's Day
- Memorial Day
- 4th of July
- Labor Day
- Thanksgiving Day
- December 25th

Only full-time employees who have completed their 90-day introductory period are eligible for holiday pay.

Should an eligible employee be asked to work on one of these six holidays, the employee will receive pay for hours worked, up to 8 hours, plus the holiday pay of eight hours straight time. Holiday pay does not count toward hours worked for overtime purposes.

If an employee is not scheduled to work on a holiday, he or she will be paid for eight hours of holiday pay.

Employees on leaves of absence are not entitled to holiday pay.

Those employees on vacation during a holiday will receive their choice of an extra day of vacation or pay for the holiday.

Take Away: Managers and supervisors must be aware of the holidays the club recognizes and how full-time employees are compensated with holiday pay.



#66

Holiday Pay for Exempt Employees

Reference: Personnel Policy – 500.08

It is the policy of the club to provide six paid holidays per year for full time exempt employees.

The club recognizes the following holidays:

- New Year's Day
- Memorial Day
- 4th of July
- Labor Day
- Thanksgiving Day
- December 25th

Only full-time employees who have completed their 90-day introductory period are eligible for holiday pay.

If the holiday falls on a day that the exempt employee is normally scheduled to work, he or she may take the holiday with pay, as business permits.

If the holiday falls on a day that the exempt employee must work, the employee may select another day within the same pay period to take off. If the schedule does not permit taking a day off during the same pay period, the HR manager will be notified of the day selected beyond the pay period. In no case will the date be beyond a second pay period without the express permission of the general manager.

If the holiday falls on a day the employee is scheduled off, the holiday will be taken on the closest working day, or the day designated by national convention, for instance, the preceding Friday or following Monday.

Employees on leaves of absence are not entitled to holiday pay.

Those employees on vacation during a holiday may receive an extra day of vacation or may reduce their vacation used by one day.

Take Away: Managers and supervisors must be aware of the holidays the club recognizes and how exempt employees are compensated with holiday pay.



#67

Sick or Personal Time Off Pay

Reference: Personnel Policy – 500.05

It is the policy of the club that full time employees are provided up to three (3) days of sick or personal time off pay after one year of service following the original hire date.

Sick or personal time off days may be used only after 1 year of service following the original hire date.

Sick or personal time off days may only be taken in full day increments.

Sick or personal time off days are to be used for bona fide illness or for scheduled medical and dental appointments. In the case of appointments, employees must notify their supervisor at least 72 hours in advance of the expected absence. Employees will be paid one day's average pay for any sick day taken, i.e., based either on the employee's normal work schedule for exempt employees or for the average number of hours worked per day based on the last three pay periods for hourly employees.

The club may require a doctor's certificate confirming the nature of the illness before an employee returns to work. If three or more consecutive days of work are missed, the employee must bring a doctor's certificate confirming the nature of the illness and excusing the absence from work.

- The employee is responsible for ensuring that the doctor's certificate contains adequate information.
- If the certificate does not provide this information, the employee may be required to get another, or risk not being paid for the absence.

Sick or personal time off days must be taken in the year in which they accrue. They do not accumulate from year to year and employees will not be paid for any unused sick or personal time off days.

Take Away: Managers and supervisors must be aware and meet the requirements of the club's sick or personal time off benefit.



#68

Vacation Pay

Reference: Personnel Policy – 500.06

It is the policy of the club that full time employees will earn vacation at rates dependent upon the length of continuous service.

<u>Years of Service</u>	<u>Vacation Time</u>
Less than 1-year	½ day per month after introductory period
Over 1 to 5 years	2 Weeks (10 days)
Over 5 to 10 years	3 Weeks (15 days)
Over 10 years	4 Weeks (20 days)

Vacation time may be used for vacation, illness, medical or dental appointments, religious observances, or other reasons, but must be approved in advance after the employee’s timely request.

After an employee’s introductory period, the eligible employee will accrue vacation time equal to ½ day for each month worked (following the introductory period) up to 1 year of service. The employee may only begin to use vacation after 6 months of continuous employment following the original hire.

Employees must schedule their vacation time with their department heads. Department heads need to take the staffing needs of their department into account before approving any vacation.

