



Employee Development and Disciplinary Guides



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Introduction

Purpose of this Manual

The key to meeting our responsibilities to owners and members alike is the committed involvement of our staff. This commitment flows naturally from people who are valued as individuals, properly trained, highly motivated, and well led. As a group of people committed to common goals, we can only achieve our highest potential if we take advantage of the talent, initiative, and ingenuity of each and every one of our employees.

Each department is the sum of its parts. To the extent that any individual is not valued, trained, and motivated, the department suffers. When the department suffers, the club suffers. Like a chain, we are only as strong as our weakest link. Further, it is the continual application of the oil of leadership applied by supervisors which permits departments and the club to function smoothly and efficiently.

This manual spells out how supervisors can ensure the smooth and efficient operation of the club by developing their employees to their fullest potential.

Supervisors' Responsibility

It is the responsibility of supervisors to ensure that each employee is developed to his fullest potential and that he is trained in all aspects of his job. Because clubs are complex and their operation involves thousands of details, there is much for new employees to learn.

From the club's perspective, the desired outcome of any hiring process is to hire and train good people who will make a positive contribution to the success of the organization. As supervisors of the club, we have a vested interest in any new hire's success. We want him to succeed. We want him to help us succeed. The surest way for us to guarantee his success is to create the environment and programs to ensure the fullest development of his potential.

This development of the abilities and skills of a new employee is an ongoing process requiring the continual interest and active participation of supervisors.

Employee Development

Supervisor's Staff Notes

One of the most important things a supervisor can do to ensure meaningful employee development is to keep daily or weekly notes on the attitude, performance, and conduct of all members of his department. 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 should 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 the development of the department as a whole. Such records allow you to identify and recognize outstanding staff, to terminate the problem employee without difficulty, and to develop each employee to his fullest potential through meaningful feedback.

Hiring Process

A supervisor's first responsibility is to hire properly. Different positions in the club require different personalities. Cart staff, starters and rangers, dining room wait staff or bartenders, by nature of their positions, require a naturally friendly, outgoing, upbeat personality. These traits are not easily taught someone who does not have them. It is important, therefore, to carefully consider the type person you want to hire and look for those traits at an interview. You might even want to bring another person into the interview to see how the introductions and small talk go. If the applicant is shy, retiring, and uncommunicative, you can bet they would not make a good cart attendant.

A second major requirement of supervisors during the hiring process is a careful review of the individual's application or resume. Prepare yourself to ask the following sorts of questions:

- Has the applicant moved from job to job frequently? If so, why?
- Does he list previous supervisors and give phone numbers where they can be contacted?
- Does he have pertinent experience? How much? In what kind of establishments?
- What is the applicant looking for at your club? Why does he want to work here?

Let the applicant talk about what he did in each position, what he learned, what he liked, what he didn't like.

Explain the job requirements in detail to the applicant. Let him know the hours, the rate of pay, the possibility of rotating shifts, your own perception of the positive and negative aspects of the job, the challenges facing the department, your goals and plans for the department.

Try to let the applicant know as much as possible about the position he's getting into to ensure that he doesn't come back later and say he's leaving because he didn't expect this or that. Tell him what kind of a boss you are and what you will expect of him. Encourage the applicant to ask questions about the position, the club, the department, and you as his immediate supervisor. Often, you can gain a better understanding of what the applicant is seeking by the questions he asks.

It is also common courtesy to inform him if there are other applicants and when you expect to make the hiring decision. Promise to let him know one way or the other about the hiring. If he has gone to the trouble of filling out an application and coming for an interview, you owe him the courtesy of an answer, even if it's a no.

Remember that an outsider's impressions of the club come from how he is treated in all his dealings with us. Simply because someone is applying for work here does not exclude him, his family, or friends from being a guest or even a member of the club. If he has been treated with courtesy in all his dealings with us, he will have an immediate good feeling for us and that good feeling will be communicated to others in the surrounding community.

Checking references is probably the most critical aspect of the hiring process. If an applicant doesn't make it easy for you to check references by providing you names and current phone numbers, he may have something to hide. Make the effort to call each reference.

Ask pertinent questions, such as:

- How long did he work for you? In what position? At what rate of pay? Do these answers agree with information on the application? If not, question the applicant on the discrepancies.
- Why did he leave your employ?
- How did he get along with fellow staff?
- Was he good in his dealings with members, guests, or the general public?
- Was he prompt, reliable, honest, sober, hardworking, etc.?
- Did he handle money correctly and without problems?
- Would you rehire?

If a reference is unwilling to provide a reference because of their company policy, simply verify position held, dates of employment, rate of pay, and ask if he would rehire the individual.

Some supervisors claim to be excellent judges of character from a five-minute interview and don't bother to call references. These supervisors take a major chance with every hire, have greater turnover, and more staff problems. While you may see yourself as an excellent judge of character – to the smooth-talking, dishonest applicant, you're just another fool to con.

All of the above may seem like a lot of effort to hire a housekeeper, a cart attendant, a waiter, or a dishwasher. But the modest amount of time spent in properly screening applicants and checking references before hiring, can save a tremendous amount of time and effort involved in higher turnover and training someone new because the last person didn't work out.

