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SPHM
HOSPITALITY

PERSONNEL POLICIES



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Series 100

Personnel Policies



- A. Policy. It is the policy of the club that all Personnel Policies are in written form, updated as necessary, stored in the Directives Database, made available to the Personnel Administrator and supervisors, and applied fairly to all employees.
- B. Discussion. Personnel Policies are an outline of the basic policies, procedures, and practices that govern the personnel functions of the club.
 - 1. They contain general statements of policy and should not be construed as forming an express or implied contract or promise that the policies will apply in all cases.
 - 2. Further, it is not intended that these policies alter the employment-at-will relationship of employees and the club.
- C. Responsibilities
 - 1. It is the responsibility of the Personnel Administrator to formulate and propose Personnel Policies to the General Manager. Further, it is the responsibility of the Personnel Administrator:
 - a. To ensure that all policies are kept current, that supervisors and other key employees are kept aware of changes to policy,
 - b. To be the custodian of the Personnel Policies in the [Directives Database], and to notify supervisors and other key employees of changes to the Personnel Policies via e-mail.
 - 2. It is the responsibility of the General Manager to approve all Personnel Policies.
 - 3. It is the responsibility of department heads and supervisors to review changes to Personnel Policies as they are announced. The General Manager and department heads are further responsible for ensuring that their employees are familiar with those aspects of Personnel Policies that apply to employees (i.e., that are contained in the Employee Handbook).
- D. Administration
 - 1. Personnel Policies will be stored in the club's Directives Database and reviewed annually in January for revisions or changes.
 - 2. Revisions and changes will be announced via e-mail messages.
 - 3. Any department head or supervisor may recommend changes in Personnel Policy to the Personnel Administrator, however all policy additions and modifications must be approved by the General Manager. Likewise, matters of importance not covered or inadequately covered by policy should be brought to the attention of the Personnel Administrator.



Personnel Policies

4. Should an employee approach a supervisor with a question concerning a policy contained in the Directives Database, the supervisor should consult the Directives Database and attempt to answer the question. Questions of interpretation of a policy shall be referred to the club Personnel Administrator for clarification and resolution.
5. As used in Personnel Policies:
 - a. The words “shall” and “will” are to be construed as mandatory and the word “may” as permissive.
 - b. The masculine gender shall be construed to include the feminine gender.
 - c. “Personnel Administrator” is the employee at the club designated to administer the personnel function.
 - d. “Supervisor” (with a capital ‘S’) means an individual with the authority to assign, direct, and review the work of two or more subordinates but without budgeting and bottom line responsibilities. When used in a general sense (uncapitalized), it means any supervisor, department head, or manager.
 - e. “Department head” refers to the following or comparable positions with budgeting and bottom line responsibilities: Club Controller, Head Golf Professional, Golf Course Superintendent, Membership Director, Personnel Administrator, Clubhouse Manager, Chef, Dining Services Manager or Dining Room Supervisor, Director of Tennis or Head Tennis Professional, Activities Director, and Facilities Manager or Maintenance Supervisor.
 - f. “General Manager” means that individual with “full charge” responsibilities of the club. “Manager” when used in a general sense (uncapitalized) means any club manager.
 - g. “Immediate family” means an employee’s spouse, children, and other family members such as parents, siblings, etc., who are members of the employee’s household (i.e. living in the same residence as the employee).
 - h. “Directives Database” refers to the online, electronic version of the club’s Policies and Procedures resident on the club server.
 - i. [Bracketed Words] indicate reference to other Personnel Policies.
 - j. “Core Staff” refer to those Full Time and Part Time positions at the club that can only be created by authority of the General Manager.
 - k. “Critical Positions” are defined as those multiple line positions with high levels of interface with members and guests, such as servers, bartenders, cart staff, receptionists or concierges, activity leaders, etc.
6. Managerial Discretion



Personnel Policies

- a. Written policies and procedures cannot possibly cover every possible circumstance.
- b. The club hires individuals for management and supervisory positions based upon their education, experience, maturity, and demonstrated ability so that they may use their judgment when confronted by situations not covered by policies and procedures.
- c. While it is always recommended that management and supervisory staff consult with their superiors in these situations, circumstances may require an immediate decision or action. In such instances, management and supervisory staff should use their best judgment in making decisions or taking action.
- d. In this sense, policies and procedures are to be considered guidelines or the club-approved way of doing things.
- e. As a result, any policy or procedure may be modified or ignored as the situation demands, except those derived from the requirements of Federal, State, and local laws or regulations. These must be followed to the letter to protect supervisors and the club from legal action or regulatory censure and fines.
- f. Having been provided this leeway in decision making, management or supervisory staff must also understand that those who routinely and without good reason ignore club policies and procedures will be required to explain their actions and may ultimately face disciplinary action.



