

Subject: Operating Standards

VOG.17

Operating Standards are those standards that form the basis for our operations.

**Member/guest issues are resolved politely and promptly
by our empowered employees**

No explanation needed.

There are no member/guest problems – only club problems. It’s our responsibility to take ownership of such problems and solve them. Managers cannot foresee every possible problem and design contingencies for them. We must rely on our empowered and trained employees to resolve issues to the members’ complete satisfaction.

Empowered employees are authorized to spend up to \$200 per member per day to resolve issues and make a situation right. We don’t mind spending the money as long as we learn a lesson from it. Employees must fill out a Service Issue Resolution form whenever they spend money for this purpose.

Managers must review all Service Issue Resolution forms and take steps to modify operations to ensure we don’t have the same or similar problem again.

Suggested Discussion Topics or Questions

Have different managers tell of a service issue that they faced recently and how it was resolved. What lessons were learned from the various issues?

Why must we be creative in finding ways to say “yes” to our members? Their patronage employs us. They are our reason for being. Our mission requires us to understand and exceed their expectations. We don’t do this by saying “no.”

Why is a sincere apology so important whenever there is a service issue? The simple act of making a sincere apology is an admission of the failure and of our intent to make it right. The failure to make an apology, even while correcting the issue, shows an insensitivity to the member and is just plain rude. We must always remember the ultimate value of people and do the right thing.