



**Private Club  
Performance Management**

# **Managers' Handbook**



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*I – WELCOME*

Welcome to the club! We are proud of our many accomplishments and our standing in the community – successes that could not have been achieved without the dedication, hard work, and professionalism of our managers at all levels of the club.

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

To that end we have prepared this managers handbook. It is intended to provide managers and supervisors with a basic understanding of how we operate and what we expect of those people who fill our key leadership positions. While it cannot possibly contain all the information and details which you will be expected to know, it is a starting point in your education and a handy reference for the issues you will routinely face.

During your time with us many of you will be entrusted with the club's most valued asset – our willing and able employees. It is your singular responsibility to provide them with sound leadership; with the necessary training, tools, and support for them to properly execute their jobs; with timely guidance and feedback; and with the inspiration and motivation to do the best they can for our members, guests, and co-workers.

This handbook is intended to be read, studied, and followed. The information is both visionary and mundane, offering the ideal of what we aspire to be and the details of how we function. Your understanding of this information is essential to your success and ours. Please ask questions if there is anything that is not clear to you.

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



## *II - MISSION, VISION, GUIDING PRINCIPLES, OPERATING STANDARDS*

MISSION – What we do!

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

VISION – How we expect to do it!

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

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

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

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

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



### *III – OPERATING PHILOSOPHY*

#### SERVICE ETHIC

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

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

#### COMMITMENT TO EMPLOYEES

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

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

#### TEAMWORK

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

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





## *IV – LEADERSHIP*

### “IT’S ALL ABOUT LEADERSHIP

A senior club executive once said, “The longer I’m in this business the more I realize it’s all about leadership.” In this brief sentence he summed up an overriding concern of our club – that the excellence of our operations is directly dependent upon the leadership skills of our managers at all levels of the enterprise.

Department heads and supervisors are the link between the general manager and line employees. The effectiveness of line employees is directly dependent upon the leadership, motivation, and communication skills of their supervisors.

### *LEADERSHIP ON THE LINE*

Every manager who works for the club is given and expected to read a copy of [\*Leadership on the Line – A Guide for Front Line Supervisors, Business Owners and Emerging Leaders\*](#) and [\*Leadership on the Line - The Workbook\*](#) that spell out the club’s Service-Based Leadership philosophy.

### MANAGERS’ CODE OF ETHICS

- As a representative of my club, I understand that my actions and behavior, both at and away from work, reflect on the organization that provides me employment. I will, therefore, do everything in my power to represent them faithfully and professionally in all my dealings with members, guests, employees, vendors, and the community at large.
- I will organize the work areas for which I am responsible and thoroughly train the employees I supervise to ensure the most efficient operation with the highest levels of service possible.
- I will not use or remove club property for personal use and will protect the assets and resources of the club as if they were my own. My vigilance and example will ensure the employees I supervise do likewise.
- I understand that my leadership and example set the standard for my employees. Further, I know that a manager who shirks responsibilities, cuts corners, fails to give an honest time commitment, pilfers food and supplies, fails to secure inventories, or is not personally productive in time or commitment, can expect his or her employees to do the same.
- I will not exchange club goods or services for personal favors or services from members, non-members, or vendors. Further, I will not accept personal favors, gifts, or rebates from vendors in any form. Such items benefit me at my employer’s expense and are appropriately considered kickbacks. My only interest is to get the best price for my place of business and will make every effort to do so by seeking competitive pricing from several vendors.
- While I may direct employees’ work, their productive effort and well-being serve the interest of the club. Therefore, I must work hard to ensure their maximum contribution to the mission and goals of the club. I can only do this if I value each employee as an individual whose contribution to the collective effort is directly dependent upon my leadership, as well as the tools, training, resources, and support I provide them.



- I will never use my position or authority to request or require personal services or favors, sexual or otherwise, from employees.
- I will never enter into personal or intimate relations with any employee who works under my direction or is directly or indirectly supervised by me. Such an inappropriate relationship damages the organization by implications of favoritism and clouded judgment. Ultimately, it irretrievably harms both my ability to lead and my personal and professional reputation.
- While maintaining a positive interest in and influence over the efforts of my employees, I recognize the importance of maintaining a professional distance from them. I will not socialize or party with those I supervise, except while attending club-organized social events or in the furtherance of their business.
- Finally, I recognize that my integrity is at the core of my personal and professional standing. It is the most important ingredient of my leadership and is the foundation for any success I will achieve in my career and life. I will never be tempted to squander this most precious possession for the sake of expediency or inappropriate gain.

#### MANAGEMENT PROFESSIONALISM

Certain actions on the part of managers and supervisors will cause problems for them and the club. The following basic guidelines will help you avoid problems and set the proper example for those you lead.

Consistency in all personnel actions. In today's litigious society it is essential that all personnel actions from screening interviews, to hiring, to providing opportunities for training and promotion, to counseling, disciplining, and terminating be consistent, fair, and professional.

No retaliation. Employees have a right to come forward with their problems and concerns. While you may expect that they will come to you first, they may feel that you are part of the problem. Should employees go over your head or file complaints against you, do not retaliate against them. The best way to avoid this is to have open communications with employees and be approachable for their problems and concerns.

No sexual harassment. Sexual harassment 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 the effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment is against the law, and it is the policy the club that any incident of alleged sexual harassment be reported to management immediately. Allegations must be quickly and thoroughly investigated.

No discriminatory practices. Biases, prejudice, disparaging remarks, or jokes based on race, creed, religion, gender, national origin, ethnic group, age, handicap, sexual orientation, or gender identity cannot be tolerated. There is no place for bigotry or personal and cultural insensitivity in the workplace. While each person has his or her own biases and prejudices, do not let them interfere with your conduct and decisions as a leader. There are two good reasons for this:



- Management will deal swiftly with leaders who exhibit such behavior, and
- This behavior demeans people. It demeans those who do it and those who are subjected to it. Since our club is the sum of its parts, words or actions that attack the self esteem of any employee damage our efforts as a whole.

No favoritism. Scrupulously avoid any appearance of favoritism. The fact or perception of favoritism creates serious problems among employees. Many employee complaints stem from perceptions of unfairness on the part of leaders. Time, money, and energy are spent responding to these complaints, which take away from the club's focus on member service, improving operations, and planning.

In addition to the problems created for the organization, the perception of unfairness creates dissension and poor morale and destroys motivation within your work team.

No fraternization with employees. As a leader you must not, under any circumstances, enter into personal, intimate relations with employees under your direction.

Should you feel drawn to such a relationship, you must take steps to ensure that one or the other party in the relationship resigns his or her position. Just as nepotism creates problems in an organization, personal relationships can interfere with the performance of your official duties.

No fraternization with members. Leaders should avoid fraternization with members beyond the bounds of their jobs. It is always necessary to have some professional distance from any person or group to whom you have work-related obligations. While you should always treat members with friendliness and courtesy, avoid socializing with them. Such personal relationships may create subtle obligations on your part and will certainly create the appearance of favoritism and/or compromised judgment among other members. These will ultimately lead to resentments and antagonisms, further complicating your already challenging position.

Except for club-sponsored events, activities, trips, or the normal socializing as part of the job, invitations from members to private dinners, cocktail parties, card games, and other social activities should be courteously declined. Managers must always remember that they are not members of the club, nor do they have equal social standing with members within the context of the club.

No waste, fraud, or abuse. Abide by the highest ethical standards. If you cut corners and bend the rules when it comes to safeguarding the assets of the club, you can expect your employees will do likewise. This is particularly important regarding your personal productivity. Don't expect your employees to work hard if you don't set the example. Abuse any privilege associated with your position and risk the loss of your employees' respect.

Ethical standards are at the very heart of what you do – your personal and professional integrity. Often the appearance of wrongdoing can be as damaging as the reality. Follow the spirit as well as the letter of ethical requirements and set an unassailable example of conduct for those you lead and serve.

No disclosing confidential information. Never share confidential personnel or disciplinary information. What happens at the workplace should stay there. While it is impossible to control all the rumors and gossip circulating among staff, you can maintain confidentiality and not engage in this activity yourself.

Information about the club, such as financial statements, operating statistics, and internal problems should not be disclosed to persons or organizations external to the business. If a request for information seems legitimate, pass it on to the general manager who will make the appropriate determination.



No complaining to employees. Leaders shoulder the burden of many responsibilities. When things are not going well, it is all too easy to seek out someone with whom to share the burden. This someone should never be one of your employees. A major requirement of leaders is to possess the maturity to understand the potential negative consequences of confiding anxieties, doubts, and grievances to subordinates.

No favors from vendors. Frequently, managers will be offered favors and gifts by vendors. These may be in the form of seemingly small personal items, free products for personal use, gifts at holidays or on birthdays, tickets to concerts or sporting events, or invitations to parties to thank you for your patronage. While these may be genuine expressions of appreciation, they create problems for the leader. Even in subtle ways they cloud your judgment, making it difficult to be truly objective in your purchasing decisions. Accepting even small favors starts you down a slippery path. At what point do you say no when you have repeatedly said yes?

#### EMPLOYEE SUPERVISION

The work of all employees is assigned, directed, supervised, and reviewed by a department head or supervisor. Each employee will ordinarily have only one supervisor.

Effective supervision depends upon the ability of supervisors to get employees to do what is necessary with professionalism and enthusiasm.

