



SPHM
HOSPITALITY

EMPLOYEE DEVELOPMENT POLICIES



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Series 300

Employee Development Policies

Subject: Employee Handbook

P-300.01

- A. Policy. It is the policy of the club that all new employees receive a copy of the Employee Handbook.
- B. Discussion
 - 1. Indoctrinating new employees into the club culture is of utmost importance in establishing and maintaining our reputation for high levels of service, attention to detail, and the excellence of our operations. One means of doing this is the Employee Handbook.
 - 2. Employee Handbook
 - a. This booklet welcomes the new employee to the club, provides our mission, vision and guiding principles, explains our operating philosophy, explains the laws governing the workplace, our employment and work policies, our benefits, and provides information regarding conduct, discipline, and terminations.
 - b. Many of the topics covered in the Employee Handbook have legal implications and it is important that new employees are provided this information and that they understand its significance. To that end, we require employees to sign an Employee Handbook Acknowledgment and Disclaimer, [SPHM Form 118], which is filed in their personnel file.
- C. It is the responsibility of the Personnel Administrator to ensure that each new employee receives the Employee Handbook and that its issuance is noted on the individual's Club Orientation Checklist, [SPHM Form 105].

Subject: Standards of Service

P-300.02

- A. Policy. It is the policy of the club that all new employees receive a copy of the club's Standards of Service.
- B. Discussion
 - 1. Indoctrinating new employees into the club culture is of utmost importance in establishing and maintaining our reputation for high levels of service, attention to detail and the excellence of our operations. One means of doing this is the club's Standards of Service.
 - 2. Standards of Service
 - a. This pocket-sized card explains in the most basic terms our commitment to service, right attitude, teamwork, courtesy and making the most of our workplace.
 - b. Employees will be instructed to carry their Standards of Service pocket card with them at all times and refer to it often.
- C. It is the responsibility of the Personnel Administrator to ensure that each new employee receives a copy of the Standards of Service and that its issuance is noted on the individual's Club Orientation Checklist, [SPHM Form 105].

Subject: Job Descriptions**P-300.03**

A. Policy. It is the policy of the club that all positions have written job descriptions outlining major job responsibilities and duties.

B. Discussion

1. Job descriptions describe a job, listing the various functions and requirements of a given position. They are not meant to be all-inclusive; rather they highlight the more important functions of a job.
 - a. Job descriptions must be kept up-to-date, changing as the requirements of the position change.
 - b. Department heads must ensure that all departmental job descriptions are current and accurately reflect the requirements of each position.
 - c. Because of the requirement for applicant medical screenings for those seasonal positions involving heavy lifting, i.e., more than 40 pounds, department heads must review position requirements and note heavy lifting on job descriptions.
 - d. Employees must understand that they are required to do every reasonable thing asked of them in conjunction with the operation of the club – whether it's in their job description or not. In fairness to employees, though, if a supervisor regularly asks an employee to perform a new function not listed in his job description, the supervisor should update the job description accordingly.
2. Department heads are expected to keep job descriptions for all departmental positions on file. Sample job descriptions are maintained on the club's [Directives Database] and may be downloaded and modified as necessary by supervisors.
3. The Personnel Administrator will require department heads to review all departmental job descriptions on an annual basis (at a schedule of his choosing) and modify them as necessary.

Subject: Employee Orientations

P-300.04

- A. Policy. It is the policy of the club that new employees receive both a Club Orientation and a Departmental Orientation.
- B. Responsibilities
 - 1. It is the responsibility of the Personnel Administrator to conduct the Club Orientation for new employees. Because the orientation takes approximately an hour, weekly or bi-weekly orientations may be scheduled for all new employees hired since the last orientation.
 - 2. Department heads are responsible for conducting the Departmental Orientation. A detailed outline of the material to be covered by department heads may be found in [Departmental Orientation].
- C. Documentation
 - 1. The Personnel Administrator will complete a Club Orientation Checklist, [SPHM Form 105], for each new employee who has completed the Club Orientation. The completed checklist will be filed in the employee's personnel file.
 - 2. Department heads will complete a Departmental Orientation Checklist, [SPHM Form 106], for each new departmental employee. This completed checklist will be forwarded to Personnel Administrator for inclusion in the employee's personnel file.

Subject: Employee Training**P-300.05**

A. Policy. It is the policy of the club that employees be properly and thoroughly trained in the essential knowledge, skills, and abilities of their position.

B. Discussion

1. Training

- a. In order to meet the quality expectations of our members, thorough training is an imperative. Such training is an ongoing process that requires absolute commitment from department heads and supervisors.
- b. Department heads have the direct responsibility to train their employees, but are sometimes intimidated by the task of designing curriculum, preparing written training material, lesson plans, and testing material. As a result, training is haphazard and the evidence is clear in every area of the operation.
- c. To ensure that this will not be the case with our club, a Training Manager will be appointed to oversee the club's training effort. Recognizing that training begins with the new hire's first day and continues throughout the term of employment, the club will develop a comprehensive [Training Plan] with stated goals and an annual budget.
- d. The club will use [Employee Orientations], the [Employee Handbook], [Standards of Service], and departmental training material to ensure that employees in Critical Positions receive thorough initial and ongoing training. Critical Positions are defined as those multiple line positions with high levels of interface with members and their guests such as food servers, bartenders, cart staff, receptionists or concierges, activity leaders, etc.

2. Training Manager

- a. To ensure that formal, thorough training is conducted, the club will assign the duties of Training Manager to an existing department head. In addition to his primary duties, this individual will be responsible for:
 - (1) Preparing and submitting to the General Manager an annual [Training Plan] and budget,
 - (2) In conjunction with the department heads, establishing the curriculum for each Critical Position,
 - (3) Maintaining an up-to-date file of written lesson plans with supporting materials (i.e. handouts, overhead slides, tests, etc.) for each class within each curriculum,
 - (4) Tracking the ongoing training requirements of individual department heads and supervisors,

- (5) Providing monthly training schedules and reports summarizing training activity to the General Manager.
- b. Maintaining this training system can be time-consuming. The club expects to minimize the time impact of the program by developing much of the training material, lessons plans, and other supporting material and basing it on the [Directives Database], allowing all users of the system to access the training material and document class attendance through data entry screens.
- 3. Training Program. The club will use the Knowledge and Individual Skills Training (KIST) program to develop training curricula for all Critical Positions. For more information of this program, see [Knowledge and Individual Skills Training (KIST)].
- 4. Training Program Components
 - a. Orientations – Club & Departmental
 - (1) The club has designed a system that provides two orientations to new employees.
 - (a) The first is the Club Orientation, which is conducted by the Personnel Administrator and covers general information and issues of importance to a new employee. Included in this orientation is a welcome and discussion of our [Standards of Service].
 - (b) The second orientation is conducted by the new hire's department head and reviews important areas of general interest as well as more detailed information about the operating department.
 - (2) Both orientations are documented with a checklist that becomes part of the new hire's personnel file. For more information, see [Employee Orientations].
 - b. Employee Handbook
 - (1) Each new employee receives a copy of the Employee Handbook. This booklet contains important information about the club, our mission, vision, guiding principles, our service standards, a summary of benefits, and a discussion of various work rules and requirements.
 - (2) An acknowledgement form, signed by new hires when they receive the handbook, will be placed in the employee's personnel file. For more information, see [Employee Handbook].

c. Club Etiquette Training

- (1) Every club employee will be required to receive a one-hour class on general etiquette.
- (2) This class is designed to acquaint every employee with the basic requirements of courtesy and etiquette. Not only will this class focus on particular situations such as greetings and telephone etiquette, but will also discuss the effects of body language and facial expression in creating an atmosphere of total dedication to service.

d. Departmental Training

- (1) In concert with the Training Manager, each department head will be responsible for executing formal training programs by position, consisting of training manuals, lesson plans, and supporting materials for each Critical Position. This information will be kept on file and updated at least annually.
- (2) Refresher training will be scheduled throughout the year, particularly at slow times. Not only will initial training be reviewed, but new procedures and lessons learned through experience will be discussed. These training sessions are critically important to highlight areas of concern or member complaint and will be documented for incorporation in initial training programs. The will also use Club Resources International's program called [Training on the Go!] to facilitate the refresher training of food and beverage servers.

e. Quality Focus Program

- (1) Each month department heads should select an area of their operation that requires improvement and will design and execute a [Quality Focus Program] to focus employee attention on the problem.
- (2) At the end of the month, a new area will be selected. Through this program it is expected that employees, accustomed by the intense monthly focus, will continue to maintain high levels of awareness to previously addressed problem areas as they move on to new topics.

