



Standards, Policies, and Procedures

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Standards, Policies, and Procedures

The terms Standards, Policies, and Procedures are used to describe the what, why's, and how's of a club's organization and work processes.

Definitions

The following definitions can be found in The Random House College Dictionary. For convenience sake, we have only included those definitions that apply to our purposes.

Standard

1. Something considered by an authority or by general consent as a basis for comparison; an approved model.
2. Anything as a rule or principle that is used as a basis or model for judgment.
3. Morals, ethics, habits, etc., established by authority, custom, or an individual as acceptable.
4. Fulfilling specific requirements as established by an authority, law, rule, custom, etc.

In a business setting the term standard usually applies to the quality of a product or the desired or approved way of doing something. In the club business it is a description of the desired outcome of any particular action or event, for instance the approved way of presenting and opening a bottle of wine, or the correct way to fill our a form used for documenting personnel actions, the manner in which month-end inventories will be conducted, or the level of professionalism of our management and operations.

In a manufacturing setting product standards usually include material specifications, manufacturing tolerances, quality measurements, and the functionality of the finished product. In the hospitality field, however, the establishment of a standard is usually made by management based upon an understanding or expectation of what will satisfy or impress the customer. Often this satisfaction is based upon the manner in which some service or action is performed. Therefore, the standard is a description of the desired outcome of that service or action and/or the manner in which it is performed.

In the case of our Company's standards, they are the model for the optimum way of doing things. They are established by the Company or Club Manager as the acceptable model of performance by which our customers judge our proficiency and professionalism. They apply not only to the daily performance of our individual duties, but also to the manner in which we conduct ourselves and our business.

Policy (ies)

1. A definite course of action adopted for the sake of expediency, facility, etc.
2. Action or procedure conforming to or considered with reference to prudence or expediency.
3. Prudence, practical wisdom, or expediency. (expedient: tending to promote some proposed or desired object; fit or suitable under the circumstances. Synonyms include advisable, appropriate, desirable.)

Policies and standards are so closely interwoven it is often hard to tell them apart. Policies most often apply to those areas of the operation where they can be little or no leeway in how we do something, for instance in the area of Human Resources where so much of what we do is dictated by law or by the need for correct action to avoid litigation, or in the area of Accounting where exactness and consistency are necessary to ensure the correctness, accuracy, and transparency of our financial reporting and fiduciary responsibilities.

Policies can also apply to operations. For example we establish policies to ensure the consistent and fair treatment of members, for instance in how we take tee times or dining room reservations. The need for policy here is to ensure that every member has equal treatment and the same opportunity to enjoy the club's amenities, which as every manager knows is important to keeping members happy and satisfied. Nothing will upset a member faster than believing he or she is not getting a fair shake from the club. While the Company's Personnel (HR) and Accounting policies are established by the Company and must be stringently followed, club operating policies may be modified by individual club managers to meet the needs of their facility or clientele. In order to assist in the development of club operating policies, the Company has developed sample material that may be downloaded from the OID and customized for local use.

Procedure (s)

1. An act or a manner of proceeding in any action or process; conduct.
2. A particular course of mode of action.

Procedures are the "how to's" of our business. Sometimes they flow from standards and sometimes from policies, but in the end they are the exact instructions of how to do or complete a particular process, act, or event. Whereas policies are often the big picture of why we do something, procedures are the detail of how it is done.

Standards, Policies, Procedures

It is essential to develop detailed, written standards, policies, and procedures for every area of club operations. Not only are these the basis for developing training material, but they serve as the foundation for developing a club culture that is consistently taught to new hires and reinforced by both management and other employees. When everyone understands “the way we do things,” there is less opportunity for freelance behavior. Eliminating freelancing or employee discretion fosters consistency of product and service delivery. As Harvard Professor Theodore Levitt says in his book, *Marketing for Business Growth*, “Discretion is the enemy of order, standardization, **and quality.**”

In fact, employees will be the first to say that they appreciate the time and effort taken to teach them the accepted way of doing things and that management insists upon uniformly high standards. People naturally take pride in being associated with quality and this is no less true for club employees.

Example

Note the policies and procedures in taking a dining room reservation. Taken together they represent the standard of how to take a reservation and provide a description of the desired outcome of the process.

Policies:

1. Reservations will be taken for all dining venues – casual dining, fine dining, and Sunday brunch.
2. Reservations will be taken no earlier than 30 days in advance of a requested date.
3. A la carte reservations will not normally be taken for parties of more than 12. When an exception is made and a reservation is allowed for a party of more than 12, the Dining Services Manager and Chef will coordinate a set or limited menu for the member.
4. The Dining Room Manager is responsible for maintaining the reservation book for all venues.
5. Reservations may be made by calling 555-5555, from 8 a.m. to 9 p.m. Tuesday through Friday, and 11 a.m. to 9 p.m. Saturday and Sunday.
 - a. During normal office hours (8 a.m. to 5 p.m., Tuesday through Friday, reservation calls will be taken by the Club receptionist).
 - b. During all other hours, reservations will be forwarded to the dining room where they will be taken by the dining room host or hostess.
 - c. Outside of normal reservation times, a voice mail message will inform members of the hours that reservations may be taken and that voice mail reservations will not be accepted.