Supervisory responsibilities include:

- Directing employees' work.
- Hiring, counseling, and disciplining employees as necessary. Recommending discharges to general manager.
- In conjunction with annual club goals, establishing goals for your department or section.
- Establishing and maintaining high standards of service, quality, and job performance for employees. Providing a strong emphasis on service to members by use of the club's Standards of Service.
- Resolving member complaints in a prompt, courteous way. Seeking constant feedback from members concerning quality of operation. Ensuring that all employees have a complete dedication to the needs and desires of members and their guests.
- Establishing systems, policies, procedures, and standards for the efficient operation of your department or section. Paying close attention to the details of the operation that distinguish an outstanding operation from a merely good one.
- Supervising employees, ensuring that all systems, policies, procedures, and standards are followed. 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.
- Establishing and executing formal training programs and providing ongoing training of employees.
- Identifying, brainstorming, and training staff on the appropriate execution of departmental or section touch points (or moments of truth).
- Scheduling employees in the most cost-effective way to accomplish necessary work. Verifying hours worked.
- Monitoring and controlling departmental costs, especially payroll. Ensuring that all employees have work to do throughout the workday and workweek. Sending employees home when necessary to avoid overtime and control costs. Analyzing and modifying changes to staffing structure to accomplish the work in the most cost-effective way. Preventing sick leave abuse.
- Establishing and meeting annual and monthly budgets for department. Using Tools to Beat Budget to help monitor and control expenses.



- Ordering supplies as necessary. Conducting inventories as necessary in a timely and thorough manner. Ensuring the security of inventories.
- Ensuring the safe operation of all equipment. Reporting equipment defects and malfunctions to maintenance department for repair.
- 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.
- Instilling an awareness of energy conservation in staff.
- Benchmarking departmental performance with operating statistics tracked over time and analyzed continuously.
- 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.
- Ensuring a safe workplace. Training employees concerning safety issues.
- Ensuring a secure workplace. Developing and maintaining a security consciousness among staff.
- 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.

*Reference: Personnel Policy, P-100.03*

## 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 they 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, 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 can be a driving force behind the 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.

*Reference: Personnel Policy, P-100.08*

#### STAFF NOTES

You are encouraged to keep thorough Staff Notes on all employees under your supervision.

- One of the most important things you can do to ensure meaningful employee development is to keep daily or weekly notes on the attitude, performance, and conduct of all employees under your 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, attitude 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.

*Reference: Personnel Policy, P-100.09*



## *V – MANAGEMENT RESOURCES*

### ONGOING PROFESSIONAL DEVELOPMENT

Private Club Performance Management (PCPM) maintains a variety of professional development resources in support of club operations. Whether a club is a start up or an ongoing operation, a large amount of material has been developed to assist in leading and managing your department or section.

The PCPM website is an all-purpose resource for club managers and supervisors. It contains personnel and accounting policies, job descriptions, forms, important documents, as well as policies for golf, food and beverage, activities, aquatics, tennis, and club organization.

This website is a “must see” for managers and supervisors. Before you go to a lot of trouble to create something, check first to see if it’s already been developed. You can find this material at [PCPM Marketplace store](#).

### CLUB WEBSITE

The club website is a “brochure” site describing who we are and what we do. Not only does it showcase our club and services to prospective members, but it also provides information to the membership about the club culture, events, and activities. Managers and supervisors must be familiar with this information and periodically review the website to ensure the information contained there is timely and correct.

### PERSONNEL ADMINISTRATOR

Our club has a personnel administrator. This department head is responsible for assisting you and your team in meeting all the requirements of the club’s personnel policies. While you are ultimately responsible for ensuring that these policies are followed for your department or section, the personnel administrator is a great source of information and assistance.

### LINKED POLICIES DATABASE

The club has established a linked policies database with a wide variety of operational resources to help you meet your management and supervisory responsibilities. This database resides on the club’s servers and contains links to all manner of helpful information including personnel and accounting standards, policies, and procedures, job descriptions, club forms, and other helpful information.

### FORMS

A large variety of club forms are available on the [PCPM Marketplace store](#) and may be purchased for and modified for local use.



## ***VI – LAWS GOVERNING THE WORKPLACE***

### **EMPLOYMENT AT WILL**

Employment with the club is considered to be Employment at Will.

This means 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 the employment relationship at will, at any time, with or without cause or advance notice.

*Reference: Personnel Policy, P-200.02*

### **EQUAL OPPORTUNITY**

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

*Reference: Personnel Policy, P-200.01*

### **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.

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

Although these documents should be submitted as soon as possible, they must be supplied within three days after an employee begins work. Failure to furnish the necessary documents could result in termination of the employee's employment.

*Reference: Personnel Policy, P-200.08*

### **YOUTH EMPLOYMENT**

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. In some states persons 16 to 18 years of age must submit a valid work permit prior to working.

The club adheres to all federal and state laws involving the hiring of minors.

*Reference: Personnel Policy, P-200.20*

### **EMPLOYMENT CLASSIFICATIONS**

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





- Exempt – An employee who is exempt from the provisions of the FLSA and is not entitled to overtime payments. Typically, these employees are in managerial, supervisory, professional, and administrative positions. Simply paying individuals a salary does not make them exempt from overtime. Rather they must meet the requirements of the FLSA to be considered exempt.
- Non-Exempt – An employee who is subject to the minimum wage and overtime provisions of the FLSA and is typically paid on an hourly basis.

*Reference: Personnel Policy, P-400.06*

## OVERTIME

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

Given the impact of overtime payments on the financial performance of the club, supervisors must specifically authorize any overtime of their employees.

*Reference: Personnel Policy, P-400.05*

## HARASSMENT

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

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

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

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

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

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



Supervisors are prohibited from threatening or insinuating, either explicitly or implicitly, that an employee's refusal to submit to sexual advances or other forms of harassment will adversely affect the employee's employment, evaluation, wages, advancement, duties, shifts, or any other condition of employment or career development. Supervisors have no authority whatsoever (whether real or apparent, express, or implied) to use their position to commit, permit by others, or fail to report sexual harassment. Further, the club will not permit retaliation against persons who report harassment in good faith.

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 one will be punished for bringing an issue to our attention in good faith, even if they do not have all the facts. All instances of sexual harassment must be reported immediately.

*Reference: Personnel Policies, P-200.14 and P-200.15*

#### 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 the same basis as if the employee had continued to work. 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. Two caveats apply:

- The club will notify an employee by letter within two (2) business days of a request for Family Medical Leave to approve the time off under this program.
- The club reserves the right to certify an employee's time off as Family Medical Leave. To do this, an employee may be asked to provide medical documentation of personal or family illness.

While it is the responsibility of the club to continue any benefit plan coverage for an employee while on unpaid leave, it is the employee's responsibility to make prior payment arrangements with the club to cover any premiums consistent with the employee's plan selections.

To be eligible for family and medical leave, an employee must:

- Have been employed for at least 12 months; and
- Have worked or at least 1250 hours during the 12-month period immediately preceding the commencement of the leave; and
- Work at a work site where 50 or more employees are employed within 75 miles of that work site.

Family and medical leave may be taken for anyone, or for a combination of, the following reasons:

- The birth of an employee's child or to care for the newborn child,
- The placement of a child with the employee for adoption or foster care or to care for the newly placed child,
- To care for the employee's spouse, child, or parent (but not in-law) with a serious health condition; and/or
- The employee's own serious health condition that makes the employee unable to perform one or more of the essential functions of his or her job.

A "serious health condition" is a condition that involves either inpatient care or incapacity and continuing treatment by a health care provider. Generally, short-term conditions for which treatment and recovery are brief do not qualify. Colds, the flu, ulcers, headaches, and dental problems ordinarily do not qualify.



The provisions of the FMLA are complex and include many detailed provisions and exclusions that are not appropriate for a handbook. If you think one of your employees may qualify for Family Leave, contact your personnel administrator for assistance.

*Reference: Personnel Policy, P-500.13*

#### AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act (ADA) provides civil rights protections to individuals with disabilities like those provided to individuals based on race, color, sex, national origin, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, State and local government services, and telecommunications. The club supports the ADA in all its provisions and requirements.

*Reference: Personnel Policy, P-200.23*

#### MILITARY LEAVES OF ABSENCE

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

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

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

*Reference: Personnel Policy, P-500.14*

#### WORKERS' COMPENSATION

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

Should one of your employees be injured while on the job, assuming:

- proper notice is given to the insurance carrier, and
- he or she misses work due to injuries, and
- is disabled for more than one (1) week,

the employee will receive temporary compensation payments beginning the 8<sup>th</sup> day following the injury. The amount and number of payments is determined by state law.

Employees must report all on the job accidents and injuries to you as soon as possible. Failure to do so may jeopardize an employee's timely receipt of eligible compensation.

*Reference: Personnel Policy, P-500.11*



#### UNEMPLOYMENT INSURANCE

The club pays the entire premium for unemployment insurance to protect employees who may be laid off from work. Unemployment insurance is administered by the state in which an employee works.

*Reference: Personnel Policy, P-500.15*



## VII - EMPLOYMENT POLICIES

### EMPLOYMENT AGREEMENTS

No one, other than an officer 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 club president.

*Reference: Personnel Policy, P-200.03*

### APPROPRIATE HIRING QUESTIONS

Pre-employment questions on subjects regulated by civil rights laws imply that an employer may discriminate in hiring based on the answers given. For that reason, you should be careful not to ask questions that, if answered, would provide information that cannot legally be a factor in hiring. For example, you may not ask the age or birthplace of an applicant.

When interviewing applicants, you should ask questions in an acceptable format – one that does not ask for information that could lead to a charge of discrimination. Acceptable questions are provided in the referenced policy.

*Reference: Personnel Policy, P-200.22*

### HIRING

Supervisors who need to fill a vacant position will submit a Personnel Requisition, PCPM Form 127, to the personnel administrator with the draft wording of any advertisement for the opening. The personnel administrator may:

- Post a “Position Opening Notice” on bulletin boards throughout the club to alert employees to the position opening, and
- Place any necessary ads in local papers or employment websites.

Applicants will fill out applications.

Supervisors will interview applicants, asking only the appropriate questions listed in Appropriate Hiring Questions. After the interview the supervisor will check references using the Applicant Reference Check, PCPM Form 108, noting the comments of all references.