C. Responsibilities

1. Department heads are responsible:

- a. for designing training programs for Critical Positions. The programs will be designed to cover all essential knowledge, skills, and abilities of Critical Positions and be easy of use, easy to execute, and easy to administer.
- b. for developing departmental training material and conducting initial and ongoing training sessions for their employees. Further, department heads must document attendance at all classes by means of a Training Class Attendance Sheet, [SPHM Form 122]. This form will be

used for all formal training sessions and will be forwarded to the Training Manager upon completion.

- c. for noting attendance at all classes in each individual's Employee Training File, [SPHM Form 113].
- 2. The Training Manager is responsible for the execution and administration of the club's training program. The Training Manager will establish the club Training Plan and develop annual budgets, goals, and timelines for completion.

Subject: Training Plan**P-300.06**

- A. Policy. It is the policy of the club that an annual training plan and budget be developed to guide the training efforts of the club.
- B. Purpose. The purpose of the club's training program is to provide all employees with the necessary knowledge, skills, and abilities to properly do their jobs.
- C. Benefits. A formal and properly executed training program will:
 - 1. Improve levels of service.
 - 2. Reduce member complaints.
 - 3. Improve operating efficiency.
 - 4. Lower employee turnover.
 - 5. Improve continuity of service.
 - 6. Ensure the employment longevity of management staff and the continued success of the club.
- D. Training Goals
 - 1. Budget some percentage of payroll cost (less golf course maintenance) for training. This money will be used for the following purposes:
 - a. Editing and formatting of training manuals.
 - b. Spiral binding equipment to bind training manuals.
 - c. Digital camera to take pictures of plate presentations, table settings, and techniques that lend themselves to pictorial representation. This same camera can be used to take photographs of facility events for the newsletter.
 - d. Overhead projector.
 - e. Flip chart and easel.
 - f. Portable dry-erase board.
 - g. DVD player and TV on stand.
 - h. Computer projector.

- i. Identify and purchase off-the-shelf training material for a club training library.
- j. Training payroll hours for employees in formal training classes. All hours spent in training will be charged against a “training” line on the General and Administrative schedule of the financial statement. This removes the cost disincentive for department heads to train, by removing training cost from their departmental schedule.
2. Develop self-study training manuals, instructor notes, and written tests for the below listed positions on the [Directives Database]:
 - a. Casual dining server.
 - b. Fine dining server.
 - c. Catering server.
 - d. Golf outside staff.
 - e. Lifeguards.
 - f. Activities staff.
 - g. Housekeeping staff.
 - h. Laundry staff.
 - i. Snack Bar and Beverage Cart staff.
3. Utilize [Training On the Go!] cards for food and beverage employees. These are short (10 minute) refresher classes on key food and beverage topics. They to be used during pre-shift meetings with servers to reinforce key items or remedy deficiencies.
4. Establish an administrative process to track and report training.
5. Develop, collect, and track training statistics.

Subject: Knowledge and Individual Skills Training**P-300.07**

A. Policy. It is the policy of the club that employees be properly and thoroughly trained in the essential knowledge, skills, and abilities of their position using the Knowledge and Individual Skills Training method.

B. Discussion

1. Knowledge and Individual Skills Training (KIST) is an ongoing, club-based training program designed to provide line employees with the basic knowledge and skills necessary to perform their duties while meeting established club standards.
2. KIST is custom-designed in that it focuses on the knowledge and skills identified by management for their particular operation. While all service training is similar in concept, the details and personal touch of each operation, the very things that separate the one from the many, are varied and specific.
3. KIST is effective in training employees because it:
 - a. provides information in small doses,
 - b. involves supervisors in training on an ongoing basis with a minimum of time investment,
 - c. is supported by a comprehensive workbook that may be used independently or as a tool to augment and reinforce, and
 - d. is easily modifiable based upon member and employee feedback.
4. Recognizing the hierarchy of knowledge, KIST is multi-level, allowing employees to master basic skills before stepping up to the intermediate and advanced levels. This also allows management to evaluate progress and consider budgeting priorities before committing to the next level.
5. KIST is a total training system involving eight equally-important steps. They are:
 - a. Establishing organizational policies and procedures.
 - b. Defining organizational product and service standards.
 - c. Defining principal tasks for each employee position.
 - d. Identifying the necessary knowledge and skills for each task and each position.
 - e. Developing training material to impart the necessary knowledge and skills and a measurement system to verify results.

(1) The training material is made up of:

- (a) Formal training classes of no more than 15 minutes duration. These classes are designed to be taught by front line supervisors, the people who have the greatest stake in training and an absolute need to know what their employees are being taught. Each class consists of:
 - 1) a formal lesson plan,
 - 2) teaching aids, if any,
 - 3) handouts, if any, and
 - 4) a quiz to reinforce the important points of instruction.
- (b) Reference workbooks, provided to each employee, contain all the necessary material. These workbooks are to be filled out by employees, brought to all classes, and are subject to review by managers. The workbook can also be used for self-study in the absence of formal training classes during busy periods.
- (c) Knowledge and skills tests, given periodically, to ensure retention. Test results may also be used to support incentive programs or pay increases.

(2) The measurement system is made up of member comment cards with a minimal number of specific questions about the product and service. The member indicates his or her evaluation by checking one of nine blocks provided for each item. The subjective evaluations are: Poor, Fair, Good, Very Good. A numeric correlation varies from zero to four in half point increments. By tabulating member responses, management can determine a monthly average for each question. This can be used to spot trends and design interventions for problem areas.

f. Conducting the training and measuring member feedback.

- (1) Basic training is provided all new employees by supervisors using formal classes and/or the reference workbook. Ongoing training is refresher or more in-depth training in areas identified by employee evaluations or member feedback.
- (2) Member feedback is measured on an ongoing basis by tracking member comment cards. The correlation of subjective measures to numerical results gives management a more objective measure of performance and identifies areas requiring emphasis.

g. Conducting ongoing supervisor and employee evaluations of the training material and its effectiveness while evaluating member feedback through the measurement system.

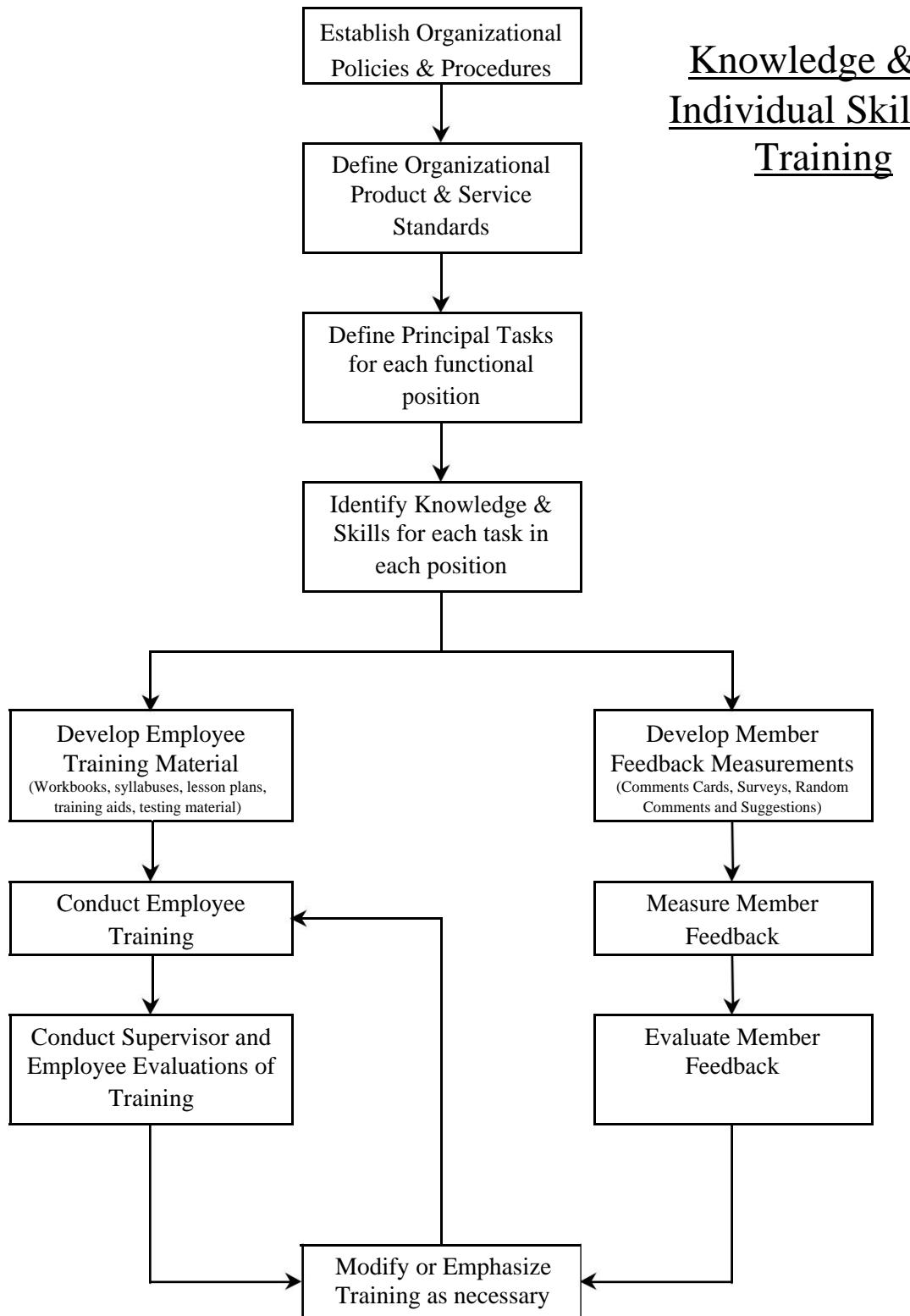
h. Closing the information loop by modifying or emphasizing training based upon employee evaluations and member feedback.