An employee leaving the club’s employ will not be paid for unused vacation unless the employee voluntarily quits and gives at least two weeks notice. Any employee who does not provide and work a notice period of at least two weeks forfeits any rights to unused vacation pay unless requested by the Club to leave earlier than two weeks.

Procedures:

Eligible employees will request vacation time using a [Vacation Request, PCPM Form 120](#). This form will be turned in to the employee’s immediate supervisor for approval.

Once approved, the Vacation Request will be passed on as follows to ensure that vacation time is properly recorded and accounted for.

- Supervisors of hourly employees will note vacation time taken on the employee’s timecard or the timekeeping report during Verification of Hours and return the report to the controller. The controller will then enter the vacation time into the timekeeping system before payroll processing.
- Vacation Requests for exempt employees will be forwarded to the controller, who will enter the vacation time into the timekeeping system before payroll processing.

Teachable Moments

Take Away: Managers and supervisors must be aware and meet the requirements of the club’s vacation pay benefit.



#69

Family Medical Leaves

Reference: Personnel Policy – 500.13. It is the policy of the club to meet all the requirements of The Family and Medical Leave Act (FMLA) of 1993.

The Family and Medical Leave Act (FMLA) provides certain employees with up to 12 workweeks of unpaid, job-protected leave a year, and requires group health benefits to be maintained during the leave as if employees continued to work instead of taking leave.

The FMLA became effective August 5, 1993, for most employers and employees. This law covers only certain employers; affects only those employees eligible for the protections of the law; involves entitlement to leave, maintenance of health benefits during leave, and job restoration after leave; sets requirements for notice and certification of the need for FMLA leave; and protects employees who request or take FMLA leave. The law also includes certain employer record-keeping requirements.

The FMLA allows employees to balance their work and family life by taking reasonable unpaid leave for certain family and medical reasons. The FMLA seeks to accomplish these purposes in a manner that accommodates the legitimate interests of employers and minimizes the potential for employment discrimination based on gender, while promoting equal employment opportunity for men and women.

The law applies to private sector employers who employ 50 or more employees for at least 20 workweeks in the current or preceding calendar year.

To be eligible for FMLA leave, an employee must work for a covered employer and:

- Have worked for that employer for at least 12 months; and
- Have worked at least 1,250 hours during the 12 months prior to the start of the FMLA leave; and,
- Work at a location where at least 50 employees are employed at the location or within 75 miles of the location.

A covered employer must grant an eligible employee up to a total of 12 workweeks of unpaid leave in a 12-month period for one or more of the following reasons:

- For the birth of a son or daughter, and to care for the newborn child;
- the placement with the employee of a child for adoption or foster care, and to care for the newly placed child;
- To care for an immediate family member (spouse, child, or parent -- but not a parent "in-law") with a serious health condition; and
- When the employee is unable to work because of a serious health condition.

The requirements of this law are complex and place certain requirements on both the employee seeking leave and the employer. Managers receiving inquiries about Family Medical Leave should refer employees to the HR manager for more information.

Take Away: Managers and supervisors must be aware of the requirements of the Family Medical Leave Act and refer requesting employees to the HR manager for more information.



#70

Military Leaves of Absence

Reference: Personnel Policy – 500.14. It is the policy of the club that military leaves of absence will be granted to employees who are called to serve in the uniformed services of the United States as provided for by the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA).

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.

Coverage:

- The Act applies to persons who perform duty, voluntarily or involuntarily, in the "uniformed services," which include the Army, Navy, Marine Corps, Air Force, Coast Guard, and Public Health Service commissioned corps, as well as the reserve components of each of these services. Federal training or service in the Army National Guard and Air National Guard is also covered under USERRA.
- Uniformed service includes active duty, active duty for training, inactive duty training (such as drills), initial active-duty training, and funeral honors duty performed by National Guard and reserve members, as well as the period for which a person is absent from a position of employment for the purpose of an examination to determine fitness to perform any such duty.
- USERRA covers all employees except those serving in positions where there is "no reasonable expectation that employment will continue indefinitely or for a significant period." USERRA applies to virtually all U.S. employers, regardless of size.