Once you have made your selection, fill out a Personnel Data Sheet (PDS), PCPM Form 104, providing all pertinent data, and submit it to the personnel administrator.

*Reference: Personnel Policy, P-200.09*

### HIRING OF MEMBERS AND RELATIVES

Due to the many potential problems involved, hiring of members or relatives of members by 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, P-200.12*



## REHIRING FORMER EMPLOYEES

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 supervisor to note if the prospective hire indicated on the application whether he worked at the club before. If so indicated, you must go to the personnel administrator's 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, PCPM Form 117), 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 rehired with the approval of the general manager.

*Reference: Personnel Policy, P-200.13*

## CONDITIONAL EMPLOYMENT OFFERS

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

*Reference: Personnel Policy, P-200.07*

## PRE-HIRE SCREENING

The club carefully screens prospective employees prior to hiring. Applicants for full and part time positions will be subject to the following screenings:

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

Applicants for seasonal positions will only be subject to the drug screening and background check unless their position requires heavy lifting. In such cases, the seasonal employee will receive all three of the above screenings. For more information on the drug screening refer to the Drug and Alcohol Policy below.

*Reference: Personnel Policy, P-200.06*

## DRUG & ALCOHOL POLICY

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

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

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

*Reference: Personnel Policy, P-200.10*



## EMPLOYMENT STATUS

The club bases employee eligibility for benefits on the following defined Employment Statuses:

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

*Reference: Personnel Policy, P-200.04*

## INTRODUCTORY PERIOD

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

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

Employees are not eligible for vacation days during the introductory period, although this benefit will relate back to the original date of hire once an employee has completed the introductory period.

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 an employee and the club.

*Reference: Personnel Policy, P-200.05*

## WORK SCHEDULES

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.

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.

*Reference: Personnel Policy, P-400.01*

## PAY POLICIES

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



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

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

*Reference: Personnel Policies, P-400.02, P-400.03, P-400.09, P-400.10, P-500.09*

### VERIFICATION OF HOURS

It is the department head's responsibility to verify each employee's hours and should monitor employees' punches daily 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 8 a.m. on Mondays 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 who will be responsible for doing so.

*Reference: Personnel Policy, P-400.04*

### DEDUCTIONS FROM PAYCHECKS

The club is required by law to make deductions from employee paychecks for federal and state income tax withholding and the employee's contribution to Social Security and Medicare. The amount deducted depends upon an employee's earnings and the information provided on his or her W-4 form regarding number of dependents and the exemptions claimed.

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

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

*Reference: Personnel Policy, P-400.11*





#### WORKING OFF THE CLOCK

Non-exempt employees are not allowed to work “off the clock.” In other words, employees will be compensated for all work done on behalf of the club.

*Reference: Personnel Policy, P-400.07*

#### PUNCHING IN EARLY

If a supervisor “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.

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 supervisor’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 you have a legitimate need to have the employee begin working more than five minutes before the regularly scheduled starting time, you need 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 attire 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.

*Reference: Personnel Policy, P-400.08*

#### ADVANCE PAY/LOANS

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

*Reference: Personnel Policy, P-600.19*

#### OUTSIDE EMPLOYMENT

Non-exempt employees may hold outside employment if it does not interfere with the employees’ work for the club. Exempt employees contemplating outside employment must get permission from the general manager.

*Reference: Personnel Policy, P-200.16*

#### WORKPLACE RELATIONSHIPS

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.

While the club will not stand in the way of relationships not involving direct reports, we will ask the parties involved to sign an acknowledgement explaining the potential problems and sexual harassment issues.

*Reference: Personnel Policy, P-200.24*



## WORKPLACE VIOLENCE

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.

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

*Reference: Personnel Policy, P-200.25*

## NEPOTISM

Because of the potential problems that may arise from family members or relatives working under supervision of other family members, it is the policy of the club not to hire or assign individuals in such situations. This does not preclude a family member working in another department under the supervision of another department head or two family members working in the same department if neither supervises the other.

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

*Reference: Personnel Policy, P-200.21*

## ELECTRONIC COMMUNICATIONS SYSTEMS

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

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

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

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



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

*Reference: Personnel Policy, P-600.22*

## TERMINATIONS

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 or her own volition.
  - An employee may notify the club of the decision to leave the club orally or in writing.
  - If the notification is orally, the department head should ask the employee to sign in the comments section under terminations on a 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 scheduled shifts and does not notify his or her supervisor of the intention to quit.
  - In this instance, the department head should fill out a Personnel Data Sheet (PDS), PCPM Form 104, indicating that the employee abandoned his or her position with the effective date as the last date worked.
- **Layoff.** See Personnel Policy, P-200.17, Layoff and Recall for more information.
- **Discharge.** See Personnel Policy, P-700.05, Discharge for more information.

*Reference: Personnel Policy, P-200.18*



## VIII – WORK POLICIES

### SUPERVISORS

You, as a supervisor, are the first source of information and assistance for your employees and are responsible for their training.

You are also responsible for consistently and uniformly enforcing the club's work policies which are spelled out in the employee handbook and briefly discussed below.

### ATTITUDE

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

*“Be of good cheer, or don't be here.”*

As a supervisor, you are expected to lead by example. Your continuing good mood and positive attitude are essential to the success of your employees.

*Reference: Personnel Policy, P-600.01*

### PUNCTUALITY

If your employees know they will be late, they must call you in advance; or if this is not possible, they must report to you as soon as they arrive at work.

*Reference: Personnel Policy, P-600.06*

### SICKNESS

If your employees are unable to work due to sickness, they must notify you as soon as possible. When out sick for three or more days, they must present a doctors' certificate when they return to work to receive sick pay benefits. Sick days are taken in whole day increments. In other words, if an employee chooses to take a sick day for a medical appointment, he or she will not work that day and will receive a day's pay in lieu of working.

*Reference: Personnel Policy, P-600.07*

### ABSENCES

Because an employee's presence is essential to the operation of our club, he or she must seek your prior authorization to leave the workplace during the work shift. Unapproved absences can impede the team effort to provide quality service to our members and guests. It is also unfair to other employees who must cover the shift.

*Reference: Personnel Policy, P-600.09*



## NOTIFICATION

If employees are unable to come to work when scheduled for any reason, they must make a good faith effort to find a replacement. They must notify you as soon as possible. They may not leave a message on voice mail or with other employees. If you are not available, they must locate and notify another supervisor who is on the property.

*Reference: Personnel Policy, P-600.09*

## PRODUCTIVE USE OF WORK TIME

Department heads and supervisors are responsible for maintaining a productive workplace. All employees are expected to have assigned tasks and be productive while “on the clock.”

*Reference: Personnel Policy, P-600.13*

## INCLEMENT WEATHER

Our club can operate up to seven days a week, year-round, regardless of weather conditions. In the event of inclement weather such as snow, sleet, ice, or extreme storms and winds, management will evaluate conditions and make decisions about operations. Your employees are expected to contact you to determine if they will be needed.

*Reference: Personnel Policy, P-600.10*

## TIME CLOCK & TIME SHEETS

To meet the requirements of federal labor laws and to assure accuracy of pay, all employees are required to “punch” a time clock or complete bi-weekly time sheets.

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

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

Employees are expected to be properly attired and ready for work when they punch in.

If an error should occur on an employee’s timecard, he or she should report it to you as soon as possible so that you may make corrections.

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

*Reference: Personnel Policy, P-400.03*



## MEAL AND REST BREAKS

It is the policy of the club that employees may receive two different types of breaks from work.

- Meal breaks are generally 1/2 hour, off the clock, at a time determined by individual department heads.
- Rest breaks of up to 10 minutes may be provided at the discretion of the department head. Such breaks are “on the clock” and would normally be scheduled as near to the middle of a work shift as possible. They may not be taken at the end of a work shift to shorten an employee’s work time.

*Reference: Personnel Policy, P-600.12*

## APPEARANCE & ATTIRE

Employees are always expected to be neat and clean when they are on the property, whether working, picking up their paychecks, attending training, or for other reasons.

Employees are expected to wear appropriate attire for their position and department. They must also wear appropriate, serviceable shoes for their designated position. Shoes should be in good repair and, if formal leather shoes are required, they must be properly shined.

*Reference: Personnel Policy, P-600.20*

## UNIFORMS

Certain positions require uniforms. You must advise your employees of this requirement and provide them with the appropriate club-issued uniform.

*Reference: Personnel Policy, P-600.20*

## NAMETAGS

Most employees are required to wear identifying nametags. You must explain this requirement to your employees and ensure that nametags are always properly worn.

*Reference: Personnel Policy, P-600.20*

## GROOMING

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

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

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

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

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

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



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

*Reference: Personnel Policy, P-600.21*

#### TRASH/LITTER

Keeping our club clean and trash free is everyone's responsibility. All employees, including managers and supervisors, are expected to pick up trash and litter wherever and whenever they see it.

*Reference: Personnel Policy, P-600.24*

#### EMPLOYEE PARKING

It is the policy of the club that employees refrain from parking in those spaces closest to club facilities; rather they will park in designated locations for employee parking.

The general manager will designate those spaces appropriate for employee parking.

*Reference: Personnel Policy, P-600.17*

#### TELEPHONE USE

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

Employees may not make long distance calls from the workplace without your prior approval and the use of personal long-distance charge card. If an emergency arises and an employee needs to use a phone, you should assist in any way possible.

*Reference: Personnel Policy, P-600.15*

#### LOITERING

Employees are only allowed at the club when working. They are expected to report at their scheduled work time and depart promptly at the end of their shift. Loitering about the premises is not allowed. Employees who are waiting to give or receive a ride, need your permission to remain on the premises.

*Reference: Personnel Policy, P-600.16*

#### VISITORS

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

*Reference: Personnel Policy, P-600.14*

#### LOST & FOUND

Members and guests frequently leave items at the club and may return or call back at any time to reclaim such items. Therefore, any items found on work premises, regardless of value, must be turned in to lost and found. No item may be given to the employee who found it.