6. For a diagram of the KIST process, see the last page of this policy.

7. Other Training Tools

- a. **Checklists.** Checklists provide a reminder to employees of tasks to be completed during a work shift or on a periodic basis. They also ensure accountability for completion of key tasks by employee signature on the checklist. Examples are Opening Checklist, Closing Checklist, and Cleaning (Daily, Weekly, Monthly) Checklists.
- b. **The Daily Tip.** Daily pointers to reinforce service principles and techniques. These brief reminders are printed on 8½ by 11 inch card stock and are meant to be posted by the time clock or in any other prominent location.
- c. **Training On the Go!** 8½ by 11 inch laminated cards with refresher training on specific topics, service tips, club policies, operational details, questions and answers, and other information to reinforce and remind employees. Designed for brief presentations during pre-shift meetings and other opportunities and when employees are together.
- d. **The Weekly Focus.** There are fifty-two weeks in a year and literally hundreds of details and tasks in any service business. By focusing on one specific detail or task for a week, such as suggestive selling or facility policies, management can give detailed standards, instruction, and emphasis for a particular item. When the employee moves on to a new topic the following week, they will still retain much of the previous week's emphasis.
- e. **The Monthly Focus.** This is the same concept as the Weekly Focus, but stresses a larger and more important issue to the success of the business, such as employee courtesy or getting orders from the kitchen to the table quickly.
- f. Incentive Awards
 - (1) Both the Weekly and Monthly Focus can be made more effective by building in Incentive Awards to reward employees for meeting specified goals.
 - (2) Awards can be anything from a bottle of wine to the employee who sells the most wine during a Weekly Focus to a cash award to the employee who shows the most improvement in speed of service during a Monthly Focus.
 - (3) To be effective, Incentive Award programs must be realistic, easily understood by employees, easily implemented, measurable, and provide feedback for the duration of the focus period. Care must be given to design and implement a measuring and feedback system that provides incentive, as well as the perception of fairness, to employees.
8. **Knowledge and Individual Skills Training** is a comprehensive program of training that will improve service and service delivery in any organization. It requires commitment on the part of management – the commitment of organizational will and resources to step up to the next level of performance. The benefits will permeate the organization, from more satisfied members to fewer

member complaints; from fewer day-to-day crises to improved strategic thinking; from improved employee productivity to lower staff turnover; and from an empowered employees to an improved bottom line.



Subject: Training on the Go!

P-300.08

- A. Policy. It is the policy of the club that Training on the Go! material be used for ongoing refresher training of food and beverage employees.
- B. Discussion
 - 1. Training of line employees, particularly in food and beverage positions, must be ongoing to ensure quality and consistency of service
 - 2. Department heads and supervisors are responsible for this ongoing training.
 - 3. Department heads and supervisors are extremely busy individuals with little time to prepare and administer training programs.
 - 4. Training on the Go! is a training program for brief “on the go” training sessions with employees. The material is both general and specific in nature and is meant to reinforce initial training and remind employees of the basic knowledge and skills necessary for their position.
 - 5. Training on the Go! consists of 8½ by 11 inch laminated cards with refresher training on specific topics, service tips, facility policies, operational details, questions and answers, and other information to reinforce and remind employees. It is designed for brief presentations during pre-shift meetings and other opportunities when employees are together.
 - 6. Supervisors and department heads will use the Training on the Go! material in pre-shift meetings, departmental meetings, and other gatherings as appropriate and time permits.

Subject: Performance Reviews for Non-Exempt Employees**P-300.09**

- A. Policy. It is the policy of the club that all employees (Full Time, Part Time, and Seasonal) receive introductory period reviews and annual performance reviews thereafter.
- B. Discussion
 - 1. Performance reviews are periodic, formal feedback sessions that help measure an employee's contribution to the overall effort.
 - 2. Reviews give important feedback to employees; reinforcing those things they do well while helping them improve in areas where their performance is weak. As such, they are part of the ongoing training effort of the club.
 - 3. Reviews must be based on specific facts, not generalities. Managers should keep notes throughout the review period on the quality and deficiencies of an employee's work. See [Staff Notes] for more information. If this is done, a manager will be able to provide a meaningful review based on actual fact and will be able to give relevant examples to the employee to ensure he understands.
 - 4. Reviews should be honest, fair, and candid. No manager should attempt to avoid conflict with an employee by giving an overly positive evaluation. Such an evaluation could be used as evidence of club satisfaction with his work in a wrongful termination case.
 - 5. Managers must make it clear to employees that it is their responsibility to influence management's perceptions of their work. If they make no effort to influence these perceptions and their supervisor has negative perceptions, the manager should never feel hesitant or uncomfortable telling them so.
 - 6. If managers make on-the-spot corrections and hold counseling sessions when necessary to correct an employee's work, a negative review should never come as a surprise to the individual.
 - 7. Performance reviews must include an opportunity for the employee to give feedback as well. A performance review should be a dialogue with nothing finalized until the session is ended. The completed written performance review should be placed in the employee's personnel file and a copy given to the individual.
- C. Types of Reviews – The club uses three types of performance reviews:
 - 1. **Introductory period review** – These reviews are mandatory for all employees 15 days before the end of their introductory period (75 days after hiring). Every person wants and deserves to know how he is doing. This is particularly important for new hires. It is important for the club to determine if the new hire will meet our standards of conduct and work performance, and it's important for the new hire to know where he stands and what improvement may be necessary for continued employment.

The introductory period review should contain:

A candid conversation regarding the individual's work performance based on an objective assessment.

A development plan to improve in those areas of work performance with the most opportunity or need.

A decision to end or continue the introductory period. If a new hire's work has not met expectations and the supervisor wishes to extend the introductory period, he/she must document the areas of unsatisfactory work performance and have prior approval from the General Manager. Then a Notice of Extended Introductory Period, [SPHM Form 126] must be completed. The supervisor will then meet with the employee and explain the reasons for extending the introductory period. The completed Notice of Extended Introductory Period will be given to the employee and a copy will be provided to the Personnel Administrator.

If the employee completes the introductory period, it will be communicated to him during the review session and noted on the performance review form.

Introductory reviews are initiated by the Personnel Administrator.

2. **Annual review** – These reviews are for all employees once a year during the month of January. There are multiple purposes for these annual formalized sessions. Accurate documentation and scoring will support reasons to award or withhold pay increases. A candid discussion about past performance enhances the relationship between a supervisor and a subordinate, and sets a foundation for setting goals for the future. The discussion confirms, realigns, or establishes expectations. Everyone wants to know how their performance is perceived and how they will be rewarded for their performance. They want to know how their contribution to the team impacted the team's results. They also want to know future goals, so they know what a "win" will look like.

If an introductory review has been done for an employee within 3 months of the due date of the annual review (i.e., on or after November 1st) no review will be due until the next annual review.

Annual reviews are initiated by the Personnel Administrator.

3. **Discretionary review** – These reviews are optional. Any time a supervisor feels the need to document an individual's performance he or she may do so by using a Performance Review. This will be done when an employee is having performance problems or when the supervisor wants to recognize "above and beyond" performance.

These reviews are initiated by the supervisor.

D. Forms – Two forms are used in the Performance Review Program for non-exempt employees:

1. Employee Performance Review, [SPHM Form 114].
2. Employee Development Plan, [SPHM Form 116]. Used for preparing development plans for employees with performance problems.

These forms are designed to make the review process consistent, fair, and easy to use. This does not preclude supervisors from including additional review criteria so long as they are used to evaluate all employees in a particular position according to the same standard.

Completed Performance Review forms will be signed by the supervisor and the employee. Three copies will be made.

The completed original will be placed in the employee's personnel file,

A copy is given to the employee, and

A copy is retained by the supervisor in his files.