Basic Provisions/Requirements: Pre-service employers must reemploy service members returning from a period of service in the uniformed services if those service members meet five criteria – the person:

- must have held a civilian job;
- must have given notice to the employer that he or she was leaving the job for service in the uniformed services, unless giving notice was precluded by military necessity or otherwise impossible or unreasonable;
- The period of service must not have exceeded five years;
- must not have been released from service under dishonorable or other punitive conditions;
- must have reported back to the civilian job in a timely manner or have submitted a timely application for reemployment.

USERRA establishes a five-year cumulative total on military service with a single employer, with certain exceptions allowed for situations such as call-ups during emergencies, reserve drills, and annually scheduled active duty for training. USERRA also allows an employee to complete an initial period of active duty that exceeds five years (e.g., enlistees in the Navy's nuclear power program are required to serve six years).

The requirements of this law are complex and place requirements on both the employee seeking leave and the employer. Managers receiving inquiries about Family Medical Leave should refer employees to the HR manager for more information.

Take Away: Managers and supervisors must be aware of the requirements of the USERRA and refer requesting employees to the HR manager for more information.



#71

Personal Time Off without Pay

Reference: Personnel Policy – 500.12

It is the policy of the club that an employee may take time off for personal reasons without pay after obtaining his department head's advance approval.

If the time off is three days or less, the department head will simply report the absence on an [Absentee Record, PCPM Form 121](#). If the leave of absence is more than three days, the department head must submit a Personnel Data Sheet (PDS), PCPM Form 104, informing the HR manager of the expected duration of the leave of absence.

For absences of less than a full work shift and if approved by his department head, the employee may make up the time on the same day by shortening his lunch period or by coming in early or staying late.

If the reason for such an absence is a medical or dental appointment, and the department head's permission is obtained in advance, an employee may make up the time during the same workweek. If advance permission is not obtained, the employee may not be permitted to make up lost time. Lost time that is not made up will result in loss of pay for the missed time.

Department heads should have a bona fide reason to approve an employee making up lost time. A bona fide reason would be to meet the demands of the business or to work on necessary special project work assigned by the department head. In other words, there is no obligation to provide "make work" just so an employee does not lose pay.

Take Away: Managers and supervisors must be aware of and follow the club's policy of leaves without pay.



#72

Work Policies

Clubs should spell out work policies, so all employees have a consistent understanding of various work requirements. Here are the work policies covered in one club's Employee Handbook:

- Role of Supervisors
- Importance of Attitude
- Bulletin Boards
- Posting Notices
- Departmental Meetings
- Punctuality
- Sickness
- Absences
- Notification
- Inclement Weather
- Meal Breaks
- Rest Breaks
- Safety
- Accidents
- Emergencies
- Productive Use of Work Time
- Time Clock & Timesheets
- Appearance & Attire
- Uniforms
- Nametags
- Grooming & Hygiene
- Trash/Litter
- Telephone and Cell Phone Use
- Loitering
- Driving Club Vehicles
- Employee Freelancing
- Visitors
- Employee Parking
- Employee Lockers
- Lost & Found
- Cashing Checks
- Advance Pay
- Loans to Employees
- Removing Items from The Premises
- Use of Tobacco Products
- Chewing Gum
- Personal Habits
- Confidentiality of Club Affairs
- Security
- Solicitation/Distribution
- Electronic Communication System
- Personal Electronic Equipment
- Fire Safety Systems
- Use of Facilities
- Protection of Property & Assets
- Employees Benefiting from Member Activities
- Problems & Grievances
- Open Door Policy
- Providing Notice
- Exit Interviews
- Suggestions

Take Away: Club management must spell out basic work policies consistently for all employees and the managers who must enforce these policies consistently.



#73

Open Door Policy

Reference: Personnel Policy – 600.32

It is the policy of the club that the general manager, department heads, and supervisors have an Open-Door policy for their employees.

Employees have a right to express their opinions, concerns, and complaints about the club, its working conditions, their treatment, and other employment-related matters.

Supervisors have a responsibility to their employees to provide proper leadership, training, ongoing guidance, and communication. Being open to employees' concerns tangibly demonstrates a commitment to that responsibility.

Having an Open-Door policy means being accessible to employees who have questions and problems. Such a policy will not work, no matter what it is called, if employees do not perceive a genuine commitment to listening and problem solving.