Subject: Supervisory Responsibilities

P-100.02

- A. Policy. It is the policy of the club that the work of all employees be assigned, directed, supervised, and reviewed by a manager, department head, or supervisor.
- B. Discussion
1. Each employee will ordinarily have only one supervisor.
 2. 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. To be effective, supervisors must organize their work areas and efforts, train continually and thoroughly, and benchmark their operations.
 3. Effective supervision depends upon the ability of supervisors to get employees to do what is necessary with professionalism and enthusiasm. Successful supervisors inherently understand and support the [Principles of Employee Relations].
 4. All supervisors will be issued and will read *Leadership on the Line, a Guide for Front Line Supervisors, Business Owners, and Emerging Leaders*, which explains the club's leadership expectations of supervisors.
 5. Supervisory responsibilities include:
 - a. Directing employees' work.
 - b. Hiring, counseling, and disciplining employees as necessary. Recommending discharges to General Manager.
 - c. In conjunction with Annual Club Goals, establishing goals for their department or section.
 - d. Establishing and maintaining high standards of service, quality and job performance for employees. Providing a strong emphasis on service to members by use of the club's [Standards of Service].
 - e. Resolving member complaints in a prompt, courteous way. Seeking constant feedback from members concerning quality of operations. Ensuring that all employees have a complete dedication to the needs and desires of members and their guests.
 - f. Establishing systems, policies, procedures, and standards for the efficient operation of their department or section. Paying close attention to the details of the operation that distinguish an outstanding operation from a merely good one.
 - g. Supervising employees, ensuring that all systems, policies, procedures, and standards are followed. Supervising the work of employees with emphasis on high levels of quality and service, making on-the-spot corrections as necessary. Constantly reinforcing ideals of quality and service to employees.



Personnel Policies

- h. Executing formal training programs and providing ongoing training of employees. See [Employee Training] for more details.
- i. Scheduling employees in the most cost-effective way to accomplish necessary work. Verifying hours worked.
- j. Monitoring and controlling departmental costs, especially payroll. Ensuring that all employees have work to do throughout the workday and workweek. Sending employees home when necessary to avoid overtime and control costs. Advising management on changes in staffing structure to accomplish the work in the most cost-effective way. Preventing sick leave abuse.
- k. Establishing and meeting annual and monthly budgets for department. Using Tools to Beat Budget to help monitor and control expenses.
- l. Ordering supplies as necessary. Conducting inventories as necessary in a timely and thorough manner. Ensuring the security of inventories.
- m. Ensuring the safe operation of all equipment. Reporting equipment defects and malfunctions to Maintenance for repair.
- n. Maintaining equipment and machinery in good working condition. Monitoring cleanliness of areas of responsibility. Cleaning as necessary and coordinating with Housekeeping for special cleaning or areas needing attention.
- o. Ensuring that club policies, including appearance and grooming standards for department, are followed by all employees.
- p. Instilling an awareness of energy conservation in staff.
- q. Benchmarking departmental performance with operating statistics tracked over time and analyzed continually.
- r. Establishing and maintaining effective communication with departmental staff, other departments, and senior management.
- s. Establishing and maintaining a high degree of motivation and morale within department.
- t. Working together with other department heads and supervisors to develop a team-like approach to operating facilities where the emphasis is placed on problem discovery and solution.
- u. Ensuring a safe workplace. Training employees concerning safety issues.
- v. Ensuring a secure workplace. Developing and maintaining a security consciousness among staff.