E. Responsibilities

1. Rating Manager – Each supervisor is responsible for conducting mandatory reviews for all employees according to schedule, that is, 15 days before the end of the introductory period for new hires and once a year for employees' annual reviews.

Rating managers are responsible for conducting the reviews in a professional and meaningful manner, correctly filling out the review forms, having the reviews endorsed by the General Manager, and forwarding the original copy to the Personnel Administrator for inclusion in the employee's personnel file. Further, supervisors are responsible for preparing an Employee Development Plan, SPHM Form 116, when necessary.

2. Personnel Administrator – The Personnel Administrator is tasked with responsibility for overseeing and administering the club's Performance Review Program. She will also monitor supervisors' compliance with the schedule and adequacy of reviews and report any problems to the General Manager.

The Personnel Administrator will ensure that introductory and annual reviews are initiated at the appropriate times by sending review forms (with the names of those to be reviewed) to supervisors with a suspense date for completion. The Personnel Administrator is also responsible for filing the completed review form in the individual's personnel file.

3. Review and Endorsement Responsibilities – Performance reviews for non-exempt employees will be completed by their supervisor or department head and endorsed by the General Manager.

F. For a discussion of the Performance Review Process, see the next page.

The Performance Review Process

The Performance Review Concept

The purpose of any performance review is to obtain the best possible performance from each employee by positively reinforcing desired behaviors, while developing him to his full potential by coaching him and constructively correcting those behaviors that need improvement. The basic concepts behind achieving optimum performance from each employee are:

To set goals and expectations the first day of employment and adjust and reinforce them during the entire period of employment.

To coach along the way, correcting when necessary and reinforcing positive performance.

To ensure that any performance review is not a monologue by the supervisor; rather it should be a dialogue between the employee and supervisor to reach a mutual understanding of what optimum performance is.

To set goals to accomplish prior to the next session and discuss how to accomplish them.

Prior to any performance review, whether Introductory, Annual, or Discretionary, a supervisor must explain to an employee the criteria by which his performance will be judged. This is only fair, as everyone deserves to know the important aspects of their jobs. The perfect time to share and explain the Employee Performance Review form is upon hiring when the supervisor provides the employee a job description and explains the job functions of the position.

The Performance Review Meetings

The most effective performance review may include three separate contacts with the employee.

1. **Preparatory Meeting.** The first contact is very brief and is used to schedule a date, time, and location in the coming 2-4 weeks for the performance review meeting. This setting a date and time is also a good opportunity to briefly review again the review form and rating criteria. Some managers will give the employee a blank form and ask him to fill it out prior to the Performance Review meeting. This practice of self rating forms the basis for comparing perceptions and encourages a dialogue during the review session.
2. **The Performance Review.** This is the main review session and is discussed in greater detail below.
3. **The Follow-Up.** This brief contact a few days after the session is used to follow up with the employee to see if there are any additional questions or comments and ensure that both are in agreement about what must be done prior to the next review session. Achieving this agreement and the employee's buy-in for any necessary improvement will make the next review session even more meaningful and productive.

Conducting a Meaningful Performance Review

Performance reviews are only as meaningful and useful as the effort put into them by the supervisor. The following guidelines are provided to help supervisors understand the basic requirements for conducting meaningful performance reviews.

1. Preparation.

Prepare for the performance discussion. Schedule a quiet place, make sure you have enough time, and don't allow interruptions.

Fill out the performance review form accurately and objectively using information gathered from Staff Notes, recollection of events, Records of Employee Counseling, as well as comments from other club leaders and members. Be thorough. Use additional sheets of paper as necessary.

If necessary or desired, fill out an Employee Development Plan, CRI Form 116, detailing specific goals to be accomplished.

2. The Discussion

Set the tone of the discussion during the meeting by restating the objectives and the role you and the employee will take in the discussion. Be informal, make the employee feel comfortable, offer a beverage, and make sure you will not be interrupted.

People want to know what the score is. Start by telling them the overall score of the review. Explain that the score may change as the dialogue progresses. The rest of the review will then focus on the elements that make the score. If they know the score up front, they are more likely to participate and listen to what you have to say.

During the discussion be candid, sincere, and listen to the employee. Encourage a dialogue. The more an employee talks, the more he will remember and understand his part in the process.

Be open to changing any of your criteria ratings if the employee provides compelling or convincing reasons why you should. Sometimes a supervisor's perceptions are based upon faulty or partial information and a willingness to "be fair" may go a long way toward gaining the employee's trust, cooperation, and commitment.

The performance review is a discussion about past performance. Its primary values are to recognize great performance and review opportunities for performance improvement. While this review is important and is the basis for an employee's overall score, the most productive review discussion should be focused on future performance and expectations. Typically a productive review discussion would focus more than half of the time on the future.

Finalize the discussion by setting expectations and laying out specific goals to accomplish prior to the next time you meet.

3. Choosing Not to Sign.

Occasionally employees may not agree with comments written on the review form. The employee signature merely indicates the employee acknowledges the discussion occurred; not that he agrees with the comments. Employees are requested to sign performance reviews, but have a right not to sign. The absence of the employee's signature will not affect the validity of the document. If an employee chooses not to sign, the supervisor notes this by writing "chose not to sign" and by signing and dating on the signature line.

4. **Right to Respond.** Each employee who receives an unsatisfactory performance review has a right to respond and supervisors must inform them of this right. Such response *should* come within 7 days of the performance review. Supervisors should consider the response, amend the review if warranted, and attach the response without alteration to all copies of the review (Personnel, departmental, and employee copy).

Using Performance Reviews to Document Unsatisfactory Performance

Unsatisfactory performance results when an employee is not meeting the standards expected for a particular position. There may be times an employee is not suited for that position but is a valuable asset and may be able to work in a different role. There are times the employee is not a good fit in any position at the club and should be discharged.

Supervisors are responsible for doing four things when dealing with an employee whose performance is unsatisfactory:

Conduct a Performance Review to discuss the unsatisfactory performance. This review should be timely and therefore you do not wait for the annual review period. Give specific, objective examples of unsatisfactory work observed by you and other individuals.

In conjunction with the employee, prepare an Employee Development Plan, SPHM 116, for improving his performance. This plan should be specific and include a timetable of expected improvement.

Meet with the employee regularly during the development plan period to review work, offer support and praise where warranted, and make corrections or suggestions. You should be working together to achieve the desired performance goals.

Document all discussions, meetings, changes to the development plan, and keep thorough Staff Notes during the development plan period.

If the employee rises to the occasion and improves his performance, inform him so. A supervisor may wish to maintain some sort of modified development plan to continue to monitor the situation for some period of time. All documentation from the incident should stay in the employee's file in case there are future problems.

If the employee is unable to meet performance expectations, discharge or reassignment will occur. For more information, see Discharge, P-700.05.

Instructions for Completing Employee Performance Review, SPHM Form 114

The Employee Performance Review form is designed to allow supervisors to type in their ratings and review on the computer, as well as printing it and filling it out by hand. The form provides four numerical ratings from Unsatisfactory (1) to Exceeds Expectations (4). The resulting overall score is an average of all rated categories and relates back to a basic rating scale from 1 and 4.

On the third page there is space to enter goals for the coming rating period, as well as a place for recording an employee's impression of the level of training, resources, and support we provide them to do their jobs properly.

We believe the form is self explanatory, but offer the following tips in using it:

1. After entering the club, employee name, and other employee information, you may select the type of review and employee's employment status by circling or highlighting the correct entry, for example, *Introductory* and *Full Time*.
2. When selecting the rating for individual rating criteria, simply double-click on the check box you want. A window will appear with a place to "Check" the block. After clicking OK, the box will appear checked. Do this for all rating criteria you wish to rate. If you check the wrong box or wish to change your rating, double-click on the previously selected box and change the box to "Not Checked."
3. If you are unable to rate any particular rating criteria, check the N/A block.
4. Place the cursor in any comment field and type your comments. At the end of any line, your typed comments will word-wrap to the next line. The box will also expand as necessary to hold lengthy comments.
5. On the top of page 3 is a place to enter the employee's overall rating. Simply divide the total score of all rated criteria (not including N/A's) and divide it by the number of criteria rated. Enter this score in the appropriate space.
6. After holding an initial discussion to explain the Performance Review process, then filling out and presenting the form to the employee, sign and date the form on the bottom of page three and provide a copy to your General Manager for review and signature.

Though we have always insisted that a Performance Review should be a dialogue between the employee and reviewer, we stress again that such a dialogue will greatly improve the review process and encourage the employee to feel appreciated for his or her contributions while "buying in" to any necessary improvements.

