

Club Resources
INTERNATIONAL

Training Plan

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Introduction

Our club is committed to establishing itself as the premier private club in our area. To do this we must deliver remarkable service that is above and beyond that expected by our members. Not only must our standards be high, but our delivery must be consistent and thorough to meet and exceed their expectations.

All of us who work in this business understand that club operations are both people intensive and detail intensive. It takes a lot of employees to provide the requisite levels of service in a club and every aspect of service involves countless details. These two facts make detailed, ongoing, formal training an absolute necessity for any successful club.

Types of Training

Training necessary for remarkable service falls into one or more of the following categories:

- **Leadership Development Training** for managers and supervisors – designed to enhance managers' leadership skills, which are the driving force behind any successful endeavor.
- **Organizational Systems Training** for managers and supervisors – designed to teach the underlying organization and operational systems that permit the club to operate efficiently, includes such items as Personnel Standards, Policies, and Procedures (SPPs); Accounting SPPs; Tools to Beat Budget; Benchmarks; and this Training Plan.
- **Club Culture Training** for all employees – designed to foster a thorough understanding of the club's values as described in our Mission, Vision, Guiding Principles, Operating Standards, Standards of Service, Principles of Employee Relations, Managers' Code of Ethics, Management Professionalism, and *Service-Based Leadership*.
- **Legal Compliance Training** for managers, supervisors, and employees – designed to provide all required training in matters with legal implications for the club, such as discrimination, sexual harassment, wage and hour law compliance, appropriate hiring questions, and appropriate hiring, disciplinary, and firing techniques.
- **Liability Abatement Training** for managers, supervisors, and employees – designed to limit the club's liability exposure for such matters as human resource administration, safety, food sanitation, and responsible alcohol service.
- **Service Technique Training** for employees – designed to give each employee the skill set necessary to perform his job and meet the club's high standards of service.

Prerequisite to Training

Before establishing training requirements and materials, management must determine in great depth a club's operating standards, policies, and procedures. These are, after all, the backbone of any organized system of training. How can a club teach its employees to take dining reservations until it has determined its reservation policies and procedures? And taking reservations is but one of hundreds of things that employees need to learn.

Given that standards in the service business are often detailed descriptions of desired service outcomes in countless situations, it is imperative that all standards, policies, and procedures be committed to writing and carefully reviewed by management. This seems a daunting undertaking given everything else the management team must do. Still, it is not impossible if it is understood that each point of policy must be decided during the process of operating the club and all procedures are resident somewhere in the minds of managers and supervisors. It is a matter of formally deciding upon, organizing, and recording this information.

These detailed standards, policies, and procedures become the basis for developing training material necessary for each position. In addition to these formal training manuals, a club should have a new hire orientation and training in club etiquette and the customs and traditions of private clubs designed to teach all employees basic service behaviors.

Training Administration

Beyond basic position and service training, there is a host of ongoing training with legal or liability implications, such as classes on sexual harassment, discrimination, safety, food sanitation, hazardous materials handling and disposal, etc. Not only must this training be given routinely to employees, but records must be kept to adequately document completion of training. This adds a training administration requirement to club operations.

Development of Training Material

Given the intense pace of club operations it is recognized that managers and supervisors do not always have the time to develop the training material and programs necessary for providing high levels of service. Further, because of the legal implications of human resource and safety training, it is important that we have consistency and standards in such material.

Training Plan

For all these reasons and to provide guidance and goals to our management staff at all levels, this Training Plan has been established. While this initiative is a work in progress that will require commitment of time, energy, and resources to realize, it is presented here in its entirety so that each manager will understand not only the destination of our journey, but also the path we will take.

Requirements for a Successful Training Program

Certain things are necessary in order for our training program to be successful:

- Leadership – the will to make it happen.
- The necessary focus and attention.
- Designated responsibilities and accountabilities.
- Established training objectives, standards, guidance, and budget.
- Time and monetary resources to support the program.
- Assignment of Club Training Manager duties.
- Easy-to-use training administration software to monitor and track training.
- Training benchmarks and reports to track time and costs of training effort.
- Standardized list of teaching aids and equipment to foster training.
- Need to remove disincentives to train. Since every hour of training is a payroll hour for each employee in the training, we need to charge training hours against a training payroll line on the General and Administrative schedule. This way, managers who are doing appropriate levels of training are not penalized against their departmental budgets for the training hours. Such segregation of training hours will also create a benchmark to measure the training effort by department.