*Reference: Personnel Policy, P-600.30*



### REMOVING ITEMS FROM PREMISES

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

*Reference: Personnel Policy, P-600.02*

### SMOKING/CHEWING

Our club is a non-smoking facility. Employees who are smokers must see you for a designated smoking area. Employees are expected to dispose of cigarette butts properly; not throw them on the ground.

Because using “snuff” or chewing tobacco requires frequent spitting, such tobacco products are not allowed in any of our club facilities. Employees who work out of doors away from the main facilities may use snuff discreetly but will avoid spitting where it may be seen by members or guests.

*Reference: Personnel Policy, P-600.25*

### PERSONAL HABITS

Personal habits, such as eating, drinking, chewing gum or breath mints, smoking, conversing with fellow employees and taking breaks detract from our focus on service. Since quality service is the focus of our business and is entirely dependent upon our members' and guests' perceptions of us, employees are expected to be discreet in these habits and keep them from public view.

*Reference: Personnel Policy, P-600.26*

### SOLICITATION/DISTRIBUTION

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

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

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

*Reference: Personnel Policy, P-600.03*





#### PERSONAL ELECTRONIC EQUIPMENT

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

You may make an exception for special programs, but the time and volume must not interfere with employees' work, the work of others, or service to our members and guests.

*Reference: Personnel Policy, P-600.23*

#### USE OF FACILITIES

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

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

*Reference: Personnel Policy, P-500.10*

#### PROTECTION OF PROPERTY & ASSETS

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

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

*Reference: Personnel Policy, P-600.28*

#### CONFIDENTIALITY OF CLUB AFFAIRS

Information about the club, such as financial statements, operating statistics, and internal issues and problems, should not be disclosed to persons or organizations external to the club.

The same applies to matters concerning members. While you may witness or be privy to actions, behaviors, or information concerning members, these should never be repeated to persons external to the club.

*Reference: Personnel Policy, P-600.27*

#### PROBLEMS & GRIEVANCES

Recognizing that a happy and contented staff is essential to providing quality service, we are anxious to resolve all bona fide issues and will make reasonable efforts to do so. Under no circumstances at any time should employees voice complaints to members and guests. These individuals cannot solve employees' problems and complaints to them may complicate matters.

Employees may come forward with complaints or grievances at any time. It is in your best interest as a supervisor to have open communications with your employees and your willingness to hear their concerns is vital. If employees so desire, any and all matters will be held in strictest confidence, though they must understand that such a request may limit your ability to fully respond to their concerns.



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

*Reference: Personnel Policy, P-600.33*

#### OPEN DOOR POLICY

The club has an "Open Door" policy that gives all employees the right to express their opinions, concerns, and complaints about our club, working conditions, employee relations, and other employment related matters.

Employees should understand that you are a busy person with many responsibilities and may not be able to see them immediately unless they indicate that their concerns are of an emergency nature. In all other cases, you must make time to meet with them in a private setting within a reasonable period.

*Reference: Personnel Policy, P-600.32*



## *IX – EMPLOYEE DEVELOPMENT*

### EMPLOYEE HANDBOOK

Indoctrinating new employees into the club culture is of utmost importance in establishing and maintaining our reputation for high levels of service, attention to detail, and the excellence of our operations. One means of doing this is by issuing the Employee Handbook to all employees.

*Reference: Personnel Policy, P-300.01*

### JOB DESCRIPTIONS

It is the policy of the club that all positions have written job descriptions outlining major job responsibilities and duties.

Department heads are expected to keep up-to-date job descriptions for all departmental positions on file. Sample job descriptions can be found on the Private Club Performance Management website and may be downloaded and modified as necessary by supervisors.

*Reference: Personnel Policy, P-300.03*

### EMPLOYEE ORIENTATIONS

It is the policy of the club that new employees receive both a club orientation and a departmental orientation.

It is the responsibility of the personnel administrator to conduct the club orientation for new employees. Because the orientation takes approximately an hour, periodic orientations may be scheduled for all new employees hired since the last orientation.

Department heads are responsible for conducting the departmental orientation. A detailed outline of the material to be covered by department heads may be found in Departmental Orientation, Personnel Policy, P-300.13.

*Reference: Personnel Policy, P-300.04*

### 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 and help them improve in areas where their performance is weak. As such, they are part of the ongoing training effort of the club.

Reviews must be based on specific facts, not generalities. You should keep thorough Staff Notes throughout the review period on the quality and deficiencies of an employee's work. If this is done, you will be able to provide a meaningful review based on fact and will be able to give meaningful examples to the employee to ensure he or she understands. Reviews should be honest and fair. No supervisor should attempt to avoid conflict with an employee by giving an overly positive evaluation. Such an evaluation could be used as evidence of the club's satisfaction with the employee's work in a wrongful termination case.

Department heads 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, the supervisor should never feel hesitant or uncomfortable telling them so.



Performance reviews must include an opportunity for the employee to give feedback as well. A performance review should be a dialogue with nothing put in writing until the session is ended. The completed written performance review should be placed in the employee's personnel file and a copy given to the individual.

The club utilizes three types of performance reviews:

- Introductory period review – completed on all new full and part time employees no later than the 75th day of employment. Initiated by the personnel administrator.
- Annual reviews – completed by the end of January on all full and part time employees. Initiated by the personnel administrator. If an introductory review has been done for an employee within 3 months of the due date of the annual review (i.e., on or after November 1<sup>st</sup>) no review will be due until the next annual review.
- Discretionary reviews – used by supervisors as needed to document performance. Initiated by the supervisor.

*Reference: Personnel Policy, P-300.09*

#### CONDUCTING A MEANINGFUL PERFORMANCE REVIEW

Performance reviews are only as meaningful and useful as the effort put into them by the supervisor. If done in a haphazard, "I could care less" way, they will serve no useful purpose other than establishing a cynical and alienated attitude on the part of the employee.

To conduct a meaningful review, you should:

- Prepare and review your Staff Notes relating to the employee.
- Outline all specific points of discussion.
- Set up an appointment with the employee for the review.
- Meet privately with the employee in a quiet, uninterrupted setting.
- Explain the purpose of the review. Explain the desire for dialogue, whereby both you and the employee will have an opportunity to discuss fully and frankly all matters relating to the review. Establishing a dialogue will contribute greatly to a successful review.
- Review the employee's attitude, conduct, and work performance based upon specific observations recorded in the individual's Staff Notes.
- Praise and constructively criticize as warranted. If criticism is required, criticize the behavior, not the person
- Discuss areas of desired improvement. If deemed necessary, prepare, and discuss an Employee Development Plan, PCPM Form 116, and a timetable to achieve improvements. If you can get the employee involved in preparing the plan, he or she will have a greater commitment to achieving it. While this is a desirable outcome, it is still up to you to ensure that the plan meets your needs and the needs of the department.
- Impress upon the employee that it is his responsibility to influence your perceptions regarding his conduct and performance. While you are available to offer reasonable help to an employee having problems, it is ultimately the employee's responsibility to do her job well and favorably impress you.
- Allow the employee to ask questions or bring up anything on her mind.



- After the review session has been held and both parties have expressed their opinions, prepare the review form which documents the discussion. At the earliest opportunity present this to the employee in private. He may or may not choose to sign it. If he doesn't, simply note the fact that he chose not to sign, provide him a copy, save one for the departmental files and send the original to your supervisor for endorsement.
- After your supervisor has endorsed the review, it is sent to the personnel administrator for inclusion in the employee's personnel file.

Supervisors and the club have a vested interest in the success of each employee. How you conduct the review, and the meaningfulness of the review has a lot to do with your thorough preparation, detail, and openness with the employee.

*Reference: Personnel Policy, P-300.11*

#### EMPLOYEE TRAINING

It is the policy of the club that employees be properly and thoroughly trained in the essential knowledge, skills, and abilities of their position.

Department heads are responsible for developing departmental training material and conducting initial and ongoing training sessions for their employees.

Training is a multi-faceted process of providing information, skills, and abilities to employees that includes:

- Orientations - Club & Departmental
- Employee Handbook
- Departmental Training

Private Club Performance Management has developed training manuals for a number of key positions. These manuals are available on the PCPM website and may be downloaded and customized for local use.

PCPM has also developed various "on the go" refresher training programs. This material is also available on the PCPM website.

*Reference: Personnel Policies, P-300.05, P300.06, P-300.07, and P-300.08*



## *X – CONDUCT/DISCIPLINE/DISCHARGES*

### CONDUCT GUIDELINES

It is the policy of the club that employees conduct themselves in a manner appropriate to the profession and surroundings in which they work.

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

*Reference: Personnel Policy, P-700.01*

### MISCONDUCT

It is the policy of the club that violations of the conduct rules or other actions inappropriate to the professional surroundings in which they work will warrant counseling or disciplinary action. Depending on the seriousness and frequency of the violations, the club may counsel, reprimand, suspend, or discharge an employee.

*Reference: Personnel Policy, P-700.02*

### COUNSELING

When deemed appropriate, a supervisor may provide counseling about an employee's conduct or work performance.

Counseling may take the form of informal, minor corrections of an employee's work or more formal sessions to discuss concerns about conduct or performance. Formal counseling sessions will take place in private, and the employee will be given an opportunity to respond.

When appropriate and deemed necessary by a supervisor, a written record will be made of the counseling using a Record of Employee Counseling, PCPM Form 103. A copy of the record will be provided to the employee.

*Reference: Personnel Policy, P-700.03*

### DISCIPLINARY PROCEDURES

Maintaining order, effectiveness, efficiency, and fairness requires that employees follow the various policies and procedures of the club. Periodically, it may be necessary to counsel or discipline an employee who is having problems.

Unfortunately, in every group of employees, there may be some who have attitude problems, lack commitment, or are not capable of meeting our 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.