Club Resources International**Employee Performance Review**

Employee Information:				
Name: Emma Sweet	Review Type: (circle one)	Introductory	Annual	Discretionary
Job Title: Server	Employee Status: (circle one)	Full Time	Part Time	Seasonal
Department: Food & Beverage	Supervisor: Brad Jones			
Review Period From: 1/1/07	To: 12/31/07	Date: 1/15/08		

Ratings				
	1 = Unsatisfactory	2 = Below Standard	3 = Meets Expectations	4 = Exceeds Expectations
Job Performance				
1. Understands and completes all assigned duties	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Quality of work (consider accuracy, thoroughness, timeliness)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Quantity of work, productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Abides by standards, policies, and procedures for position	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Makes sound decisions relating to work	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Works well with others	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Completes assignments cheerfully and promptly	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. Works well without supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9. Is employee a team player, assisting others when necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
10. Communication skills with supervisor and co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11. Engagement with members (outgoing, friendly, courteous, helpful)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12. Makes good decisions independent of supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
13. Takes ownership, accepts responsibility for actions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
14. Leadership ability, others look up to as a leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
15. Takes care of club property and equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
16. Has an "eye for the business," attention to details	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: **Emma is very good with members and guests. She judges their desire for engagement perfectly and charms them with her outgoing personality. Sometimes her focus on interacting with members can detract on her focus on details.**

Initiative				
17. Is proactive and self-motivated, performs tasks without being told	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
18. Anticipates members' needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
19. Offers ideas for improvement, searches for ways to better the club	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: Emma's excellent service ethic has developed into an almost sixth sense of anticipating members' needs.				

Ratings

	1 = Unsatisfactory	2 = Below Standard	3 = Meets Expectations	4 = Exceeds Expectations	N/A = Not Applicable
Attitude and Temperament					
20. Pride in self (carriage, walks with purpose, good eye contact)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
21. Pride in workplace, picks up and cleans as goes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Respect for and courteous to others	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Enthusiasm about job, the club, and providing service	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Displays a positive, contagious attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Acts professionally, displays good manners	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Handles stress well, is calm "under fire"	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments: Emma is very direct and makes excellent eye contact when speaking with members, guests, and co-workers. She does have a tendency to get stressed out when we are very busy.</i>					
Appearance					
27. Neat, clean appearance (hair, hands, nails, oral hygiene)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Professional appearance in dress or uniform	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Wears nametag as required	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Displays good posture and is aware of poor body language	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments: Emma has forgotten her nametag on three different occasions.</i>					
Attendance					
31. Comes to work as scheduled (consider all absences)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Follows proper call in procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
33. Flexibility and availability for schedule changes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments:</i>					
General					
34. Appreciation and understanding of the Club's culture	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Keeps management informed of issues, problems, emergencies	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Keeps promises, honor commitments, is dependable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
37. Other: Acts as hostess on occasions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
38. Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Emma is very dependable and true to her word. Emma has on occasion filled in as hostess and has done a superb job in that position.

Club Resources International**Employee Performance Review****Name: Emma Sweet****Overall Rating: 3.06***Total Score divided by number of items rated (not including N/A's)***Evaluation****PERFORMANCE SUMMARY:**

Overall, Emma is a solid performer who can be counted on to do her job well. Her greatest strength is the manner in which she interacts with members and guests. We routinely receive positive comments from members about her performance.

GOALS:*(as agreed upon by employee and supervisor)*

1. Make more of an effort to remember to bring her nametag to work with her.
2. Be more focused on the details of her position.

Support**Do you feel you are provided all the necessary tools, training, resources, and support to do your job properly, yes or no? If no, what could be improved?**

Emma feels that the club should add classes on stress management.

Verification of Review

By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.

Employee Signature: _____ Date: _____

Reviewer Signature: _____ Date: _____

General Manager _____

Signature: _____ Date: _____

EastClubWestResourcesPartnersInternationalClubManagement

Employee Development Plan

Name:	Department(s):
Job Title:	Supervisor:
Development Period: From:	To:
<p>The Employee Development Plan is used to communicate the necessary steps to improve unsatisfactory performance. The plan provides a clear statement of the problem, the steps necessary for improvement, and a time frame to demonstrate the improvements. Lastly, it establishes the frequency of and dates of intermediate reviews to determine progress toward the overall improvement.</p>	
1. Statement of Problem:	Failure to follow sidework procedures.
Specifics Steps to Improve:	<p>1. Retrain on sidework procedures. Instruction by supervisor.</p> <p>2. Pass written test given by supervisor.</p> <p>3. Perform sidework on days scheduled. Supervisor will inspect when completed.</p> <p>4. Supervisor will spot check during period.</p>
Time frame to demonstrate improvement:	1 month
2. Statement of Problem:	Poor wine sales.
Specifics Steps to Improve:	<p>1. Retrain on wine selling techniques. Instruction by supervisor.</p> <p>2. Pass written test given by supervisor.</p> <p>3. Apply principles of wine selling.</p> <p>4. Supervisor will track sales each week. Target 10% increase each week until sales match rest of staff's.</p> <p>5. Supervisor will review progress formally each week during period.</p>
Time frame to demonstrate improvement:	1 month
3. Statement of Problem:	Poor attitude. Sloppy service.
Specifics Steps to Improve:	<p>1. Retrain on table side service techniques. Instruction by supervisor.</p> <p>2. Pass written test given by supervisor.</p> <p>3. Show interest in work. Interact with guests. Know specials.</p> <p>4. Supervisor will monitor progress.</p>
Time frame to demonstrate improvement:	1 month
Frequency of intermediate reviews:	Weekly on Friday afternoons - 3 p.m.
Dates of reviews:	7/15, 7/22, 7/29, 8/10
Supervisor's Signature:	<i>Brad Jones</i>
<p>Employee acknowledges that he/she has received this development plan, understands it, and is prepared to work towards making the improvements noted.</p>	
Employee's Signature:	<i>Johnny Staff</i>
Date:	7/10/18

Specify problem,
specific steps and
time frame for
improvement.

Specify date/time
for intermediate
reviews. Sign
and date. Have
Employee sign
and date.

Subject: Promotions and Transfers

P-300.10

- A. Policy. It is the policy of the club that whenever possible, promotions will be from within and transfers will be affected only with the approval of both the gaining and losing department head.
- B. Discussion
 - 1. Promotions
 - a. Position openings will be announced in staff meetings and posted on club bulletin boards.
 - b. Hiring department heads will make every effort to hire from within their department or the club before considering outside candidates.
 - 2. Transfers
 - a. When a department head is interested in hiring an individual currently working in another department or should an employee from another department approach a department head seeking to transfer into his department, he should discuss the matter with the individual's current department head.
 - b. Both department heads must agree to the transfer and the effective date before the transfer can be effected. The gaining department head must fill out a Personnel Data Sheet (PDS), [SPHM Form 104], for the transfer and it must be signed by the losing department head indicating the date of release from the current department.
 - c. If the two department heads cannot agree, they should see the General Manager to resolve the matter.

Subject: Performance Reviews for Exempt Employees

P-300.11

- A. Policy. It is the policy of the club that all employees receive introductory period reviews and annual performance reviews thereafter.
- B. Discussion
 - 1. Exempt employees include department heads and other designated managers and supervisors. See [Exempt Employees], P-400.06, for more information.
 - 2. Performance reviews are periodic, formal feedback sessions that help measure an employee's contribution to the overall effort.
 - 3. Reviews give important feedback to employees; reinforcing those things they do well while helping them improve in areas where their performance is weak. As such, they are part of the ongoing training effort of the club.
 - 4. Reviews must be based on specific facts, not generalities. Rating managers should keep notes throughout the review period on the quality and deficiencies of an employee's work. See [Staff Notes] for more information. If this is done, a manager will be able to provide a meaningful review based on actual fact and will be able to give relevant examples to the employee to ensure he understands.
 - 5. Reviews should be honest, fair, and candid. No rating manager should attempt to avoid conflict with an employee by giving an overly positive evaluation. Such an evaluation could be used as evidence of club satisfaction with his work in a wrongful termination case.
 - 6. Rating managers must make it clear to employees that it is their responsibility to influence management's perceptions of their work. If they make no effort to influence these perceptions and their rating manager has negative perceptions, the manager should never feel hesitant or uncomfortable telling them so.
 - 7. If managers make on-the-spot corrections and hold counseling sessions when necessary to correct an employee's work, a negative review should never come as a surprise to the individual.
 - 8. Performance reviews must include an opportunity for the employee to give feedback as well. A performance review should be a dialogue with nothing finalized until the session is ended. The completed written performance review should be placed in the employee's personnel file and a copy given to the individual.
- C. Types of Reviews – The club uses three types of performance reviews:
 - 1. **Introductory period review** – These reviews are mandatory for all employees 15 days before the end of their introductory period (75 days after hiring). Every person wants and deserves to know how he is doing. This is particularly important for management hires. It is important for the club to determine if the new hire will meet our standards of conduct and work performance, and it's important for the new hire to know where he stands and what

improvement may be necessary for continued employment.

