

Subject: Work Policies V

- Lost and Found Reference: P-600.30
- Suggestions Reference: P-600.31
- Open Door Policy Reference: P-600.32
- Problems and Grievances Reference: P-600.33
- Providing Notice Reference: P-600.34
- Exit Interviews Reference: P-600.35
- Driving Club Vehicles Reference: P-600.37

Suggested Questions:

Explain policy.

Why can't employees be given unclaimed items they found? The member who lost it may recognize it in the possession of an employee and accuse the employee of theft.

- A. Policy. It is the policy of the Club that lost and found items be turned in, recorded in a lost and found log, stored in a secure location, and held for a period of six or twelve months in case the rightful owner should claim them.
- B. Discussion
1. Members and guests frequently leave items at the Club and may return or call back at any time to reclaim such items.
 2. Therefore, any items found on work premises, regardless of value, must be turned in immediately to a supervisor.
 3. Such items will be recorded on a Lost and Found Log, [CRI Form 123], and stored in a secure, central location.
 4. After six months, items of limited value may be disposed. Valuable items such as cameras, radios, CD players, etc., will be held for one year. At the end of that time, the General Manager will decide final disposition of these items.
 5. Under no circumstances will items be given to employees. This is to preclude the possibility of the rightful owner seeing an employee wearing or having their lost item. This, obviously, would prove most embarrassing to the employee and the Club.

Suggested Questions:

Why is it helpful to encourage employee suggestions? Employees are closest to the details of work and may have valuable suggestions to improve work methods.

- A. Policy. It is the policy of the Club to encourage suggestions by employees on ways to improve operations, obtain greater efficiency and productivity, enhance motivation and morale, and improve service.
- B. Discussion
1. There are many ways to do a job and often those working most closely with a particular task are best able to suggest changes to improve efficiency, productivity, or profitability. Each employee is encouraged to look for better and easier ways to do things.
 2. The Club has several suggestion boxes available for employee suggestions. A prominent location is near each time clock, in the administrative offices, or at the employee entrance.

Suggested Questions:

What is an Open Door policy and why is it good to have one? *Having an open door policy means being accessible to employees who have questions and problems.*

What are five things a supervisor must do to ensure a successful Open Door policy?

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

- A. Policy. It is the policy of the Club that the General Manager, Department Heads, and Supervisors have an Open Door Policy for their employees.
- B. Discussion
1. Employees have a right to express their opinions, concerns, and complaints about the Club, its working conditions, their treatment, and other employment-related matters.
 2. Supervisors have a responsibility to their employees to provide proper leadership, training, ongoing guidance, and communication. Being open to employees' concerns tangibly demonstrates a commitment to that responsibility.
 3. Having an open door policy means being accessible to employees who have questions and problems. Such a policy will not work, no matter what it is called, if employees do not perceive a genuine commitment to listening and problem solving.
 4. A genuine "Open Door" policy helps to uncover problems in the operation, defuses potential blow-ups, builds trust, and improves communication. To be successful with an "Open Door" policy, a supervisor must:
 - a. Be available, accessible, and approachable.
 - b. Listen. Let employees speak. Be patient and constructive in listening to concerns and offering help.
 - c. Be fair and consistent.
 - d. Be prepared to get involved and follow through to solve problems.
 - e. Ensure closure on issues.
 5. If a supervisor is concerned about being overwhelmed by employees coming forward, he or she should set some guidelines such as "by appointment only" or "as time permits." If certain employees are abusing an open door, be forthright and tell them to take greater responsibility in solving their own problems.
 6. Two points of caution:
 - a. While making oneself accessible to employees with problems, a supervisor must keep the interests of the Club foremost in mind. This means not becoming an enabler for a problem employee or spending too much time assisting one employee to the detriment of the organization.
 - b. Supervisors must not get emotionally involved in the lives of employees and must never offer advice regarding their personal lives. Instead, refer them to professionals who are trained to help individuals with personal, emotional, and mental health issues.

Suggested Questions:

Why is it important to allow employees a fair hearing when they have concerns, problems, issues, and grievances? Allowing an employee an opportunity to discuss his issues with management, may prevent a future blow-up, allow the manager to take the pulse of the employee's opinions and attitudes, and may, in fact, find that the employee has a legitimate issue that needs to be addressed.

Explain that a supervisor must make his employees aware that he is the one they should see with their problems; not members or guests. Explain that only if a supervisor is receptive and trusted will this happen.