Leadership Development

The excellence of our operations is directly dependent upon the leadership skills of our managers at all levels of the club.

Department heads and supervisors are the link between the General Manager and line employees. The effectiveness of line employees is directly dependent upon the leadership, motivation, and communication skills of their supervisors. Clearly, the quality of our leadership and its resultant high levels of performance are too important to leave to chance.

There is no more satisfying or important task for the club General Manager than to help develop the consistent leadership skills of subordinate managers. While this can be a time-consuming endeavor, it ultimately will free up the General Manager's time for other issues when department heads and supervisors begin to more effectively exercise their leadership skills and abilities.

Leadership development will also help the club avoid the many significant pitfalls of poor leaders who fail to communicate and motivate their employees; and in some cases create major problems for the club by their poor leadership practices and decisions.

Recognizing this need for ongoing leadership development, the club has developed a number of tools and resources to assist in teaching leadership:

- ***Leadership on the Line***, a book which spells out the club's philosophy and approach to leadership, is provided to each manager and supervisor. Not only must supervisors read this book, but it should be used as a discussion tool to help educate subordinate managers. It should be talked about often and the principles contained in it should be reinforced at every opportunity.
- The ***Managers' Handbook*** is also given to each manager and spells out job requirements for supervisors in great detail.
- The **Managers' Certification Program** has been designed to help managers develop their leadership and management skills. This program is administered over the Internet and may be used on a self-guided basis.
- The club has compiled a **Reading List** of books on leadership and management theory and technique. A part of every manager and supervisor's work plan should include an annual goal to read and report back to the General Manager on assigned reading material.

Quality leadership does not just happen. It requires that the club place an emphasis on it and make leadership development an integral part of our training effort.

Training Principles

There are a number of principles which guide the development and implementation of the Training Plan:

- The club's Mission, Vision, Guiding Principles and Operating Standards establish "a commitment to staff development through **formal, ongoing training**."
- Our style of service-based leadership requires employees be given all necessary tools, **training**, and support to do their jobs properly.
- Detailed standards, policies, and procedures for every area of the operation are the starting point in developing training materials.

- Not all employees learn equally well or fast; and not all employees find the same teaching techniques conducive to learning. Therefore, we need to develop training formats that meet the needs of all learners. Such formats will include self-study manuals, checklists, handouts, quizzes, DVD videos, Power Point presentations, On-the-Go! training material, scripting of key member interfaces, and discussions at weekly staff meetings.
- While the General Manager is ultimately responsible for the quality and thoroughness of all training within the club, subordinate managers are tasked with developing Service Technique training material and teaching employees.
- The General Manager and department heads will take an active interest and involvement in the training process. What is seen as important to them will be important to employees.
- Training employees is not a one-time task. New employees must receive initial training, but the amount of material that must be mastered necessitates ongoing and refresher training be given in most job skills.
- The Daily Huddle will be used by every club department every shift without exception to inspect staff, remind them of important service details, provide “on-the-go” training, and ensure every employee has the proper mind-set and enthusiasm to deliver remarkable service.
- Training must be tracked and benchmarked to help measure the cost and benefits of the club training program.
- Some training, such as discrimination, sexual harassment, and safety training, is required by law. Because of legal and liability issues, such training must be consistently taught throughout the club and such training thoroughly documented.
- All individuals tasked with training responsibilities must be trained. Completing a Train the Trainer class is a prerequisite to training other employees.
- The club will appoint the Personnel Administrator as the club’s Training Manager to prepare a realistic Annual Training Plan and Budget. This individual will also be tasked with training administration (tracking and reporting training) and teaching certain classes to employees (Club Orientation and Club Etiquette Training) and managers (ongoing HR on the Go! training).
- The club, through this annual training plan, will provide department heads with guidance on amounts to be budgeted for training equipment and supplies, as well as training payroll costs.