The introductory period review should contain:

A candid conversation regarding the individual's work performance based on an objective assessment.

A development plan to improve in those areas of work performance with the most opportunity or need.

A decision to end or continue the introductory period. If a new hire's work has not met expectations and the rating manager wishes to extend the introductory period, he/she must document the areas of unsatisfactory work performance and have prior approval from the General Manager. Then a Notice of Extended Introductory Period, [SPHM Form 126] must be completed. Then the rating manager will meet with the employee and explain the reasons for extending the introductory period. The completed Notice of Extended Introductory Period will be given to the employee and a copy will be provided to the Personnel Administrator.

If the employee completes the introductory period, it will be communicated to him during the review session and noted on the performance review form.

Introductory reviews are initiated by the Personnel Administrator.

2. **Annual review** – These reviews are for all employees once a year during the month of January. There are multiple purposes for these annual formalized sessions. Accurate documentation and scoring will support reasons to award or withhold pay increases. A candid discussion about past performance enhances the relationship between a rating manager and a subordinate, and sets a foundation for setting goals for the future. The discussion confirms, realigns, or establishes expectations. Everyone wants to know how their performance is perceived and how they will be rewarded for their performance. They want to know how their contribution to the team impacted the team's results. They also want to know future goals, so they know what a "win" will look like.

If an introductory review has been done for an employee within 3 months of the due date of the annual review (i.e., on or after November 1st) no review will be due until the next annual review.

Annual reviews are initiated by the Personnel Administrator.

3. **Discretionary review** – These reviews are optional. Any time a rating manager feels the need to document an individual's performance he or she may do so by using a Performance Review. This will be done when an employee is having performance problems or when the rating manager wants to recognize "above and beyond" performance.

These reviews are initiated by the rating manager.

- D. Forms – Two forms are used in the Performance Review Program for non-exempt employees:

1. Manager Performance Review, [EWP Form 115 series]. Individual forms have been designed for the General Manager and for each department head position and can be found under "Forms" on the club's Directives Database.
2. A Work Plan form, which is the second tab in each of the different Manager Performance

Review forms. This form is set up in the same format as the performance review and is used for preparing work and development plans for managers.

These forms are designed to make the review process consistent, fair, and easy to use. This does not preclude rating managers from including additional review criteria so long as they are used to evaluate all employees in a particular position according to the same standard.

Completed Performance Review forms will be signed by the rating manager and the employee. Three copies will be made.

The completed original will be placed in the employee's personnel file,

A copy is given to the employee, and

A copy is retained by the rating manager in his files.

E. Responsibilities

1. Rating Manager – Each rating manager is responsible for conducting mandatory reviews for all employees according to schedule, that is, 15 days before the end of the introductory period for new hires and once a year for employees' annual reviews.

Rating managers are responsible for conducting the reviews in a professional and meaningful manner, correctly filling out the review forms, having the reviews endorsed by the next higher manager, and forwarding the original copy to the Personnel Administrator for inclusion in the employee's personnel file. Further, rating managers are responsible for preparing an Employee Development Plan, SPHM Form 116, when necessary.

2. Personnel Administrator – The Personnel Administrator is tasked with responsibility for overseeing and administering the club's Performance Review Program. She will also monitor rating managers' compliance with the schedule and adequacy of reviews and report any problems to the General Manager.

The Personnel Administrator will ensure that introductory and annual reviews are initiated at the appropriate times by sending review forms (with the names of those to be reviewed) to rating managers with a suspense date for completion. The Personnel Administrator is also responsible for filing the completed review form in the individual's personnel file.

3. Review and Endorsement Responsibilities – Performance reviews for exempt employees will be completed by the General Manager or department heads as appropriate and endorsed by the General Manager. The General Manager's review is completed by the Club President in conjunction with the Board of Directors.

F. For a discussion of the Performance Review Process, see the next page.

The Performance Review Process

The Performance Review Concept

The purpose of any performance review is to obtain the best possible performance from each employee by positively reinforcing desired behaviors, while developing him to his full potential by coaching him and constructively correcting those behaviors that need improvement. The basic concepts behind achieving optimum performance from each employee are:

To set goals and expectations the first day of employment and adjust and reinforce them during the entire period of employment.

To coach along the way, correcting when necessary and reinforcing positive performance.

To ensure that any performance review is not a monologue by the rating manager; rather it should be a dialogue between the employee and rating manager to reach a mutual understanding of what optimum performance is.

To set goals to accomplish prior to the next session and discuss how to accomplish them.

Prior to any performance review, whether Introductory, Annual, or Discretionary, a rating manager must explain to an employee the criteria by which his performance will be judged. This is only fair, as everyone deserves to know the important aspects of their jobs. The perfect time to share and explain the Manager Performance Review form is upon hiring when the rating manager provides the employee a job description and explains the job functions of the position.

The Performance Review Meetings

The most effective performance review may include three separate contacts with the employee.

1. **Preparatory Meeting.** The first contact is very brief and is used to schedule a date, time, and location in the coming 2-4 weeks for the performance review meeting. This setting a date and time is also a good opportunity to briefly review again the review form and rating criteria. Some rating managers will give the employee a blank form and ask him to fill it out prior to the Performance Review meeting. This practice of self rating forms the basis for comparing perceptions and encourages a dialogue during the review session.
2. **The Performance Review.** This is the main review session and is discussed in greater detail below.
3. **The Follow-Up.** This brief contact a few days after the session is used to follow up with the employee to see if there are any additional questions or comments and ensure that both are in agreement about what must be done prior to the next review session. Achieving this agreement and the employee's buy-in for any necessary improvement will make the next review session even more meaningful and productive.

Conducting a Meaningful Performance Review

Performance reviews are only as meaningful and useful as the effort put into them by the rating manager. The following guidelines are provided to help rating managers understand the basic requirements for conducting meaningful performance reviews.

1. Preparation.

Prepare for the performance discussion. Schedule a quiet place, make sure you have enough time, and don't allow interruptions.

Fill out the performance review form accurately and objectively using information gathered from Staff Notes, recollection of events, Records of Employee Counseling, as well as comments from other club leaders and members. Be thorough. Use additional sheets of paper as necessary.

If necessary or desired, fill out an Employee Development Plan, SPHM Form 116, detailing specific goals to be accomplished.

2. The Discussion

Set the tone of the discussion during the meeting by restating the objectives and the role you and the employee will take in the discussion. Be informal, make the employee feel comfortable, offer a beverage, and make sure you will not be interrupted.

People want to know what the score is. Start by telling them the overall score of the review. Explain that the score may change as the dialogue progresses. The rest of the review will then focus on the elements that make the score. If they know the score up front, they are more likely to participate and listen to what you have to say.

During the discussion be candid, sincere, and listen to the employee. Encourage a dialogue. The more an employee talks, the more he will remember and understand his part in the process.

Be open to changing any of your criteria ratings if the employee provides compelling or convincing reasons why you should. Sometimes a rating manager's perceptions are based upon faulty or partial information and a willingness to "be fair" may go a long way toward gaining the employee's trust, cooperation, and commitment.

The performance review is a discussion about past performance. Its primary values are to recognize great performance and review opportunities for performance improvement. While this review is important and is the basis for an employee's overall score, the most productive review discussion should be focused on future performance and expectations. Typically a productive review discussion would focus more than half of the time on the future.

Finalize the discussion by setting expectations and laying out specific goals to accomplish prior to the next time you meet.

3. Choosing Not to Sign.

Occasionally employees may not agree with comments written on the review form. The employee signature merely indicates the employee acknowledges the discussion occurred; not that he agrees with the comments. Employees are requested to sign performance reviews, but have a right not to sign. The absence of the employee's signature will not affect the validity of the document. If an employee chooses not to sign, the rating manager notes this by writing "chose not to sign" and by signing and dating on the signature line.

4. **Right to Respond.** Each employee who receives an unsatisfactory performance review has a right to respond and rating managers must inform them of this right. Such response must come within 7 days of the performance review. Rating managers should consider the response, amend the review if warranted, and attach the response without alteration to all copies of the review (Personnel, departmental, and employee copy).

Using Performance Reviews to Document Unsatisfactory Performance

Unsatisfactory performance results when an employee is not meeting the standards expected for a particular position. There may be times an employee is not suited for that position but is a valuable asset and may be able to work in a different role. There are times the employee is not a good fit in any position at the club and should be discharged.

Rating managers are responsible for doing four things when dealing with an employee whose performance is unsatisfactory:

Conduct a Performance Review to discuss the unsatisfactory performance. This review should be timely and therefore you do not wait for the annual review period. Give specific, objective examples of unsatisfactory work observed by you and other individuals.