- A. Policy. It is the policy of the Club that employees have a right to a fair hearing when they have concerns, problems, issues, and grievances.
- B. Discussion
 - 1. Recognizing that a happy and contented staff is essential to providing quality service, the Club is keenly anxious to resolve all bona fide issues and will make reasonable efforts to do so.
 - 2. If an employee is unhappy about some aspect of his employment, he should make his supervisor aware of his concerns and issues.
 - 3. Under no circumstances at any time should an employee voice complaints to members and guests. These individuals cannot solve an employee's problem and complaining to them may actually complicate matters.
 - 4. If an employee so desires, any and all matters will be held in strictest confidence, though such a request may limit the Club's ability to fully respond to the concern.
 - 5. Within the limits of an employee's request for confidentiality, management will give full consideration to all concerns.
 - 6. The Club also has a no retaliation policy that prohibits management staff from retaliating against an employee for bringing concerns to our attention.

Suggested Questions:

Why should we expect reasonable notice from departing employees? So that we may fill the position and train a replacement for the departing employee without allowing member service to suffer.

What is the minimum notice we expect? Two weeks.

Will an employee who doesn't give appropriate notice received pay for accrued vacation? No

- A. Policy. It is the policy of the Club that we expect reasonable notice from employees who choose to leave our employ.
- B. Discussion
 - 1. It is common business courtesy for an employee to provide prior notice when accepting employment elsewhere or otherwise moving on.
 - 2. Providing notice allows facilities to cover shifts without inconveniencing members or other employees.
 - 3. Therefore, the Club expects that employees will give a minimum of two weeks notice when leaving.
 - 4. An employee who resigns and who gives at least two weeks notice will be paid for any unused accrued vacation time. Any employee who does not provide and work a notice period of at least two weeks forfeits any rights to unused vacation pay unless requested by the Club to leave earlier than two weeks.
 - 5. No employee will receive pay for accrued sick/emergency days regardless of notice given.

Suggested Questions:

Explain why exit interviews are beneficial to the supervisor and the Club. They allow a departing employee to tell us what he thinks of the Club and our management and leadership style and ability. In some cases the feedback will help us improve.

Are exit interviews mandatory? No

What form should be used for recording exit interview information? Exit Interview, CRI Form 132

- A. Policy. It is the policy of the Club that employees leaving the Club be given an opportunity to have an exit interview.
- B. Discussion
 - 1. The Club encourages exit interviews with all terminating employees.
 - a. Exit interviews give employees an opportunity to share feelings about the Club, its workplace, and policies. This information gives the Club an opportunity to learn and improve.
 - b. It also provides the opportunity to discuss issues concerning benefits and other administrative details associated with leaving the Club.
 - 2. If it becomes necessary for an employee or the Club to terminate employment, the employee will be given an opportunity to have an exit interview with the Personnel Administrator and/or his Department Head.
 - 3. This interview is voluntary and the information provided will be held in confidence and not disseminated to future prospective employers.
 - 4. A departing employee will be encouraged to provide management with information or suggestions that might help the Club operate more effectively in the future. The Exit Interview, CRI Form 132, is used to record feedback about an employee's experience with the Club.
 - 5. Individuals conducting exit interviews should be relaxed and open to encourage feedback. The departing employee should be treated with respect and given ample time to discuss concerns, complete paperwork, and ask questions. Avoid the temptation to rush through forms and push them out the door.
 - 6. To increase the value of the exit interviewing process to the Club, Personnel Administrators should consider:
 - a. Consolidating all information received on at least an annual basis and making changes/recommendations on the basis of feedback received.
 - b. Providing appropriate and timely feedback to supervisors and/or departments who are negatively depicted during an exit interview (Note: make every effort to conceal the source of the information provided; employees who believe exit interview comments will be fully disclosed to other parties after they leave may be reluctant to speak freely when it is their time to leave the organization.)

Suggested Questions:

Explain the policy.

- A. Policy. It is the policy of the Club that employees who are required to drive Club Vehicles as part of their jobs must possess a valid driver's license.
- B. Discussion
 - 1. Certain employees are required to drive Club vehicles as part of their jobs.
 - 2. Club vehicles include cars, trucks, golf or utility carts, tractors, lawn mowers, or any other self-propelled equipment.

3. Department Heads must identify those employees in their departments who are or will be required to drive such vehicles and provide a list to the Personnel Administrator twice a year – by January 1st and July 1st - indicating that the Department Head has verified that the employee has a valid driver's license.
 4. A driver's license is considered to be valid if issued to the specified individual in the state in which he resides and the license is currently in force.
- C. Responsibilities
1. Department Heads are responsible for identifying which employees in their departments are or will be driving Club vehicles and providing a list of such employees to the Personnel Administrator twice a year.
 2. The Personnel Administrator is responsible for maintaining a current list of properly licensed drivers for each department and alerting the General Manager if such lists are not provided as required.