The emphasis is on solving problems and educating an employee about inappropriate behavior rather than on punishing or discharging. While the club makes every effort to work with individuals who are having problems, there are times when disciplinary action is the only solution to these problems.



### 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 or she encourages others to similar violations. A lax supervisor can be more damaging than no supervisor at all.

Further, supervisors are expected to actively confront any problem employee in their departments or sections 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 discharge policies.

### Good Communication

Good communication is important when working with a troubled or problem employee. Some supervisors do not like to confront employees on seemingly "small" issues. As a result, many small problems build up until the supervisor finally blows her 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 of continued problems, 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, it will never come as a surprise to an employee should he be discharged.

### Disciplinary Philosophy

The club subscribes to the "Hot Stove" approach to discipline. We tell employees what is expected of them and what the consequences are of ignoring rules, requirements, policies, and procedures. If they then touch the hot stove, they get burned.

The rationale behind this philosophy is that we want to deal with employees as adults who are responsible for their own actions, and we want to avoid inconsistency in applying rules, regulations, policies, and procedures.

### Rules, Requirements, Policies, and Procedures

Our philosophy requires that we tell employees what we expect of them.

First, we do this by spelling out in detail what our rules, requirements, policies, and procedures are.

Second, we expend some effort through the Employee Handbook, Orientations, and formal training to make employees fully aware of their responsibilities and our expectations.

Our Employee Handbook contains many club-wide rules for employees, while our Standards of Service explains the club's service ethic. In addition, orientations are given at both the club and department level.

### Fairness and Consistency

The club's disciplinary process must be fair and consistent. This will follow naturally from rules, requirements, policies, and procedures being applied fairly and consistently to all employees. Supervisors who are not fair and consistent will create major problems within their departments or sections. There is no quicker way to destroy 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. If some special situation comes up where a supervisor's decision may seem unfair to some employees, the supervisor should take the time to explain the situation to everyone. This will "clear the air" and more than likely satisfy employees.



### Constructive and Progressive

The club's disciplinary process is designed to be both constructive and progressive. By this we mean that all disciplinary actions are aimed at correcting erroneous or inappropriate behavior and successive disciplinary actions will be progressively more severe.

These two aspects are part of the same philosophy. While we want to help employees overcome their problems, when the problems continue, we want to get the employee's attention with progressively more severe consequences.

### Higher Standard for Supervisors

Because of a supervisor's position, experience, training, education, and other factors that led to hiring, she is held to a higher standard of conduct and performance than line employees.

In disputes between employees 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 she is supported in her decisions is to have all his facts together before taking disciplinary action.

### Common Disciplinary Actions

While every disciplinary action is different and must be handled on the merits of the situation, there are several common problems that tend to occur with some frequency.

#### 1. Tardiness, Attendance, and Notification Problems

Coming to work when scheduled and on time is an important requirement for each employee. When an employee can't make it to work because of illness or family emergency, it is his responsibility to notify his supervisor of the expected tardiness or absence as soon as possible.

Supervisors should note employee tardiness or absenteeism in departmental Staff Notes.

Speak with any employee who is late or absent without good reason. On the first offense, this may be a short discussion questioning the incident and telling her not to do it again. When a second or similar offense occurs without adequate excuse, you may decide to prepare a Record of Employee Counseling, PCPM Form 103. This report should be presented to the employee in a private meeting. Give her a copy for her records, save one for your records, and send the original to the personnel administrator for the employee's personnel file. If the same or similar problems continue, you may want to give the employee a final written warning, or you may decide, considering other concerns, to discharge her.

Lack of appropriate notification for absence is a more serious matter because it involves covering work shifts with other employees and may entail overtime. Certainly, it hurts departmental morale as others are expected to cover the work. While we will always be open to reasonable excuses, you should make it clear to the offending employee that this is a serious matter and cannot be tolerated. Depending upon circumstances, you may want to discharge an individual on the second offense.

Whenever an exempt employee is absent on a scheduled workday, the supervisor must complete an Absentee Record, PCPM Form 121, and send it to the personnel administrator. The completed form must include the reason he is absent and an expected date of return to work. This form is important in that it allows us to properly pay the individual, as well as document any absences or sick/emergency time.





## 2. Misuse of Sick/Emergency Days

Sick/emergency days are a benefit offered by the club to its employees. Unfortunately, there are some employees who view sick/emergency days as additional time off even though they are not sick. They have no reservation about calling in at the last minute to tell their supervisor that they are sick and won't be in to work that day. The problem with this is twofold:

- One, they are lying; and
- Two, they force you to cover the work with another employee at the last minute.

This is unfair to the other employee, hurts departmental morale, and can result in costly overtime.

While it is our desire to take employees at their word when they call off sick, you must be vigilant against the employee who misuses sick/emergency days as a means of taking time off when he is not sick. There are several tip-offs:

- Calling off sick frequently.
- Calling off sick on a pattern, i.e., before or after holidays, before or after regular days off, on the day after paydays, etc. Patterns are easy to spot using timekeeping software.
- Calling off on particularly busy workdays; for instance, a kitchen employee calling off when there are a large number of parties scheduled.

When faced with this type of behavior you should counsel the employee against misuse of sick/emergency days and document the counseling session with a written Record of Employee Counseling, PCPM Form 103. Keeping thorough Staff Notes will also help you document patterns of calling off sick.

The club's Sick/Emergency Pay policy requires that employees, who miss three or more days for illness, must have a doctor's certificate confirming the nature of their illness. You also have the right to require any employee who is suspected of misusing sick/emergency days, to provide a doctor's certificate each time he calls off sick, but the employee should be told of this requirement in writing in advance.

Again, fairness and consistency dictate that you have a documented record of excessive and patterned sick/emergency day usage. Often, simply requiring the doctor's certificate will reduce, if not eliminate, the problem.

The burden of providing a legible, well-documented doctor's certificate that provides a date, explains the nature of the illness, and is specific in the number of days and which days from which the employee is excused from work, rests solely with the employee. If you are not satisfied with the doctor's excuse, ask for a more specific one. If you question the validity of the certificate, call the doctor's office to verify that the employee was seen as indicated.

If the misuse of sick/emergency days persists, write up the employee again. Remind him that your responsibility is to the club and getting the necessary work accomplished. Inform him that meeting his work schedule is his responsibility and that if he continues to have excessive or undocumented sickness, you will be forced to discharge him. Make sure that he understands that this is his final warning and that continued misuse of sick/emergency days will result in his discharge.

One of the questions posed by supervisors is "OK, so he cleans his act up for a time, but then a number of months later, it starts up again. What do I do then?"

- The answer depends on circumstances. If his behavior has been exemplary for several months and then he is out one day without a bona fide excuse, you may decide to give him the benefit of the doubt.



Certainly, you may do this, but don't miss the opportunity to sit him down again, remind him of the consequences should he do it again, and document the session.

- You may also decide that if he doesn't get a bona fide doctor's certificate, you'll discharge him. This is also defensible, though the longer the period between this and his last offense might cause the reasonable person to consider another, fresher warning. If the employee had other documented incidents of misconduct and generally unsatisfactory performance, this would probably provide all the necessary cause to discharge the employee. If in doubt, seek the advice of the personnel Administrator, or general manager.

### 3. Misconduct

Misconduct covers a lot of ground and is generally defined as failing to follow the rules, regulations, policies, and procedures of the club.

Some misconduct is more serious. Fighting with another employee on the premises is probably grounds for immediate discharge for both employees. Though, if it's clear that one was the aggressor and the other the victim, you may decide to discharge one and suspend the other for several days. Again, it depends upon circumstances.

Most often, misconduct is less severe in nature. However, continual misconduct, even though of a minor nature, is aggravating and is usually indicative of an employee who has an attitude problem or is not mature enough to work for us.

The key to successfully dealing with the problem employee is good documentation and communication. If you keep good Staff Notes, meet with the employee to make him aware of the offending conduct, and document any meetings, you should have no trouble in either rehabilitating him or discharging him.

In any case of misconduct, the punishment should fit the severity of the offense. Our disciplinary procedures are meant to be progressive; that is, counseling or write ups for initial offenses, suspensions for repeated problems or more serious misconduct, and discharges after you have worked with the employee and given a final warning or when the offense is of a serious nature. It is also important that punishments be relatively uniform for similar disciplinary situations.

Supervisors who are unsure how to handle a case should consult the personnel administrator or general manager for advice.

### 4. Bad Attitude

Because of the importance of attitude to the success of our club and of the direct impact of attitude on service, we can and will discharge an employee who exhibits a chronically bad attitude.

Disciplinary actions will not be based upon the term "attitude," rather on the behavioral evidence of bad attitude as seen in facial expression, tone of voice, persistent grumbling, lack of cooperation, surliness, unfriendliness, lack of courtesy, uncontrolled temper, and constant complaining.

As with any other offending behavior, supervisors must document the problem and efforts made to correct it. If you doubt your judgment, get other opinions. Employees with bad attitudes are readily noticed by all with whom they have contact. As with any other disciplinary action, when repeated counseling reports have been given and the behavior does not improve in a reasonable period, supervisors may choose to discharge the employee.



### Depends on Circumstances

Most employee disciplinary actions are dependent upon circumstances. There is no cut and dried formula for handling any 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. You may be able to justify why you will give a “good” employee more leeway than a chronically “bad” employee, but there is still the danger of the perception of favoritism. If you discharge one employee for being late three times, but let another get away with repeated tardiness, you are opening the club up to a wrongful discharge or discrimination suit.

### Counseling/Disciplinary Sessions

Periodically it becomes necessary to meet privately with an employee to discuss problems with his conduct or work performance. Such meetings can merely be counseling sessions, i.e., discussions, or they can be more formal disciplinary sessions.