In conjunction with the employee, prepare an Employee Development Plan, SPHM Form 116, for improving his performance. This plan should be specific and include a timetable of expected improvement.

Meet with the employee regularly during the development plan period to review work, offer support and praise where warranted, and make corrections or suggestions. You should be working together to achieve the desired performance goals.

Document all discussions, meetings, changes to the development plan, and keep thorough Staff Notes during the development plan period.

If the employee rises to the occasion and improves his performance, inform him so. A rating manager may wish to maintain some sort of modified development plan to continue to monitor the situation for some period of time. All documentation from the incident should stay in the employee's file in case there are future problems.

If the employee is unable to meet performance expectations, discharge or reassignment will occur. For more information, see Discharge, P-700.05.

Instructions for Completing Employee Performance Review, SPHM Form 115

The Exempt Employee Performance Review form is designed to allow rating managers to type in their ratings and review on the computer, as well as printing it and filling it out by hand. The form also has Major and Subordinate Goals that can be weighted by the rating manager and more space to write comments. Lastly, the form has numerical ratings from below 2.0 (Unsatisfactory) to 5.0 (Exceeds Expectations). The resulting overall score is a weighted average of all rated categories and relates back to a basic rating scale from 0 and 5.

In the same MS-Excel file for each review form is a second tab that allows a rating manager to create a work plan and expectations for the coming rating period.

The form is self explanatory, but we offer the following tips in using it:

1. After entering the employee and reviewer's names, enter the weighted percentage (totaling 100%) of the five Major Goals in the green shaded cells. Under each Major Goal, enter the weighted percentage (totaling 100%) for each of the Subordinate Goals in the blue shaded cells.
2. Enter the numerical rating for each goal in the yellow shaded cells using the 0.0 to 5.0 scale in one-tenth increments, i.e., 4.2, 3.6, 2.9. A description of the numerical scale is found on the third page of the form.
3. Rating managers may, at their discretion, alter the existing Major and Subordinate Goals on the review form. They may also delete Major or Subordinate Goals so long as the remaining weighted goals equals 100%.
4. Place the cursor in the white cells and type your comments. At the end of any line, your typed comments will word-wrap to the next line.
5. The overall performance review score is automatically calculated from your entries in the yellow shaded cells and is found under Section 6 on page 2 of the form. Rating managers may also enter a "Summary of Performance" in the white cell in this section.
6. After holding an initial discussion to explain the Performance Review process, then filling out and presenting the form to the employee, sign and date the form on the bottom of page three and provide a copy to the next higher supervisor for review and signature.

Though we have always insisted that a Performance Review should be a dialogue between the employee and reviewer, we stress again that such a dialogue will greatly improve the review process and encourage the employee to feel appreciated for his or her contributions while "buying in" to any necessary improvements.

Club Resources International**Performance Review – General Manager**

Employee: _____ Reviewer: _____

*Enter Major Goal weighted % in green shaded cells, Sub Goal weighted % in blue shaded cells, Ratings in yellow shaded cells, and comments in white sections..

Weighted %	Major Goals	Rating	Comments	Score
I. 30%	Board Relations	3.18		
30%	<i>Communication</i>	3.6	John keeps the board well-informed in an informal way, but communication could be improved by a more formal monthly report.	32%
70%	<i>Board Satisfaction</i>	3.0	The board feels that John could do a better job of providing information to the executive committee by keeping them better informed about club operations with an enhanced benchmarking program	63%
100%	Must equal 100%			Subtotal Score 3.18
II. 15%	Financial	4.16		
40%	<i>Revenues</i>	4.5	Revenues this year exceeded all expectations.	27%
40%	<i>Expenses</i>	4.0	John's team did a good job of controlling expenses, though the board feels he could establish a more aggressive cost of goods goals for food and beverage.	24%
20%	<i>Budget Accuracy</i>	3.8	Budget accuracy could be improved by benchmarking revenues and payroll throughout the operation.	11%
100%	Must equal 100%			Subtotal Score 4.16
III. 20%	Membership	3.68		
25%	<i>Member Satisfaction (Survey Results)</i>	4.2	Members gave good marks to all areas of the club. The challenge will be to keep the scores up as members become more familiar with the number of new initiatives John has implemented.	21%
30%	<i>Enrollment</i>	3.2	We must be more aggressive in pursuing the objectives of our membership marketing plan.	19%
20%	<i>Retention</i>	3.6	Turnover at the club has been low, though we have had two vociferously unhappy resignations.	14%
15%	<i>Quality & Quantity of Communication</i>	4.0	Overall, the communications, both formal and informal, have been very good.	12%
10%	<i>Committee Development & Involvement</i>	3.5	John has handled the various club committees well and is very involved.	7%
100%	Must equal 100%			Subtotal Score 3.68

Club Resources International

Performance Review – General Manager

Employee: _____ Reviewer: _____

*Enter Major Goal weighted % in green shaded cells, Sub Goal weighted % in blue shaded cells, Ratings in yellow shaded cells, and comments in white sections..

	Weighted %	Major Goals	Rating	Comments	Score
IV.	20%	People Plan	4.16		
	25%	<i>Overall HR & Staffing Plan</i>	4.4	<i>John's prudent staffing plan for seasonal operations has been outstanding and has contributed immensely to the club's bottom line performance.</i>	22%
	20%	<i>Safety & Worker's Comp.</i>	5.0	<i>There have been no accidents or injuries at the club this year.</i>	20%
	20%	<i>Employee Satisfaction (Employee Survey)</i>	4.0	<i>Club employees rated their satisfaction with the club as a workplace as "better than expected." This is directly attributable to John's leadership.</i>	16%
	15%	<i>Development Plans</i>	3.6	<i>John needs to spend more time developing work plans for his subordinate managers so they thoroughly understand expectations for their departments.</i>	11%
	20%	<i>Personal Development</i>	3.6	<i>John has put together an excellent personal development plan, but unfortunately due to the long hours he put in this year has not been able to fully pursue it.</i>	14%
	100%	<i>Must equal 100%</i>			Subtotal Score 4.16
V.	15%	Operations	3.44		
	20%	<i>Clubhouse Maintenance & Cleanliness</i>	3.2	<i>The club facilities are kept clean, though early morning cleanup after major parties could be better. Also, the maintenance staff and effort could stand more organization.</i>	10%
	20%	<i>Food & Beverage</i>	3.0	<i>The board wants to see more menu rotation in the main dining room. Also, controls need to be improved in the snack bar and beverage cart operations.</i>	9%
	20%	<i>Golf Operations</i>	2.8	<i>We need to put together more imaginative programming for our golf events. Further, pro shop merchandising needs major improvements.</i>	8%
	20%	<i>Golf Course Maintenance</i>	4.2	<i>The golf members are quite happy with the condition of the golf course.</i>	13%
	20%	<i>Activities</i>	4.0	<i>The activity staff did a great job with summer camp, kid's programs, and the fitness facility and programs.</i>	12%
	100%	<i>Must equal 100%</i>			Subtotal Score 3.44
	100%	<i>Must equal 100%</i>			
VII.	Summary of Performance			Total Score 3.66	
	<p>Overall, the board is impressed with John's leadership and organizational skills. We do feel that the quality of club operations is inconsistent from department to department and could be improved by holding Department Heads more accountable. Better work planning and instituting a thorough benchmarking system to measure the effectiveness of planned improvement would help tremendously. The board feels there is some room for improvement in certain areas such as golf operations, food and beverage, and facilities maintenance.</p>				

John Smith **1/19/08**
Employee Signature Date

Bob Jones **1/19/08**
Reviewer's Signature Date

Endorser's Signature Date

Club Resources International**Performance Review – General Manager****RATING SCALE**

4.6 - 5.0 Exceeds Expectations	Accomplishments are unique and superior to the standards for the position. Employee has demonstrated consistent ability to go 'above and beyond' what is expected by creating new ideas and taking the initiative to implement, without direction, impact to areas outside immediate scope of responsibility. Has added new value to projects and serves as a role model and leader for peers to use as a resource.
4.0 – 4.5 Meets All Expectations	Accomplishments demonstrate a sustained mastery of all facets of the position using good judgment and initiative, and producing outcomes that result in a high quality plan. Capable of additional responsibilities with minimal amount of supervision required. Could be recognized as a leader among others.
3.5 - 3.9 Meets Most Expectations	Accomplishes most objectives as outlined with acceptable quality and satisfactory outcomes. Doing a good job, and could require some additional development to achieve results of higher quality and innovation.
3.0 - 3.4 Meets Minimum	Accomplishments meet some objectives with minimum acceptable quality and outcomes. Additional direction and development is required to improve performance in all areas of accountability to achieve acceptable expectations.
2.0 – 2.9 Below Expectations	Accomplishments meet some goals, but do not achieve the key requirements to reach minimal expectations. Additional effort is required to result in meeting expectations and improving beyond the minimum. Requires direct counseling and a detailed development plan for improvement. Failure to improve or correct the overall performance within the next review period will result in prompt termination of employment.
Below 2.0 Unsatisfactory	Has not accomplished any goals or objectives, even with close supervision. Failure to improve or correct the overall performance immediately will result in discharge.