A genuine Open-Door policy helps to uncover problems in the operation, defuses potential blow-ups, builds trust, and improves communication. To be successful with an Open-Door policy, a supervisor must:

- Be available, accessible, and approachable.
- Listen. Let employees speak. Be patient and constructive in listening to concerns and offering help.
- Be fair and consistent.
- Be prepared to get involved and follow through to solve problems.
- Ensure closure on issues.

If a supervisor is concerned about being overwhelmed by employees coming forward, he or she should set some guidelines such as "by appointment only" or "as time permits." If certain employees are abusing an open door, be forthright and tell them to take greater responsibility in solving their own problems.

Two points of caution:

- While making oneself accessible to employees with problems, a supervisor must keep the interests of the club foremost in mind. This means not becoming an enabler for a problem employee or spending too much time assisting one employee to the detriment of the organization.
- Supervisors must not get emotionally involved in the lives of employees and must never offer advice regarding their personal lives. Instead, refer them to professionals who are trained to help individuals with personal, emotional, and mental health issues.

Take Away: Managers and supervisors must be available to meet with employees to discuss their opinions, concerns, and complaints about the club, its working conditions, their treatment, and other employment-related matters.



#74

Fair Hearing

Reference: Personnel Policy – 600.33

It is the policy of the club that employees have a right to a fair hearing when they have concerns, problems, issues, and grievances.

Recognizing that a happy and contented staff is essential to providing quality service, the club is keenly anxious to resolve all bona fide issues and will make reasonable efforts to do so.

If an employee is unhappy about some aspect of his employment, he should make his supervisor aware of his concerns and issues.

Under no circumstances at any time should an employee voice complaints to members and guests. These individuals cannot solve an employee's problem and complaining to them may complicate matters.

If an employee so desires, all matters will be held in strictest confidence, though such a request may limit the club's ability to fully respond to the concern.

Within the limits of an employee's request for confidentiality, management will give consideration to all concerns.

The club also has a no retaliation policy that prohibits management staff from retaliating against an employee for bringing concerns to our attention.

Take Away: Managers and supervisors must always give employees a fair hearing when they have concerns, problems, issues, and grievances.



#75

Reasonable Notice

Reference: Personnel Policy – 600.34

It is the policy of the club that we expect reasonable notice from employees who choose to leave our employ.

It is common business courtesy for an employee to provide prior notice when accepting employment elsewhere or otherwise moving on.

Providing notice allows the club to cover shifts without inconveniencing members or other employees.

Therefore, the club expects that employees will give a minimum of two weeks notice when leaving. Because of their broader responsibilities, managers and supervisors are expected to give at least four weeks notice.

A full-time employee who resigns and who gives at least two weeks notice will be paid for any unused accrued vacation time. An employee who does not provide and work a notice period of at least two weeks forfeits any rights to unused vacation pay unless requested by the club to leave earlier than two weeks.

No employee will receive pay for accrued sick/personal time off regardless of notice given.

Take Away: The club expects reasonable notice from departing employees.



#76

Exit Interviews

Reference: Personnel Policy – 600.35

It is the policy of the club that employees leaving the club be given an opportunity to have an exit interview.

The club encourages exit interviews with all terminating employees.

- Exit interviews give employees an opportunity to share feelings about the club, its workplace, and policies. This information gives the club an opportunity to learn and improve.
- It also provides the opportunity to discuss issues concerning benefits and other administrative details associated with leaving the club.

If it becomes necessary for an employee or the club to terminate employment, the employee will be given an opportunity to have an exit interview with the HR manager and/or his department head.

This interview is voluntary, and the information provided will be held in confidence and not disseminated to future prospective employers.

A departing employee will be encouraged to provide management with information or suggestions that might help the club operate more effectively in the future. The [Exit Interview, PCPM Form 132](#), is used to record feedback about an employee's experience with the club.

Individuals conducting exit interviews should be relaxed and open to encourage feedback. The departing employee should be treated with respect and given ample time to discuss concerns, complete paperwork, and ask questions. Avoid the temptation to rush through forms and push them out the door.

To increase the value of the exit interviewing process to the club, the HR manager will :

- Consolidate all information received on at least an annual basis and make changes/recommendations based on feedback received.
- Provide appropriate and timely feedback to supervisors and/or department heads who are negatively depicted during an exit interview (Note: make every effort to conceal the source of the information provided; employees who believe exit interview comments will be fully disclosed to other parties after they leave may be reluctant to speak freely when it is their time to leave the organization.)