The difference between the two depends upon your aims for the meeting. If you wish to have an exploratory discussion to find out what is wrong and to constructively criticize conduct or performance, a counseling session is appropriate. If you wish to discipline or punish an employee for more serious or repeated misconduct, a disciplinary session is in order.

### Conducting Employee Counseling/Disciplinary Sessions

How you conduct counseling and disciplinary sessions has a lot to do with their success.

First, the meeting must be held in private, in a quiet, uninterrupted setting. A witness, such as a trusted associate or the personnel administrator, be included, but do not use a departmental peer of the employee being counseled.

Second, the tone of the session should match the purpose.

- If the session is for counseling, the meeting should be less formal, more comfortable, and supportive. The conversation should focus on constructive criticism, problem discovery, and proposed solutions. While this should be done in a supportive way, it is also necessary to communicate to the employee the consequences of continued problems.
- When the purpose of the meeting is disciplinary, the session should be formal and the tone serious. The idea is to impress upon the employee the serious nature her actions, the impending consequences if she does not improve her behavior or performance, and the issuance of the disciplinary report, suspension, or discharge, as the case may warrant.

Third, your investigation of any incident or your documentation of a series of problems must be thorough and detailed. Do not go off half-cocked to write somebody up before investigating. You may have an incomplete picture of what happened and be embarrassed when the full story comes out.

Fourth, after telling the employee the reason for the meeting and relating the incident or allegations as you know them, give him a chance to tell his side of the story. He may have mitigating circumstances or give a very different version of what happened.

His story may require further investigation. You may need to call other people in as witnesses or to corroborate or contradict his version.

Fifth, after hearing his side of the story, decide what action you will take and prepare the Record of Employee Counseling, PCPM Form 103, describing the incident or problem, allowing him to offer any response, and providing your summary of the counseling or disciplinary action.



Last, present him with the Report. Ask for his signature. If he chooses not to sign, so note it. Make sure the Report is complete. Provide the employee with a copy, send the original to the personnel administrator for inclusion in the employee's personnel file, and save a copy for your departmental files.

#### Documenting the Session

The key to successful disciplinary actions is good documentation. Supervisors have two documentary tools at their disposal – Staff Notes and the Records of Employee Counseling.

As previously discussed, Staff Notes are daily or weekly notes made about employees' performance. They should contain instances of tardiness, absences, failure to follow instructions and procedures, complaints, arguments or disputes with other employees, instances of outstanding performance, etc. These brief notes are invaluable in helping you reconstruct circumstances, give details in review sessions, or document continuing disciplinary problems of a minor nature.

Records of Employee Counseling are to be used for formal documentation of problems when you wish to give the employee a copy. These reports must be filled out completely and accurately. If you fail to enter a date, fail to sign it, fail to present it to the employee, or fail to get his signature or note "chose not to sign," the record may be useless as documentary evidence.

#### Right to Respond

Each employee subject to a disciplinary action has a right to respond. Such response should come within 7 days of the disciplinary action, i.e., the meeting when she was informed of the action.

You should consider the response, amend the report if warrant and attach the response without alteration to all copies of the Record of Employee Counseling (personnel file copy and departmental copy).

#### Choosing Not to Sign

Employees are requested to sign all Records of Employee Counseling but have an absolute right not to sign.

The absence of the employee's signature will not affect the validity of the document, so long as it is noted that it was presented to him.

If an employee chooses not to sign, do this by writing "chose not to sign" and the date on the signature line. Please do not use the words "refused to sign" as this connotes coercion or lack of choice.

#### Summary

Developing employees to their fullest potential and establishing and maintaining discipline are two of the core responsibilities of a supervisor. Ultimately your success and our success as an organization depends upon how well supervisors train, lead, motivate, and develop their employees.

Establishing and maintaining discipline in a reasonable, fair, and consistent way contributes to good morale and improved departmental performance. It will also protect you and the club from wrongful discharge and discrimination lawsuits.

Both issues – employee development and discipline – are inherently easy if employees are sincerely valued. If you understand and apply the Golden Rule, if employees are treated as you wish to be treated, if you are sensitive to employee needs and concerns, you will find that everything covered in this policy is nothing more than common sense.

*Reference: Personnel Policy, P-700.04*



## DISCHARGE

Discharges result from the failure of an employee to meet club standards of performance and conduct. Because of the many legal ramifications associated with inappropriate and poorly documented discharges, it is the policy of the club that all discharges:

- Have the general manager's approval.
- Be thoroughly documented with reasons supported by Staff Notes, Records of Employee Counseling, Performance Reviews, Employee Development Plans, and other written records. Further, an Employee Separation Document, PCPM Form 117, must be properly filled out and turned in to the personnel administrator.
- Should not come as a surprise to the employee, except for immediate discharge for serious misconduct. In other words, you must have spent time discussing the problem(s) with the employee prior to arriving at a discharge decision.
- In all cases of discharge, you must have the personnel administrator and one other witness present during the discharge meeting.

Other than layoffs, there are two reasons to discharge an employee – misconduct or unsatisfactory work performance.

- **Misconduct**
  - Misconduct is the most prevalent reason for discharge and is defined as failing to conduct oneself according to the rules, regulations, policies, procedures, and standards of the club.
  - In most cases of misconduct, the employee will be counseled regarding his offending behavior and a written record will be made of the incident. Should he repeat the offending behavior or have other similar conduct problems, he will be written up again. If the problem continues, you should consider discharging the employee. In all cases, the general manager must approve the discharge and you must have solid evidence of corrective counseling and disciplinary reports to support a decision to discharge.
  - In the case of serious misconduct such as theft or fighting on the property, an employee may be discharged without the progressive steps of counseling and writing disciplinary reports, though you should always give the employee an opportunity to present his version of what happened. You should consider any mitigating circumstances in the employee's version before deciding to seek a discharge. Again, the general manager's approval is required.
- **Unsatisfactory Performance**
  - Discharging an employee for unsatisfactory performance occurs less frequently and is a more involved process. The crux of the matter is that we, as the employer, should show a good faith effort to work with an employee who is having trouble meeting his work requirements.
  - Evidence of this good faith effort is proper training, retraining as necessary, and solid documentation that you have worked with the employee to try to help her improve her performance. Such documentation would include Staff Notes, Records of Employee Counseling, Performance Reviews, records of meetings, an Employee Development Plan and timetable for the employee to improve her performance, and written warnings to the employee that she is not meeting performance expectations.
  - No employee will be discharged for unsatisfactory performance without at least one written warning that specifically describes the items of unsatisfactory performance and includes an action plan for improvement. Again, no discharge will take place without the express approval of the general manager.

*Reference: Personnel Policy, P-700.05*



## DISCHARGE PROCEDURES

### Immediate Discharge

- If you decide to seek a discharge for serious misconduct, send the employee home immediately and inform her that she will be contacted in the next day or so. When sent home in this manner, the employee is in a temporary suspension with pay category.
- Present the matter to the general manager at the earliest opportunity.
- Once the decision has been made to discharge, you should contact the employee and schedule a meeting. It is against the law in some States to call an employee in on her day off to terminate her. Therefore, you should set up the meeting on one of her scheduled workdays.
- Submit the employee's final time sheet including a minimum of two hours pay for the day of the meeting. You must approve the timesheet and send it to the controller with a request to prepare the employee's final paycheck.
- At the scheduled meeting, inform the employee of the decision to discharge, collect any club property, uniforms, and keys she may have in her possession, and present her with her final paycheck.
- If the decision is made not to discharge the employee, she should be scheduled to return to work as soon as possible. She will not have missed any pay in this instance since she was suspended with pay. Make sure the episode is documented and apply any disciplinary action that is approved.

### Other Discharges

- In all discharges where there has been a series of misconduct or unresolved unsatisfactory performance, you should present the general manager with the documentary evidence that the employee has been counseled, been given adequate warning, and been given reasonable time to improve.
- Once the approval to discharge has been received, set up a meeting with the employee on his next scheduled workday to inform him of the decision, send his final time sheet to the controller with a request for a final paycheck. At the meeting, collect any property, uniforms, and keys, and present the employee with his final paycheck.

*Reference: Personnel Policy, P-700.05*

## RETURN OF CLUB PROPERTY

In the normal course of operations, the club may issue various items of property to an employee for use during her employment. Such items may include computers, pagers, cell phones, radios, keys, credit cards, tools, uniforms, nametags, petty cash, parking passes, and employee time badges.

When an employee joins the club, she will be asked to sign an Authorization to Make Deductions, PCPM Form 109. This signed form authorizes the club to make deductions from her wages under specific conditions, including failure to return club property upon termination of employment.

When an employee terminates employment or is discharged, all club property must be returned and noted on her terminating Personnel Data Sheet (PDS), CRI Form 104. Should an employee fail to return club property, the controller may deduct the reasonable value of unreturned equipment from her final paycheck.

*Reference: Personnel Policy, P-700.06*



## FINAL PAYCHECK

Employees who voluntarily quit may receive their final paycheck on the next regularly scheduled payday. They may pick the check up, have it picked up for them by a designated individual, or have it mailed to them at an address of their choosing. In the case of an employee who is being discharged:

- The general manager must give prior approval, and
- While some State laws requires the employee be paid his final wages within three days of discharge, the club recognizes that in the case of discharges, it may be best to pay the employee when informed of his discharge. This precludes a reason for a potentially disgruntled employee to return to the premises at a future time.

### Procedures

- The supervisor must complete a Personnel Data Sheet (PDS), PCPM Form 104. The PDS must indicate the type of termination, the effective date, reason for the termination, and whether several actions, such as turning in property, uniforms, keys, etc., have been completed.
- In addition to completing the PDS, the supervisor must complete an Employee Separation Document, PCPM Form 117, to document the details of the employee's separation.
- The supervisor must also verify the employee's hours and submit the verified final timecard report for the individual to the controller so the final paycheck may be prepared.
- Because some employee's have been issued property, uniforms, keys, banks, etc., supervisors should always closely coordinate any termination with the personnel administrator and controller.