Procedures

1. Answer the phone in three rings.
2. Use a pleasant tone of voice to communicate your desire to help.
3. Answer the phone with “Good Morning/ Afternoon/ Evening, thank you for calling the main dining room, this is (your name) how may I help you?”

4. *If you must place the member on hold, say “(Mr./Mrs. (member name), may I place you on hold for a moment?”*
 - a. *If the answer is yes, say “Thank You” and place the member on hold.*
 - b. *If the answer is no, continue with the call.*
 - c. *Note: It is important to get the name of the caller first, so that you may address him/her by name during the rest of the call.*
5. *Obtain all necessary information: day/date of reservation, time, number in party, phone number, and member number.*
6. *Ask for special needs, accommodations, or if they are celebrating a special occasion.*
7. *Quickly read back the information you have taken to ensure all information is accurate.*
8. *Thank the member for calling.*

Summary

Taken together Standards, Policies, and Procedures form the bulk of the material that an employee must master to satisfactorily complete all their job functions, duties, and responsibilities. Without taking the time to define, explain, and clarify standards, policies, and procedures, how can management realistically know what it is that employees need to learn? Without well-defined (i.e., written and reviewed) standards, policies, and procedures, any attempt to train will be disorganized and inconsistent.

While department heads and junior managers are typically responsible for developing the operating standards, policies, and procedures for their departments, the General Manager is still responsible for ensuring the overall quality of the operation and must therefore review all operating standards, policies, and procedures. But how can this be properly done if they are not in writing and available for the GM’s review?

Two Notes:

1. Club Resources International has developed written Standards, Policies, and Procedures to assist clubs in organizing their operations and training their employees. Since most hospitality properties are similar in their operation and organization, you don’t need to “reinvent the wheel.” Just download and use the material with minimal changes reflecting the specifics of your club (i.e., club name, logo, place names, specific titles, etc.).
2. Should your operation require higher or different standards, you may certainly develop your own material, though we strongly encourage you to establish a specified format for all your material. Since different department heads will be developing different aspects of your overall standards, policies, and procedures, establishing a standard format will give your finished product a more professional look and will make it easier for employees to navigate and understand when all materials have a common look and feel. See the example on the next page.

Example Formatting: Set up standard headers and footers as seen on this document; use Times New Roman font in 11 point size.

STANDARD HEADER w/ Club Name and Type of Policy	
Subject: Personnel Data Sheets (PDS)	P-900.05
A. Policy. It is the policy of the Club that individual employee personnel actions be initiated and documented using a Personnel Data Sheet (PDS).	
B. Discussion	
1. The following personnel actions must be initiated and documented by means of a Personnel Data Sheet (PDS), [CRI Form 104]:	
a. Hiring - new or rehires.	
b. Terminations.	
c. Changes in pay.	
d. Transfers to other departments.	
e. Leaves of absence.	
f. Changes in employment status.	
g. Suspensions without pay.	
2. The Personnel Administrator will not process these actions without a properly completed PDS. Failure to prepare a PDS in a timely manner may prevent the action from being completed when the Department Head wants.	
C. Responsibilities	
1. The Personnel Administrator is responsible for effecting personnel actions upon the receipt of a properly completed PDS. The Personnel Administrator will also coordinate with the club Controller to enter changes in the payroll system, if necessary.	
2. Department Heads are responsible for initiating personnel actions by properly completing and submitting a PDS to the Personnel Administrator in a timely manner.	
3. The Controller is responsible for taking completed personnel actions and entering all necessary information and changes into the payroll system.	
D. Procedures. Sample PDS forms are attached demonstrating the correct way to fill out the form for various types of personnel actions.	
STANDARD FOOTER w/ page number	

Subject Line and Policy Number on top line.

Double Space between paragraphs.

Paragraphs can include:
Policy
Discussion
Responsibilities
Procedures
Others to include:
Background
Examples
Or any other topic that makes sense.

Outline format:
A.
1.
a.
(1)
(a)

Indentation:
Two ruler ticks per indent.
Note second paragraph line margin lines up under first.

Paragraphs with no subparagraphs set up like paragraph A.

Paragraphs with subparagraphs set up like paragraph B. If you use a subparagraph, you must have a least two. Otherwise, it should look like paragraph A.

Write clearly, precisely, and sequentially, particularly when describing a procedure.

See CRI Personnel or Accounting Policies for examples.