Take Away: Exits interviews are an excellent way for the club an opportunity to learn and improve.



#77

Glossary of Terms – 1

Americans with Disabilities Act (ADA) – a federal law that provides individuals with disabilities civil rights protections similar to those provided to individuals of other protected groups.

Annual Club Goals – club-wide goals for performance and accomplishment during any fiscal or calendar year.

Benchmarking – the act of measuring operational performance.

Benefits – additional values provided to employees such as major medical insurance, life insurance, holiday and vacation pay, etc.

Club Culture – the total ways of working and interacting built up by a group of people within a club and transmitted from one generation of employees to another.

Conditional Employment Offer – an offer for employment that depends upon the successful completion of certain requirements such as a background check, medical examination, drug screen, etc.

Discharge – the termination of employment for cause such as misconduct, unsatisfactory performance, or under at-will provisions.

Due Diligence – doing one's homework to prevent mistakes; used during the hiring process of a new employee to ensure the person with the right skills and experience is hired to fill a position.

Employee Development – the various tools, techniques, and training programs that ensure the fullest enhancement of an employee's potential to succeed and career advancement.

Employee Handbook – a booklet prepared by the club and provided to all employees to familiarize them with the club culture and basic information regarding employment at the club.

Employment at Will – a term meaning that during the course of 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 employment.

Employment Classification – definitions within the Fair Labor Standards Act that determine what positions are exempt from payment of overtime; the two classifications are Exempt from overtime and Non-Exempt (must be paid overtime).

Employment Status – a club term that defines eligibility for various levels of benefits, e.g., full time, part time, seasonal.

Equal Employment Opportunity – the common name for the federal Civil Rights Act of 1964 that requires employers to provide equal employment opportunities and bans discrimination on the basis of race, color, religion, age, gender, national origin, disability, and veteran status.

Exempt Position – any position that is exempt from overtime payments as defined by the Fair Labor Standards Act .

Exit Interview – a management best practice where terminating employees are provided an interview to spell out any rights that may apply, discuss any benefit ramifications, and to seek forthright feedback on their employment experience with the club.

Fair Hearing – the management best practice of providing employees with the right to management access and fairness when they have concerns, problems, issues, and grievances.

Fair Labor Standards Act (FLSA) – a federal law that addresses a number of compliance issues associated with payroll, recordkeeping, overtime, exempt versus non-exempt status, and various other compensation-related requirements.



#78

Glossary of Terms – 2

- Family Medical Leave Act (FMLA)** – a federal law that provides certain employees with up to 12 workweeks of unpaid, job-protected, defined medical leave a year, and requires employers to maintain group health benefits (if elected by the employee) during the leave period.
- Harassment** – any words, actions, events, or activities directed at an employee or group of employees that create a difficult or hostile work environment.
- Hiring Responsibility** – the absolute responsibility of managers to perform the necessary due diligence and follow all legal requirements and club HR policies to hire the right person for any positions under their authority.
- Hiring Screening** – those requirements that are used to determine the absence or presence of alcohol or illegal drugs, the employee’s physical suitability for the position, and the accuracy of information provided on applications and during pre-employment interviews.
- Holiday Pay** – a benefit whereby employees are given paid time off or compensated at a higher rate for working on designated holidays.
- I-9 Form** – a federal form that employers are required by the Immigration Reform and Control Act to complete to verify the identity and employment eligibility of all employees hired to work in the United States.
- Identification** – one of the two determinations made on the I-9 form under the Immigration Reform and Control Act based on well-defined and presented documents.
- Introductory Period** – an initial period of employment during which employees are not eligible for certain benefits; this period is also used for both the employee and employer to determine whether they are a “good fit” for one another without negative effects.
- Job Descriptions** – a concise summary of a position’s function or role and a listing of principal duties and responsibilities.
- Legal Status to Work** – one of the two determinations made on the I-9 form under the Immigration Reform and Control Act on the basis of well-defined and presented documents.
- Managers’ Handbook** – a booklet prepared by the club and provided to all managers and supervisors to familiarize them with the club culture, basic information regarding employment, and expectations for their performance at the club.
- Non-Exempt Position** – any position that is entitled to overtime payments as defined by the Fair Labor Standards Act .
- No Retaliation** – a management best practice where employees have a right to express their concerns and grievances without fear of reprisal or retribution from their superiors.
- Onboarding** – the management best practice of processing, orienting, and welcoming new hires to the club.
- Open Door Policy** – a management best practice that defines employees’ rights to express opinions, concerns, and complaints about the club, its work conditions, their treatment, and other employment-related matters. It also requires managers and supervisors to be available at reasonable times to hear employee concerns.
- Organizational Values** – those underlying principles that define how and why the club conducts its business in relation to all constituencies, e.g., Mission, Vision, Guiding Principles, Operating Standards, Managers’ Code of Ethics.