Training Resources & Materials

The following is a current inventory of training material available on the club’s Directives Database for managers:

- Training Curricula by position
- Employee Handbook
- Values Pocket Cards for managers and employees
- Written material, policy, and checklist for the Club Orientation
- Written material, policy, and checklist for a Departmental Orientations
- *Leadership on the Line* (spells out service-based leadership for managers/supervisors)
- *Manager’s Handbook* (spells out requirements for managers/supervisors)

- Disciplined Hiring Handbook (to help managers/supervisors properly screen and hire)
- Standards of Service (for all employees)
- Manuals for the following positions:
 - Member Service
 - Bag, Range, and Cart Attendant
 - Golf Cart Preventive Maintenance
 - Beverage Cart Attendant
 - Turn House Attendant
 - Pool Cabana Attendant
 - Casual Dining Server – Basic
 - Casual Dining Server – Intermediate
 - Catering Server
 - Host/Hostess
 - Napkin Folds
 - Lifeguard
 - Activity Leader
 - Marina Dockhand
- Training on the Go! (F&B refresher training)
- HR on the Go! (HR refresher training for managers/supervisors)
- Supervisory Training (handouts, checklists, and quizzes on supervisory topics for managers and supervisors)
- Safety Handouts (handouts, checklists, and quizzes on safety topics)
- Food Sanitation on the Go! (training for food service employees)
- Manager's Certification Program
- Responsible Alcohol Service training
- Club Etiquette training

Training Curricula by Positions

The club has developed standard curricula for each club position. These can be found by department in the appendix. Topics are either in italics, signifying material that has been developed and is available for use. Non-italicized and shaded topics are those that are identified as necessary, but have yet to be developed.

In addition to identifying which positions must receive which training topics, the curricula designates the responsible instructor, the medium, the duration of the instruction, and the frequency with which identified positions must receive the instruction.

Strategies for Meeting the Training Requirements

While it is recognized that the training burden on line supervisors, department heads, and the Personnel Administrator is significant, it is also clearly understood that without formal, ongoing, consistent training, the club will never achieve our desired standards.

Given that the great majority of the training material has been developed for trainers and that much of the training has been designed in short “on-the-go” formats, the major burden of training is one of planning, organization, and time management.

The following strategies are suggested to help department heads and other trainers allocate the necessary time and resources for training:

- **Incremental training** – review the curriculum for each position. If there are 30 topics to be covered each year, break down the training into one lesson per week or two lessons every two weeks or five per month. By spreading the training burden over time, the amount that needs to be taught in any given week is lessened.
- **Schedule in advance** – take the time to plan and schedule a full year’s training in advance so busy and slow periods can be noted and taken into account when scheduling training. Every so many weeks schedule an open training day that can be used to catch up when unforeseen levels of business force postponement of classes.
- **Take advantage of traditionally slow times** (identified from benchmarking revenues) by scheduling the bulk of the training or instruction which takes longer to provide.
- **Establish standard training days and times** – this helps make training routine for both the instructor and employees.
- **Use The Daily Huddle to take advantage of “on-the-go” training material** to give short training sessions. On-the-go material can also be used whenever unexpected windows of time open up.
- **Benchmark all training sessions** – dates, times, how many in attendance, as this will help establish a more efficient schedule for future years.

Training Documentation

Certain training such as legal compliance, human resource and safety, and basic training for all employees (employee handbook, managers’ handbook, orientations, club etiquette, standards of service, responsible alcohol service, etc.) must be documented to ensure that the required training is provided consistently and uniformly to designated employees.

As a result, the club will purchase a Training Management database for such training to be recorded and tracked.

Responsibilities:

1. All department heads and supervisors are responsible for completing, recording, and certifying their own initial and ongoing training requirements in the Training Database.
2. Department heads will monitor and record the completion of training requirements for each of their employees using the Training Database.
3. The club Training Manager will monitor each department head’s progress in fulfilling all annual training requirements and provide a monthly training report to the General Manager showing the level of compliance by department. A year end training report (as of 12/15 of each year, since no training will be forwarded to the General Manager for review).