*Reference: Personnel Policy, P-700.07*



## *XI - ACCOUNTING*

### MANAGERS FINANCIAL RESPONSIBILITIES

Managers are responsible for the financial performance of their clubs/departments. There are a number of specific elements associated with this responsibility, broken down into the following broad categories:

Budgeting – [Budgeting](#) is the process of establishing a financial operating and capital plan for a future fiscal year. Budgets are formulated using history, benchmarks, knowledge of upcoming events or trends, and one's best professional judgment.

Comparing Actual Performance to Budget – Once approved, budgets are the financial plan for the year. Managers are responsible for comparing actual performance to budgets on a monthly basis and intervening as necessary to achieve budget goals.

Achieving Revenues – Achieving revenue projections is one of the two primary means of meeting budgets (the other being controlling expenses). Managers are responsible for monitoring revenues and aggressively intervening when revenues fall short.

Controlling Cost of Goods Sold – Departments with retail operations (Golf, Food, Beverage, and Tennis) also must control the cost of goods sold and investigate high cost of goods sold by Cost of Goods Sold Analysis. Managers can do this by ensuring accurate Monthly Resale Inventories, carefully tracking Departmental Transfers and Adjustments, and using an Annual Retail Buying Plan.

Controlling Payroll Costs – Payroll is the single largest expense in club operations. [Controlling payroll costs](#) is the most important expense that managers must control. The Pay Period Summary Report, PCPM Form 229, and the Departmental Payroll Summary Analysis, PCPM Form 230, are effective tools to compare actual to budgeted payroll costs.

To control payroll costs, it is essential that managers have timely and accurate data regarding their departmental payroll cost. Essential to getting this data is correctly following timekeeping procedures, setting schedules to meet forecasted levels of business, and the dogged determination to track payroll expenses closely to ensure that budgets are not exceeded.

Controlling Other Expenses – Other Expenses comprise all the other departmental operating expenses. Managers can do this by carefully reviewing monthly expenditures, using [Tools to Beat Budget](#) to monitor expenses by expense category, and by periodic in-depth reviews of significant expense accounts.

Benchmarking – [Benchmarking](#) is the act of measuring operating performance. Each department head is required to track detailed benchmarks for his or her area of the operation

Pricing – The starting point for meeting revenue projections is proper Pricing of Products and Services to ensure the enough markup to cover associated expenses. Pricing should be reviewed on a periodic basis to ensure that budgeted margins are being maintained.

Purchasing – Managers are responsible for purchasing materials, supplies, and inventories for their departments. Managers must be familiar with all club purchasing policies ([Accounting Policies – 4000 Series](#)) to properly fulfill these responsibilities.





Expense Coding – Managers are responsible for ensuring that invoices for all purchased items are coded to appropriate expense accounts in a timely, accurate, and consistent manner.

Inventory Management and Security – Given that high inventory levels tie up capital that might be put to better use elsewhere, managers must use common sense and good business judgment to maintain inventories at levels that balance business demands, lower pricing for bulk purchases, perishability of stock, and available warehousing space.

Inventories must be kept secured with access limited to as few individuals as possible. Storerooms must be kept neat, clean, and organized to facilitate physical inventory counts and minimize damage and spoilage.

Retail inventories should be purchased using an Annual Retail Buying Plan, thereby constantly monitoring inventory levels and product mix while minimizing markdowns. All merchandise sales during the year should be noted and marked down items analyzed in comparison with the Annual Retail Buying Plan to ensure that lessons are learned from buying mistakes.

Asset Management – Managers are responsible for protecting the assets assigned to their departments and in their care. Periodic inventories are required for various assets. See inventory policies (Accounting Policies – 4500 Series) for more information.

Internal Controls – Managers are responsible for ensuring the efficiency of their operations and the security of all assets in their care. Therefore, they must ensure they follow all requirements of club internal controls (Accounting Policies – 9000 Series).

Point of Sale Transactions – The initial entry for all revenue data is through point-of-sale systems. Managers are responsible for training their employees to correctly use the POS system and to retrain as necessary when a pattern of errors is evident in their departments.

Accounting Policies and Procedures – Managers should be familiar with all aspects of club Accounting Policies and Procedures. Managers are expected to follow all Accounting Policies and Procedures and recommend changes as necessary.

*Reference: Accounting Policy, A-1004*

## MONTHLY REVIEW OF OPERATING STATEMENTS

To ensure that the club meets the financial objectives of its annual operating budget, it is imperative that all department heads monitor their monthly performance closely and be prepared to answer questions about their department's performance.

On a monthly basis after the final statement is prepared and distributed, the controller will set up a schedule of meetings for department heads to meet with the general manager and controller to [review their department's performance](#).

Department heads must be prepared to answer detailed questions about their department's performance and give reasons for any significant variance from budgeted amounts.

Department heads will bring their individual copies of the Tools to Beat Budget binder to the meetings.

Department heads can prepare for these meetings by carefully reviewing their departmental schedules, obtaining a copy of their General Ledger detail of their expenses from the accounting office, and ensuring that their Tools to Beat Budget binder is up to date.



Department heads must also be prepared to present plans to remedy significant or ongoing shortfalls in revenue or overages in expense categories.

*Reference: Accounting Policy, A-2506*

## ANNUAL CLUB GOALS

The general manager will establish written goals for the club each year. The Annual Club Goals are an essential part of creating a vision and action plan to accomplish major goals.

Department heads should be given a copy of the Annual Club Goals for the coming year prior to starting the annual budgeting process, as the requirements of the annual goals may impact departmental budgets.

General managers may, at their discretion, require department heads to provide written annual goals for their respective departments. These departmental goals are useful in establishing annual work plans and evaluating department heads' performance during the annual performance review process.

*Reference: Accounting Policy, A-3501*

## ANNUAL BUDGETS

Annual budgets are an important tool to establish financial goals and to track progress toward those goals throughout the fiscal year. The fiscal year for the club is January 1<sup>st</sup> through December 31<sup>st</sup>.

The Annual Budget is made up of two major components:

- Operating Budget. This budget establishes goals for financial performance for all operating departments and the club as a whole.
- Capital Budget. This budget establishes the amount to be spent on capital purchases by each operating department and the club.

*Reference: Accounting Policy, A-3502*

## BUDGET DEVELOPMENT TIMELINE

Timely development and submission of the annual budget allows for proper planning and ongoing monitoring of financial performance. The operating budget will be developed according to a timetable determined by the general manager in conjunction with the board of directors.

### Responsibilities

The controller has overall responsibility for the budgeting process, including holding an initial budget meeting, coordinating the completion and submission of all departmental budgets, and consolidating and submitting the club budgets – both operating and capital.

Individual department heads are responsible for developing the operating and capital budgets for their departments and submitting them to the controller in a timely fashion.

The general manager has the responsibility of establishing the Annual Club Goals and reviewing the initial and final Club Operating Budget and Capital Budget.

*Reference: Accounting Policy, A-3503*



## TOOLS TO BEAT BUDGET

[Tools to Beat Budget](#) is a program designed to help department heads monitor key elements of their budget in a timely manner. Further, it requires department heads to monitor expenses on an ongoing basis, which keeps them in closer touch with their actual expenditures compared to budget. Finally, the data accumulated during the year using it makes department heads more knowledgeable about their operation and is useful in establishing future budgets.

As with any other management tool, Tools to Beat Budget is only as valuable to a department head as the effort put into it. Department heads should keep in mind that if their department was their own business, each of the tools would be a necessary part of maintaining the business' profitability. While we don't own our operations, our management responsibility to ensure financial performance is just as much a necessity.

*Reference: Accounting Policy, A-3506*

## PURCHASE AUTHORITY & LIMITS

Material capital expenditures, i.e., those \$1,000 and over, are approved in the Capital Budget. The capital budget is approved annually during the budget process and departures from this budget must be approved by the club's board of directors.

Resale merchandise purchases are authorized by means of the Annual Retail Buying Plan. Recurring purchases of food, beverages, operating supplies, etc., are not subject to these purchase limits.

All non-recurring purchases are subject to the following provisions:

- Purchases will be made from the Approved Vendor List. New vendors may be selected as approved by the general manager.
- Department heads may authorize purchases of less than \$500 as their departmental budget permits.
- Purchases of \$500 or more must be submitted and approved in advance by the general manager by use of Purchase Orders, PCPM Form 228, available from the accounting office.
- Department heads will not break up a large purchase into multiple smaller purchases of less than \$500 for the express purpose of avoiding the requirement to submit a purchase order for approval.

*Reference: Accounting Policy, A-4001*

## EXPENSE CODING

Department heads are responsible for ensuring that all departmental expenses are coded with expense codes. These codes should conform to the department's approved budget.

Department heads will make every effort to be consistent in assigning expense codes so that similar or comparable expenses are always assigned the same codes. This will help ensure comparability of financial statements from period to period.

Department heads will note the appropriate expense code(s) on each vendor invoice. Where multiple expenses appear on one invoice, department heads will code each expense and any associated sales tax separately.

*Reference: Accounting Policy, A-4007*



## STOREROOMS & PAR STOCKS

Proper storage of inventories reduces damage and spoilage of stock. Proper organization (appropriately labeled shelving and items stocked on shelves in the same order as listed on inventory sheets) will reduce the amount of time needed to conduct month-end inventories. Cases of product should not be opened until previously broken-down cases are fully consumed. To reduce spoilage stock should be rotated so that older stock is used first.

Inventories represent assets of the club and must be safeguarded. Therefore:

- Access must be limited to as few employees as possible.
- Doors to storerooms must be closed and locked at all times.
- Keys to storerooms must be assigned to specific individuals by means of a key register and a key control plan must be in place to ensure proper issuance and recovery of keys. Lost keys must be reported to the general manager immediately.