#79

Glossary of Terms – 3

- Performance Reviews** – periodic formal job performance assessments and feedback provided by managers and supervisors to their employees.
- Reasonable Notice** – the customary period in advance that an employee who is voluntarily terminating employment with the club notifies his supervisor of his departure.
- Sexual Harassment** – unwelcomed advances of a sexual nature, requests for sexual favors, and other verbal or physical conduct of a sexual nature in the workplace that are prohibited by federal law.
- Sick or Personal Time Off Pay** – a benefit whereby employees are provided a certain amount of paid time off for sickness or personal reasons.
- Staffing Guides** – guidelines that specify the number of “core” positions for each department; core positions represent those staffing needs for year-round minimum function and service.
- Staff Notes** – daily or weekly notes kept by managers and supervisors on the performance and conduct of employees under their supervision.
- Standards, Policies & Procedures (SPP’s)** – written documents used to describe the what and how to’s of a club’s organization and processes; collectively they make up the club’s operations plan.
- Terminations** – the collective term that encompasses all the reasons an employee terminates employment with the club, i.e., voluntary quit, abandonment of position, layoff, and discharge.
- Timekeeping** – the procedures to account for hourly employees’ work time; an essential element of validating payroll cost.
- Tools to Beat Budget** – a program to track revenues and expenses in real time, allowing managers with bottom line responsibility to more closely monitor the performance of their operation.
- Training on the Go** – a training program developed by Private Club Performance Management that provides essential knowledge and skills in small, easily presented formats for ongoing training of staff.
- Unemployment Compensation** – a federally-mandated, state-administered, employer-paid benefit whereby employees who lose their employment through no fault of their own receive defined benefits for a specific period.
- Uniformed Services Employment and Reemployment Act (USERRA)** – a federal law that dictates the rights of members of the U.S. armed services who are called to active duty or are otherwise performing their obligated service requirements.
- Vacation Pay** – a benefit whereby employees are provided a certain amount of paid vacation.
- Verification of Hours** – the discipline of ensuring that employee hours worked are validated prior to preparing payroll checks.
- Workers’ Compensation** – a federally-mandated, state-administered, employer-paid benefit whereby employees injured or killed on the job receive medical, rehabilitation, disability, and death benefits.
- Workplace Relationships** – a situation with sexual harassment potential that occurs when two employees have a personal or intimate relationship; such a relationship is forbidden when one of the employees is a supervisors who directs the work of the other.
- Work Policies** – those club policies and procedures that apply to all employees.
- Youth Employment** – federal and state laws that apply to the hiring and working of youths under the age of 18.



