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

- All employees will be treated with dignity and respect. We will not tolerate discrimination or harassment in any form, or any conduct that is unseemly, unprofessional, or reflects poorly on the club.
- Rules, regulations, and policies will be applied uniformly and fairly to all employees. We will not play favorites. We pledge to conduct our employee relations in an honest and straightforward way. Any necessary criticism or counseling will be conducted in private in a constructive manner with the intention of instructing and correcting rather than blaming.
- Every employee contributes to the overall success of our operation. The only difference among employees is their level of responsibility and authority. Every employee is important.
- The great majority of people want to do their jobs well and take pride in their work. When an employee fails, it is often a failure of management to properly train or communicate performance expectations. In other words, we can't expect employees to do something properly unless we have properly shown them how to do it.
- Employees have no idea what goals management has for them unless those goals are communicated. They have a need and the right to know how their performance is contributing to the achievement of those goals. Continuous feedback is essential.”

*Ed Rehkopf, What I Expect from My Club Management Team*

**Discussion Points:** Discuss each of the principles above to ensure managers understand the why and how’s of these important principles.

**Take Away:** How an organization conducts its employee relations is critical to its success. A leader must ensure that all management staff treat employees in a consistent manner.