### Par Stocks

- Consumable items of inventory must be available to line employees, but only in sufficient quantity to meet daily needs.
- These stocks should be established at “par” levels and replenished daily by supervisors by means of inventory and issue forms. Such par stocks might include restaurant paper supplies, alcoholic beverages, sodas, snack mix for the bar, and other items consumed during normal operations.
- Par stocks should be kept in secured lockable closets, drawers, cabinets, and other easily accessible locations for use by line staff.

*Reference: Accounting Policy, A-4009*

## GIFTS FROM VENDORS

It is the policy of the club that employees do not accept personal gifts from vendors other than those considered common business courtesies and for which reasonable reciprocity could occur in the normal course of business.

If for any reason, gift items or courtesies are received that are valued at \$50 or more, they should be reported on a gift list to the general manager.

- Gift lists will be filed with the accounting office for review during the normal course of audits.
- Meals and other common services that are usual business courtesies are not subject to the \$50 limit.

If there is any uncertainty about a gift or service, the individual should consult his or her immediate supervisor or the accounting office before accepting the gift.

*Reference: Accounting Policy, A-4010*

## PURCHASE REBATE PROGRAMS

It is the policy of the club not to allow rebates from vendors to anyone who does purchasing. This includes purchasing of resale inventories for retail operations and consumable inventories such as food, beverages, supplies, repair and maintenance materials and parts, and any other items purchased for club operations.

The club always wants to take advantage of any rebate or credit that is available from vendors as a means of lowering our costs, but such rebates must be credited back to the club. By doing this, a manager will never have his or her purchasing decisions questioned as motivated by personal gain.

*Reference: Accounting Policy, A-4015*



#### MONTHLY RESALE INVENTORIES

It is the policy of the club that all resale stocks be inventoried monthly. Department heads for food, beverage, and any retail operations, such as golf shop, tennis shop, or general stores, will ensure that inventories are properly conducted.

Routine inventories are used as a control mechanism to verify the amount of stock on hand, to determine the cost of goods sold, and to ensure that the operation does not run out of any item of stock unexpectedly.

Responsible department heads will conduct their monthly inventories on the last day of each month, or if that day falls on a day the facility is closed or extremely busy, the department head with the concurrence of the controller may conduct the inventory on the previous or next day.

*Reference: Accounting Policy, A-4501*

#### BENCHMARKING

It is the policy of the club that department heads benchmark their operating areas.

[Benchmarking](#) is the act of measuring operational performance. The idea is to establish the measurements that reflect the norm of business performance. Measures of historical performance become the standard by which current and future operations may be evaluated.

The general manager is ultimately responsible and accountable for the performance of the operation and, therefore, has the greatest vested interest in knowing how the facility is performing.

But just as the responsibility for managing individual departments has been delegated to department heads, the responsibility for departmental performance rests squarely with these supervisors. Department heads have the specialized knowledge, skills, and abilities that permit their operations to operate at high levels of efficiency and member satisfaction. As a result, it is department heads who have the basic responsibility to benchmark their individual operations.

Ultimately, performance and benchmarking are a shared responsibility, directed and monitored by the general manager.

*Reference: Accounting Policy, A-5501*

#### TRAVEL REIMBURSEMENT

It is the policy of the club that employees who travel on club business be reimbursed for all legitimate expenses to include transportation costs (airfare, train, bus, and cab fare), lodging, meals, tips, entertainment, and incidental expenses related to travel. To qualify for travel reimbursement, the employee must be traveling on approved club business.

*Reference: Accounting Policy, A-6005*

#### LOCAL MILEAGE REIMBURSEMENT

It is the policy of the club that employees who use their personal vehicles for travel on club business will be reimbursed for their mileage at the standard annual rate specified by the Internal Revenue Service.

To qualify for mileage reimbursement, the employee must travel off the club premises. Employees will not be reimbursed for normal commuting.

*Reference: Accounting Policy, A-6006*



## EXPENSE REIMBURSEMENT

It is the policy of the club that employees who make authorized purchases of items legitimately used in the course of club business, be reimbursed for those expenses.

There are times when departments must purchase items from vendors with whom the club has not established a credit account. In such cases, when authorized by a department head, an employee may purchase the items using his or her own funds or credit card. Upon submission of appropriate documentation, the club will reimburse such expense.

*Reference: Accounting Policy, A-6007*

## INTERNAL CONTROL OVERVIEW

It is the policy of the club to establish and maintain a sound system of internal controls, designed to safeguard a club's assets, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies.

Internal control, while often considered an accounting function, is a function of management. Internal control should not be considered as a separate, specialized system within the club. Rather, it should be recognized as an integral part of each department. The following standards are inherent in effective internal control plan:

- Documentation. Internal control systems and all transactions and other significant events must be clearly documented, and the documentation must be readily available to examination (audit).
- Recording of Transactions and Events. Transactions and other significant events are to be promptly recorded and properly classified.
- Execution of Transactions and Events. Transactions and other significant events are to be authorized and executed only by persons acting within the scope of their authority.
- Separation of Duties. Key duties and responsibilities in authorizing, processing, recording, and reviewing transactions should be separated among different individuals.
- Supervision. Qualified and continuous supervision must be provided to ensure that internal control objectives are achieved.
- Access to and Accountability for Resources. Access to resources and records is to be limited to authorized individuals and accountability for the custody and use of resources is to be assigned and maintained. Periodic comparison shall be made of the resources with the recorded accountability to determine whether the two agree. The frequency of the comparison shall be a function of the vulnerability and value of the asset.

*Reference: Accounting Policy, A-9001*



## *XII – SAFETY & SECURITY*

### SAFETY

The club is vitally concerned with the safety of its employees, members, and guests. Keeping our operations safe is everyone's responsibility. Managers and supervisors have special responsibilities.

Safety must be integral to the operation, not as an extra assigned duty. Therefore, supervisors must meet the following responsibilities:

- Identify any safety hazards in their areas of responsibility.
- Analyze departmental positions for inherent safety hazards.
- Modify work practices or workspaces to reduce hazard risks.
- Ensure proper training of employees in all matters relating to safe work practices and work environment.
- Conduct routine safety inspections.
- Correct all deficiencies noted in such inspections in a timely manner.
- Properly complete all necessary safety paperwork including Accident Reports, PCPM Form 124.
- Investigate and analyze accident reports to determine unsafe condition and causes of accidents.
- Enforce safe work practices, special safety requirements, and the use of safety clothing, equipment, and protective devices.

Employees by virtue of their intimacy with work practices have a special responsibility to report any unsafe condition or practice immediately. Further, they must adhere to all safety directions, policies, and procedures. Lastly, they must immediately report any accident or injury to their supervisor.

Employees will meet their responsibilities only if they are assured of management's commitment to a safe workplace and that the [Club Safety Plan](#) is an integral part of club operations. If they sense that management is simply going through the motions, they will too.

### FIRE SAFETY SYSTEMS

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

### SECURITY

Security is the overall responsibility of the general manager but is delegated to department heads and supervisors in various areas of the operation. These individuals have close contact with and daily supervision of their areas and are in the best position to ensure their security.

Most clubs are equipped with installed security systems that electronically monitor activity in protected areas. While the systems may contain different brand name components and be installed and monitored by different security companies, most contain the one or more of the following types of devices:

- Door and window contacts.
- Motion sensors.
- Video cameras.
- Keypads.



There are a number of issues and concerns associated with providing security at clubs.

- Adequate lighting during hours of limited visibility is an effective way to dissuade criminal activity. While clubs typically have adequate exterior and entry lighting, bulbs burn out with some frequency and these lights must be continually monitored to ensure that they are working properly and are providing the necessary lighting. All employees should report burned out lights to management as soon as possible.
- Clubs are keyed according to the expected use and security requirements of the premises. But unless keys are strictly controlled and issue and return closely monitored, even the most elaborate keying system can be rendered ineffective with the loss of one key.
- The club will have a key control plan in place and the issue and return of all keys closely followed. Management must be immediately notified of the loss of any key. In some cases, such a loss will require that some or all locks be changed to ensure the security integrity of the club.
- Clubs often have many exterior doors to the clubhouse or other facilities. It is essential that specific responsibilities are assigned to ensure that all doors are double checked at the close of business to ensure that no doors are inadvertently left open or unlocked. This is particularly important when several managers may be present, and each assumes that the other will check doors.

The following areas, because of the value of items maintained therein, should have assigned responsibility for security and written opening and closing procedures to ensure that they are always properly monitored or secured.

- Retail shops have large, expensive, and desirable inventories and should be closely controlled. Closing employees must be trained and held accountable for properly securing the retail and storage areas. The same applies to any areas that contain food or alcoholic beverage stocks.
- Kitchens and bars not only have stocks of food and beverage, but also valuable equipment and supplies. Also, they are among the last of club facilities to close for business.
- The cart barn or storage area contains high value equipment and supplies and is usually open later than the golf shop. Often, line employees are left to close without management supervision.
- In some cases, members have thousands of dollars invested in their golf clubs and bags. Further, the club charges an annual fee for storing members' clubs on the premises. Theft of members' equipment is extremely embarrassing to the club and warrants extra efforts to protect the members' investment.
- Swimming pools represent both a security and a safety hazard. While there is some danger of theft of pool equipment and seating, the larger concern is of unauthorized use and vandalism.
- The golf course maintenance facility is filled with expensive equipment. Add to this its usually remote (and often concealed) location, and it can be a tempting target for thieves.

The effort of all security practices and devices should be the prevention of loss and the safety of members, guests, and employees. While well-designed security systems can go a long way to limit the club's risk, it is for naught if employees are not properly trained to operate the system, do not have assigned accountability for security matters, and are not vigilant regarding security matters. In the final analysis, technology can be a great aid to ensuring security, but ultimately the security of a club rests upon the continuing interest, involvement, and vigilance of its management team.



*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 luxury-budget hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.