#80

Comprehension Reinforcement – 1

1. Why must a club have well-defined HR requirements?
2. List and discuss any two supervisory responsibilities.
3. Which of the following information can be released in response to a request for employment verification?
 - a. Dates of employment.
 - b. Employee's position or job title.
 - c. Employee's eligibility for rehire.
 - d. All the above.
4. List and discuss any Principle of Employee Relations.
5. On which bases does the Civil Rights Act of 1964 outlaw discrimination in employment opportunities?
 - a. Race
 - b. Color
 - c. Religion
 - d. Gender
 - e. All the above
6. List and define the various employment statuses at your club.
7. What is an introductory period and what is its purpose?
8. What hiring screenings are currently used by your club and why?
9. What two things must an employer verify about an employee under the Immigration Reform and Control Act?
10. The IRCA requires employers to verify the I-9 information by the end of the 2nd day of employment. T F
11. When requiring documents to support identity and employment eligibility, employers may specify which documents are acceptable. T F
12. List and discuss some of the reasons for mis-hires.
13. Who is responsible for hiring decisions?
14. The failure of hiring managers to use "due diligence" includes:
 - a. Failure to screen applicants.
 - b. Failure of analyze and identify the requirements of the vacant position.
 - c. Failure to conduct adequate interviews.
 - d. Failure to carefully check references.
 - e. All the above.
15. What is the purpose of departmental staffing guides?
16. Who authorizes the creation of, and hiring for, additional "core" positions?
17. What law defines whether a position is considered exempt from overtime?
18. If you pay an employee a salary, you don't have to pay them overtime. T F
19. Why are you prohibited from asking certain questions during an employment interview?
20. The responsibility to check references is an essential part of due diligence and may not be delegated or passed off to others. T F



#81

Comprehension Reinforcement – 2

1. By using the principles of Disciplined Hiring a club may significantly improve its hiring success rate. T F
2. Reasons to have a proper onboarding for new employees include:
 - a. Creates a good first impression.
 - b. Provides basic information and training for new hires.
 - c. Helps establish the club's reputation as a good employer in the community .
 - d. All the above.
3. List and discuss two things to include in a new hire onboarding process.
4. Why is a manager onboarding process so important?
 - a. Managers and supervisors act as agents for the club.
 - b. There is a lot for them to learn about the club's expectations for them.
 - c. They set the standard for everything their employees do.
 - d. All the above.
5. Which of the following may be included in an Employee Handbook:
 - a. Employment forms.
 - b. Laws governing the workplace.
 - c. Work policies.
 - d. Discussion of benefits and eligibility.
6. Job descriptions help determine the necessary knowledge, skills, and capabilities for a position. T F
7. Employee development is important because to the extent any individual is not valued, trained, and motivated, the club suffers. T F
8. Why are Staff Notes so important and who must keep them?
9. Performance Reviews are part of the ongoing training and staff development efforts of the club. T F
10. The basic concepts behind achieving optimum performance from each employee include:
 - a. Setting goals and expectations.
 - b. Coaching and correcting when necessary to reinforce positive performance.
 - c. Creating an ongoing dialogue about performance and expectations between employee and supervisor.
 - d. Set goals for upcoming period.
11. List and discuss two performance review principles.
12. Why should a supervisor be open to changing a review rating?
13. Under which conditions should a former employee's unemployment claim be challenged?
 - a. The employee was discharged for documented misconduct or poor performance.
 - b. The employee was discharged during the introductory period.
 - c. The employee left employment voluntarily.
 - d. All the above.
14. Only full-time employees are covered by Workers' Compensation Insurance. T F
15. What types of benefits may be paid under the Workers' Compensation program?



#82

Comprehension Reinforcement – 3

1. How thoroughly does your club and department train?
2. What tools and resources does you club and department use to train employees?
3. Every hour of training is an hour of payroll cost. T F
4. Which of the following types of training does your club consistently provide?
 - a. Leadership development training for managers and supervisors.
 - b. Club culture training for all employees.
 - c. Organizational systems training in HR and Accounting for managers and supervisors.
 - d. Legal compliance training for managers and supervisors.
 - e. Liability abatement training for all employees.
 - f. Departmental organizational systems, job skills, and service technique training for employees.
5. Discuss the following training principles:
 - a. Not all employees learn equally well or fast.
 - b. Not all employees find the same teaching methods conducive to learning.
 - c. Training employees is not a one-time task.
 - d. Some training is required by law.
 - e. Anybody who trains should receive a “Train the Trainer” class.
6. List and discuss some topics that should be covered in Initial Training.
7. Why are new hire orientations at both the club and departmental level so important?
8. Who is responsible for designing the service skills curricula for line employees?
9. What is Training on the Go?
10. What are the primary means of training in your Department? (Check all that apply)
 Written training manuals
 Informal training by supervisor, i.e., OJT, demonstrations, etc.
 Trailing more experienced employees
 Training videos/DVDs
 Role playing
 Others: _____
11. What are the obstacles to training in your Department? (Check all that apply)
 Low priority among many other competing requirements
 Supervisors’ other time commitments
 Curriculum development
 Lesson planning, preparation, and material
 Training recordkeeping (administration)
 Unbudgeted cost of employees’ time for training
 Others: _____
12. What grade (A to F) would you give yourself for your department training? What about overall for the club?