Budget Guidance and Training Costs

As part of the club Training Plan, the General Manager will provide budget guidance to each department head. Typically, such guidance will be broken down into two parts:

1. An annual training payroll budget expressed as dollars, but derived from a percentage of each department’s gross annual payroll. Given the “newness” of budgeting for training payroll hours, this number will initially represent a target, but will be refined and revised annually based upon the previous year’s training hour benchmarks and a review of overall training programs.

2. A list of training tools the club will purchase and make available to the Training Manager and department heads for training purposes.

Training Equipment and Supplies

The following is a list of training equipment the club will have available to support the training program:

Equipment

- Television, 36 inch screen
- DVD Player
- Portable TV with built-in DVD Player
- Digital Computer Projector
- Screen
- Easel
- Dry Erase Board
- Overhead Projector

Supplies

- Easel Pads
- Multi-colored Magic Markers
- Dry Erase Markers
- Blank Transparencies
- Stock of various colored copy paper for making handouts

Benchmarking

Systemic training requires the investment of time, effort, and resources. To gauge the return on this investment, it is imperative that execution of the club's training plan be measured on an ongoing basis. This requires the establishment and tracking of key training benchmarks.

The overall training effort is broken down into two primary areas:

1. Training required for leadership development, company culture, legal compliance, and liability abatement.
2. Service technique training customized and taught to establish and maintain club service levels.

The following benchmarks to measure both areas of training are established:

- Training hours by department and the club as a whole
- Number of classes (or topics taught) by department and the club as a whole
- Number attending training classes by department and the club as a whole
- Percentage of required Legal Compliance and Liability Abatement training topics met for month and cumulative year to date by department and the club as a whole (number taught divided by number required)
- Percentage of manager/supervisory self-study topics covered by month and cumulative year to date by department and the club as a whole (number covered divided by number required)

Annual Certifications

Managers and supervisors are authorized to self-study their training topics during the year at times convenient to their schedules. When such self-study is used, each manager and supervisor must certify in writing to the General Manager that all necessary training was completed during the year.

Annual Training Review and Planning

Given the importance of leadership development and training to the club, there will be an annual review of the club Training Plan. The purpose of the review is to assess and validate all elements of the plan and make adjustments as necessary to continually improve the training effort.

Responsibilities

1. The Club Training Manager will:
 - a. Develop an Annual Club Training Plan, to include goals, implementing instructions, and budget,
 - b. Revise the Annual Club Training Plan and Budget annually during the normal budget cycle based upon the revised Training Plan,
 - c. Submit the Training Plan to the General Manager for approval,
 - d. Conduct certain assigned classes for managers and supervisors,
 - e. Conduct Club Orientations for new employees,
 - f. Perform training administration as necessary, and
 - g. Record, track, and report monthly and annual training benchmarks to General Manager in a timely manner.
2. Department Heads will:
 - a. Ensure the Annual Club Training Plan is implemented in all its details in their areas of responsibility,
 - b. Customize training material for Service Technique training for each position or develop departmental instructional material as necessary,
 - c. Provide initial and ongoing training to their employees,
 - d. Correctly record and report staff training hours, and
 - e. Evaluate and improve training material as necessary.
3. The General Manager will:
 - a. Ensure the development and implementation of the Annual Club Training Plan,
 - b. Ensure the ongoing leadership training and evaluation of department heads,
 - c. Ensure training material for Service Technique training for each position is customized for the operation,
 - d. Hold department heads accountable for the full implementation of the plan.

The Challenge

In establishing a formal discipline of training at our club we are undertaking an extremely challenging endeavor – one that will demand our focused and persistent attention. While it adds a number of time-consuming tasks to already busy managers and supervisors, it ultimately will make our jobs easier as the quality and efficiency of our operations improve. There will certainly be problems and obstacles that arise as we press ahead with this challenging initiative, but with our continued “will to make it happen” we will succeed.