Because management and supervisory hires have a much greater impact on the success of the club, much greater pains should be taken to ensure the right hire. The information provided in Disciplined Hiring provides in depth information of efforts to hire the right people for these critical positions.

Equal Opportunity

Clubs must be committed to equal opportunity in employment. Therefore, it is club policy to recruit, hire, train, evaluate, promote and administer any and all personnel actions without regard to race, color, religion, age, sex, national origin, ancestry, marital status, veteran status, pregnancy disability, medical condition, physical or mental handicap, or other protected status. The only criteria of concern to us in hiring, assignment, promotion decisions, and other personnel related matters, are the qualifications, skills, and capabilities of the individuals involved.

Hiring

Vacant positions should be filled as necessity and the demands of business require, but a new position should not be created without first having the General Manager's approval for the position.

The Club's Personnel Administrator has certain documentary requirements for any new hire:

- A properly completed application form.
- A Personnel Data Sheet (PDS), CRI Form 104, indicating the position for which hired, the start date, the rate of pay, position status (Regular Full, Part Time, or Seasonal), the number of hours to be worked per

week, and the new hire's name, address, and social security number. Because of the importance of ensuring the new hire's understanding of his rate of pay, status, and number of hours, he must sign the PDS.

Supervisors may not start working a new hire without turning in a PDS to the Personnel Administrator.

- Proof of citizenship or right to work in the United States.
- Completion of Employee's Withholding Allowance Certificate (W-4 and State-4 form).

New Hire Orientations

As mentioned before, each person's perception of the club is dependent upon his initial experiences in the hiring and onboarding process. If a new employee is treated with courtesy and respect and is impressed by the efforts being made to make him feel welcome and comfortable in his new surroundings, his attitudes about his place of employment will be good from the beginning. If not, he can just as easily develop negative attitudes about the club.

Being in new surroundings, meeting new people, and being exposed to an unfamiliar place and position creates anxiety. Try to remember your first day on any of your prior jobs. It is up to all at the club to do everything they can to put the new hire at ease, make him feel welcome, and ensure he gets off to a good start. While this is primarily the responsibility of supervisors, every employee should be encouraged to help the new hire.

Supervisors will schedule an appointment for a Club Orientation from the Personnel Administrator for all new staff as soon after hiring as possible. If time permits, it should be done when the new hire is filling out his hiring documents. Because it takes about an hour to properly orient a new hire, supervisors must closely coordinate each new hire's processing with the Personnel Administrator.

The new hire orientation is designed to provide new staff with important information, including:

- Issue of Employee Handbook, making special mention of:
 - Introductory period.
 - Paydays, timekeeping procedures, applicable benefits.
 - Club rules and regulations.
 - Employee meal policy.
 - Where to park personal cars.
 - Schedules, attendance, notification of absence.
 - Proper use of sick/emergency days.
 - Explanation of performance reviews and pay reviews.
- Issue employee timekeeping badge or timecard.

The Personnel Administrator will complete a Facility Orientation Checklist, CRI Form 105, for each new hire, indicating that all of the above topics were covered. The completed checklist will be placed in and become a part of the new hire's personnel record.

Once all in-processing and the Club Orientation have been given, Supervisors will take new hires to their departments. Supervisors will give the new hire a departmental orientation to include:

- Departmental policies, rules, and regulations.
- Uniform or dress requirements.

- Schedule and hours.
- Use of time clock.
- Issue of job description.
- Reiteration of timely attendance and notification of absence.
- Reiteration of introductory period and introductory period review.
- Discussion of training program.
- Issue of uniforms, if appropriate.
- Introduction to other departmental staff.
- Tour of departmental work areas.
- Familiarization tour of property.
- Introduction to key club staff.
- When to report for training.

The supervisor will complete a Departmental Orientation Checklist, CRI Form 106, for each new hire, indicating that all of the above items were covered. The completed checklist will be signed by the supervisor and forwarded to the Personnel Administrator for inclusion in the new hire's personnel file.

At least once a month, the Personnel Administrator will schedule a General Manager's Welcome for all new hires. The Personnel Administrator is responsible for setting these sessions up and notifying all new hires and management of the meeting.

This two level orientation process is designed to ensure that all new hires are made to feel welcome, completely understand all aspects of working at the club, what is expected of them, and how we intend to prepare them to do their jobs properly.

Job Descriptions

Job descriptions describe the principal duties of a position. Employees should not be expected to work at the club without written descriptions of their duties. It is a supervisor's responsibility to establish written job descriptions for each position in his department and to keep them current.

All job descriptions should contain the following information:

- Job title
- Department
- Reports to, i.e. Supervisor's title
- Concise statements of position's principal duties.

Well thought out and written job descriptions are important part in the overall training and development of a new employee.

Performance Standards

Performance standards are the next logical step after informing an employee what he must do and tell him how he must do it. Performance standards are stated levels of the quality and quantity of work that supervisors expect of their staffs.

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