#83

Comprehension Reinforcement – 4

1. What are the four conditions under which an employee terminates his or her position with the club?
2. Discharges occur for:
 - a. Misconduct.
 - b. Poor performance.
 - c. Under at-will provisions.
 - d. All the above.
3. List and discuss any of the principles of a Disciplinary System.
4. Discuss the ramifications of any of the following:
 - a. Hiring members or members' relatives.
 - b. Hiring former employees who did not leave in good standing or having given appropriate notice.
 - c. Hiring relatives or significant others to work under the supervision of others.
5. Why should managers not allow any employee to work under hostile working conditions?
6. Discuss conditions that may be considered sexual harassment. Give examples.
7. Why do workplace relationships present a hazard of sexual harassment?
8. What is the club's policy on youth employment?
9. List and discuss any of the prohibited occupations for youths under age 18.
10. How far in advance should work schedules be posted and why?
11. Which of the following should department heads check when verifying hours worked?
 - a. Individual punches agree with work schedules.
 - b. All overtime was approved.
 - c. That employees punched in and out for each shift and for meal breaks.
 - d. All the above.
12. What is the club's policy on working off the clock and why?
13. What is the club's policy on punching in early and why?
14. List and briefly discuss each of the club's employee benefits.
15. How are exempt employees compensated for holidays worked?
16. What is the FMLA and what are its key provisions.
17. What is the USERRA and what are its key provisions.
18. A genuine Open-Door policy helps uncover problems, defuses potential blow-ups, builds trust, and improves communications.
19. Why must club work policies be spelled out in detail?
20. What are some of the ways to provide and reinforce work policies to employees?
21. Why does the club want and expect departing employees to give reasonable notice?
22. What is the purpose of an Exit Interview.?



#84

Additional Resources

To further assist you in your quest for quality and service we offer additional resources available on the PCPM Marketplace store:

[Leadership on the Go](#) – 54 topics that can be used for discussions at staff meetings, as reading for managers, or to explain the club's leadership style to newly hired managers and supervisors. The perfect tool for teaching a consistent, service-based style of leadership.

[Organizational Values on the Go](#) – A proven training tool to constantly and consistently remind your management team of the club's underlying values. These 58 values topics can be used for discussions at staff meetings, as reading for managers, or to explain the club's values to newly hired managers and supervisors. Includes topics on Mission, Vision, Guiding Principles, and Operating Standards.

[Employee Development and Discipline on the Go](#) – 65 topics and forms to assist your club's management team in getting the most out of your human assets. Includes modules on hiring, developing, guiding, and disciplining employees, as well as a leadership section to build a consistent foundation for how your employees are treated and motivated in their efforts to provide high levels of service.

[Food Service Management on the Go](#) – Another On the Go Training tool containing 138 best practice topics to remind and reinforce the necessary disciplines in running a high-quality and high-performing food service operation. In addition to well-known practices, this collection contains a variety of innovative ideas to improve and transform the most challenging part of your club operation.

[Service on the Go](#) – The 57 topics in the Service on the Go book cover such topics as The Foundation of Service, Principles of Service, Attitude, Basic Service Issues, Teamwork, Club Etiquette, Common Courtesies, Appropriate and Inappropriate Language and Phrases, Body Language and Tone of Voice, The Challenges of Food Service, The Pre-Shift Meeting, Suggestive Selling, Engaging Members, Dining Service Tips, Service Recovery, Wow Factors, and more.

[General Food and Beverage Knowledge Training Manual](#) – A 44-page training manual that familiarizes servers with basic and common food and beverage terms. This knowledge will make your servers more confident in dealing with members and guests. Perfect for self-study or group led instruction. Formatted in MS-Word to allow easy customization.

[Alcoholic Beverages on the Go](#) – 136 training topics covering beer, wine, and spirits to help train your servers to suggest and upsell.

[The Power of Employee Empowerment](#) – This 27-page guidebook explains the concept of employee empowerment and what it takes to achieve it. A great training tool for managers at all levels and a perfect complement to Service-Based Leadership training.

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.