Subject: Personnel Administrator's Responsibilities

P-100.03

- A. Policy. It is the policy of the club that the Personnel Administrator is the department head who is generally responsible for providing expert consultation regarding all matters of personnel and employee benefits at the club.
- B. Discussion. The responsibilities of the Personnel Administrator are as follows:
 - 1. Keeping current with club personnel policies and procedures.
 - 2. Maintaining a printed reference copy of the most current personnel policies.
 - 3. Monitoring compliance of club personnel policies and procedures by all supervisory staff. Reporting discrepancies or concerns to the General Manager in a timely fashion.
 - 4. Recruiting, preliminary screening, and referring of all applicants, if desired by the General Manager. If not, training and assisting department heads and supervisors in the requirements of these functions.
 - 5. Placing recruitment ads, as necessary.
 - 6. Coordinating the hiring, transfer, promotion, lay-off, recall, demotion, disciplining, and termination of employees.
 - 7. Providing professional advice to department heads and supervisors on all personnel matters.
 - 8. Administration of benefit plans and disclosure of information for such plans to supervisors and employees.
 - 9. Monitoring and administering compliance with applicable Federal, State, and local laws regarding employment, salary and wages, safety, equal opportunity, etc.
 - 10. Maintaining personnel records and evaluating personnel programs and policies.
 - 11. Providing feedback, recommendations, and suggested changes in personnel-related matters to the General Manager.
 - 12. Providing [Club Orientation] to new employees.
 - 13. Keeping the General Manager informed of all personnel-related issues or problems that occur.
 - 14. Administering club [Performance Reviews]. Coordinating and monitoring the completion of all necessary Performance Reviews in a timely fashion.



Subject: Personnel Records

P-100.04

- A. Policy. It is the policy of the club that all employee Personnel Records be established, filed, maintained, and kept secure by the Personnel Administrator.
- B. Discussion
 - 1. Federal and State laws and regulations require employers to maintain certain records for all employees.
 - 2. Sound administrative practices dictate that we establish and maintain standard personnel files for each employee. These records allow us to administer our compensation and benefit programs, monitor sick/emergency days and vacations, keep track of injuries and Workers' Compensation claims, and provide a location to file applications, records of employee counseling, disciplinary reports, performance reviews, and other pertinent employment records.
- C. Responsibilities
 - 1. The club's Personnel Administrator is responsible for establishing the system, format, policies, and procedures for properly maintaining employee personnel files. See [Personnel Files] for more information.
 - 2. Department heads are responsible for ensuring that their departments follow all club policy and procedure relating to personnel records.
 - 3. Because of the sensitive nature of the material in personnel records, it is the responsibility of Personnel Administrator to safeguard personnel records. All information in individual personnel files is considered confidential and will not be provided to anyone who does not have a direct need to know. Failure to safeguard personnel records may result in disciplinary action. See [Confidentiality of Employee Personnel Records] for more information.
 - 4. The Personnel Administrator is responsible for ensuring that all forms and records submitted for inclusion in personnel files are filled out correctly, completely, and legibly.
 - 5. Department heads are responsible for correctly filling out and submitting various forms and records to the Personnel Administrator for inclusion in an individual's personnel file.



Subject: Confidentiality of Employee Personnel Records

P-100.05

- A. Policy. It is the policy of the club that Employee Personnel Records are confidential and no information about an employee will be disclosed to anyone outside the club except as described in this policy.
- B. Discussion
1. Requests for information. In response to an outside party's request for verification of employee information, the club will verify only the following information:
 - a. Dates of employment,
 - b. Employee's position or job title, and
 - c. Employee's eligibility for rehire.
 2. Contractors who perform work for the club
 - a. Any outside firm that performs personnel-related services, such as payroll processing or benefits administration, will have access to any employee information pertinent to facilitate performance of these services.
 - b. All such contractors, as a condition of their engagement, are required to maintain the confidentiality of employee information.
 3. Information disclosure required by law. The club will furnish employee information whenever required legally to do so, including:
 - a. To comply with a legally valid administrative summons or judicial order, such as a subpoena or search warrant,
 - b. To respond to a government audit or investigation, and
 - c. To respond to a law enforcement agency's request for an employee's home address and dates of work attendance.
 4. Information needed in civil or grievance proceeding. The club reserves the right to disclose employee information in defense of any personnel-related complaints.
 5. Medical emergencies. If necessary to respond to an apparent medical emergency, the club will disclose employee personnel information as appropriate.
 6. Disclosure authorized by an employee



Personnel Policies

- a. Any disclosures beyond those described above will require the employee's written consent.
- b. The club will consider employee-authorized requests for information on a case by case basis and reserves sole discretion to accommodate or refuse such requests.



A. Policy

1. The club reserves the right to expand, modify, or revoke any policy at any time.
2. While the club will make every effort to keep the Directives Database current, there may be times when policy changes before the database can be revised.

B. Procedures

1. When Personnel Policies are changed in any way, the changes will be reflected in the Directives Database.
2. The Personnel Administrator will notify all club managers and supervisors of changes by e-mail or mailed announcement.
 - a. All notified individuals will visit the Directive Database and review the changed information as soon as possible. As a convenience to readers, modified (added, deleted, or changed) material will be highlighted for a period of 14 days to allow readers to review changes without having to read the entire document.
 - b. The Personnel Administrator, who is required to keep a printed reference copy of all Personnel Policies, will download and print any changed policies and update the reference book as soon as possible.

C. Suggestions/Recommendations for Changes

1. Suggestions and recommendations to clarify, expand upon, simplify, or otherwise improve policies, procedures, and related forms are encouraged and welcomed.
2. Any department head or supervisor with suggestions or recommendations for changes to policy, procedure, or forms, should contact the Personnel Administrator.
3. If in agreement with the suggestion or recommendation, the Personnel Administrator will draft the modified version of policy, procedure, or forms, circulate it as necessary for comment, and submit it to the General Manager for approval.



Policy. It is the intention of the club to create and sustain a work environment that promotes happy and satisfied employees, thereby ensuring positive member and guest experiences. Therefore:

1. All employees will be treated with dignity and respect. We will not tolerate discrimination or harassment in any form, or any conduct that is unseemly, unprofessional, or reflects poorly on the club.
2. Rules, regulations, and policies will be applied uniformly and fairly to all employees. We will not play favorites. We pledge to conduct our employee relations in an honest and straightforward way. Any necessary criticism or counseling will be conducted in private in a constructive manner with the intention of instructing and correcting rather than blaming.
3. Every employee contributes to the overall success of our operation. The only difference among employees is their level of authority and responsibility. Every employee is important.
4. The great majority of people want to do their jobs well and they take pride in their work. When an employee fails, it is often a failure of management to properly train or communicate performance expectations. In other words, we can't expect employees to do something properly unless we have properly shown them how to do it.
5. Employees have no idea what goals management has for them unless those goals are communicated. They have a need and the right to know how their performance is contributing to the achievement of those goals. Continuous feedback is essential.
6. Management must make every practical effort to keep employees informed on matters concerning policy, procedures, long range plans, projects, work conditions, and compensation and benefits. An informed employee is a better employee. Supervisors should be available at reasonable times to answer questions and hear employee concerns.
7. Recognition is important to all of us. If we have the authority to correct, we also have the responsibility to praise. We cannot have one without the other.
8. Every one of us has a responsibility to help our fellow employees. We do not work alone. Rather we work together for a common purpose. We owe it to ourselves and everyone we work with to be personally pleasant and mutually supportive. One unpleasant personality or negative, non-cooperative attitude can ruin the workplace for all of us.
9. We must empower our employees through meaningful contribution and strive to make our workplace interesting, challenging and rewarding. We can do this only by involving employees in decision-making and continual process improvement. The ideas and energy of our employees are truly the driving force behind any success we may achieve as an organization.
10. Our workplace must also be pleasant, enjoyable and even fun. Too much of our lives are given to work for it to be viewed as a necessary drudgery. Each employee is challenged to do everything possible within good taste and reason to make the club a more enjoyable place for us all.



Subject: Staff Notes

P-100.08

- A. Policy. It is the policy of the club to strongly encourage supervisors to keep thorough Staff Notes on all employees under their supervision.
- B. Discussion
 - 1. 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 employees under his supervision.
 - 2. 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.
 - 3. All supervisors are encouraged to 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 employees' development.
 - 4. Such records allow a supervisor to identify and recognize outstanding employees, to terminate the problem employee without difficulty, and to develop each employee to his fullest potential through meaningful feedback.