Subject: Work Plans**P-300.12**

- A. Policy. It is the policy of the club that the General Manager prepares work plans for department heads each year.
- B. Discussion
 - 1. The job of General Manager is challenging, requiring a broad-ranging skill set covering a variety of management disciplines and operational experience to do well. Yet, too often General Managers get overly involved in day-to-day operations and fail to meet their strategic responsibilities. When this happens, the club limps along, reacting to the crisis-of-the-day instead of proactively addressing issues through long-range planning.
 - 2. In many cases the underlying cause of this involvement is weak leadership and managerial development among subordinate managers. The best way to overcome this weakness is to develop subordinate leaders. Though it is initially time-consuming to do so, developing club department heads into strong leaders and managers will allow the club to routinely function at high levels and the General Manager to focus on long-range matters and strategic issues.
 - 3. While ongoing training of subordinate managers will improve their skill set, they must also develop the essential discipline of establishing and meeting goals to improve their operations. The General Manager can foster this discipline by doing the following:
 - a. Preparing detailed, formal Work Plans with timelines and milestones for each department head.
 - b. Requiring department heads to prepare departmental goals and plans for their departments.
 - c. Ensuring that department heads benchmark their operations to provide objective measures of progress.
 - d. Giving honest performance reviews based upon measurable, objective criteria.
 - 4. When the General Manager takes the time to develop formal work plans for each department head, both the General Manager and the department head know what the goals are and when they are to be accomplished. Establishing timelines and milestones allows the General Manager to monitor progress toward completion of goals.
- C. Procedures
 - 1. The General Manager should use the Manager Performance Review, SPHM Form 115 series of forms to develop department head Work Plans. The second tab of this form allows the General Manager to establish goals for each major and subordinate goal. For more complex goals, the General Manager can require the department head to prepare an Action Planning Sheet, SPHM Form 136, that will lay out the necessary steps to complete the goal and expected completion

dates (milestones) for each step.

2. Once both General Manager and department head agree to the Work Plan, they both sign it to formally commit to its completion.
3. The General Manager should periodically review each department head's progress towards completing the plan. A good time to do this is to take a few minutes during the Monthly Review of Operating Statements (Accounting Policy, A-2506) to discuss Work Plan progress.
4. While it is ultimately the General Manager's responsibility to ensure that subordinate managers meet their Work Plans, it is also the responsibility of the subordinate manager to keep the General Manager fully informed of progress and obstacles. This continuing dialogue will ensure that there are no surprises at the end of the year, requiring a negative Performance Review for a department head's failure to meet his or her Work Plan.

Subject: Departmental Orientation**P-300.13**

- A. Policy. It is the policy of the club to provide a Departmental Orientation for all new hires to reinforce key matters of employment.
- B. Discussion. Department heads are responsible for ensuring that all new employees receive a Departmental Orientation.
 - 1. This orientation should be given to a new employee on their first day of employment, but must be given not later than the end of their first week of employment.
 - 2. Each item in the following paragraph corresponds to an item on the Departmental Orientation Checklist, [SPHM Form 106], which must be completed and forwarded to the Personnel Administrator for filing in the employee's personnel file.
 - 3. Some of the material covered in the Departmental Orientation has already been covered in the Club Orientation, but is considered important enough to be repeated here.
- C. Departmental Orientation
 - 1. Supervisor/Department Head's name. Provide the new employee with the name of his or her direct supervisor and/or department head.
 - 2. Discuss introductory period and review
 - a. It is the policy of the club that new employees are considered to be in an introductory status for the first 90 days of their employment. This period permits the supervisor to evaluate whether or not the new hire is suited for our particular type of work and fits into our operation.
 - b. Full and Part Time employees will receive an introductory period performance review before the end of their introductory period. At the completion of the introductory period, supervisors have three options:
 - (1) Discharge the employee if his performance is unsatisfactory and will probably not improve. This must be done before the 90-day introductory period is completed.
 - (2) Extend the introductory period for a period up to 60 days if his performance does not meet our standards but probably would with additional training.
 - (3) Provide a satisfactory review. At this time the Full Time employee becomes eligible for benefits.

3. Issue and discuss job description

- a. It is the policy of the club that all positions will have written job descriptions outlining major job responsibilities and duties.
- b. Go over the new employee's job description with him or her. Give the new employee an opportunity to ask questions about the position and its duties and responsibilities.
- 4. Explain departmental daily hours. Make sure the new employee understands the department's hours of operation and when he or she is expected to be at work.
- 5. Explain work schedule, when prepared, when and where posted.
 - a. It is the policy of the club that department heads post work schedules in a designated, conspicuous place within each department not later than 72 hours before the beginning of the schedule period.
 - b. Tell new employee when and where schedules will be posted.
- 6. Explain Employment Status. It is the policy of the club that, following the completion of the introductory period, new hires will come under one of three employment statuses. These are full time, part time, and seasonal.
 - a. Full time employees are hired to work not less than 35 hours a week on a continuous basis and employment is anticipated to last 11 months or more.
 - b. Part time employees are hired to work less than 35 hours a week on a continuous basis and employment is anticipated to last 11 months or more.
 - c. Seasonal employees are those whose employment is expected to last less than 11 months regardless of the number of hours worked per week.
- 7. Discuss importance of timely attendance and notification if calling off from work. It is the policy of the club that employees are expected to be present, in uniform or proper dress, and ready for work at their scheduled work time.
 - a. Habitual tardiness will not be tolerated. It is unfair to supervisors, fellow workers, and our members and guests.
 - b. Transportation to and from work is the responsibility of each employee. Persons who may be providing transportation for employees are not allowed to wait in member or work areas of the club.
 - c. Employees are responsible for promptly notifying supervisors of expected tardiness or absence. Employees may not leave word on voice mail or with the receptionist or other employees unless their supervisor or department head is off the property or otherwise unavailable.

- d. In this case, the employee is expected to call back and speak with his supervisor later. Except in the case of emergencies, having family members or friends place the call is inappropriate.
- e. Therefore, all notification calls must be made personally by the employees unless he is seriously ill or otherwise incapacitated.
8. Verify receipt of time badge from Personnel Administrator. Discuss time clock terminal location. Show how to use time badge.
9. Explain work week, pay cycle, and pay days.
 - a. The workweek extends from 12:01 a.m. Friday to midnight Thursday.
 - b. Employees are paid bi-weekly, that is, every two weeks.
 - c. The club pays all its employees on Friday after noon for the week ending the previous Thursday. Paychecks may be dispersed in one of three ways:
 - (1) Direct deposit to the employee's bank, if previously arranged by the employee.
 - (2) Mailed to the employee's home address of record.
 - (3) Given to the employee's department head to be distributed to the employee only.
 - d. Employees may receive their paychecks from their department heads after 2 p.m.
 - e. If a paycheck is not picked up within three days, it will be returned to the Accounting Office.
10. Discuss rate of pay and overtime. Tell the new employee his or her hourly rate of pay. Explain that all overtime must be approved in advance by a supervisor. For all overtime hours (more than 40 in a workweek) worked, the employee will be paid time and one half for each hour.
11. Explain holidays and holiday pay (Full Time only).
 - a. It is the policy of the club to provide six paid holidays per year for Full Time employees:
 - (1) New Year's Day
 - (2) Memorial Day
 - (3) 4th of July
 - (4) Labor Day

(5) Thanksgiving Day

(6) December 25th

- b. Should an eligible employee be asked to work on one of these six holidays, the employee will receive pay for hours worked, up to 8 hours, plus the holiday pay of eight hours straight time.
- c. If an employee is not scheduled to work on a holiday, he or she will be paid eight hours of holiday pay.
- d. Employees on leaves of absence are not entitled to holiday pay.
- e. Those employees on vacation during a holiday will receive their choice of an extra day of vacation or pay for the holiday.

12. Explain vacations, scheduling vacations, and vacation pay (Full Time only).

- a. It is the policy of the club that Full Time employees will earn vacation at rates dependent upon the length of continuous service.

<u>Years of Service</u>	<u>Vacation Time</u>
Over 1 less than 5	2 Weeks (10 days)
Over 5 less than 10	3 Weeks (15 days)
Over 10	4 Weeks (20 days)

- b. Vacation time may be used for vacation, illness, medical or dental appointments, religious observance, or other reasons, but must be approved in advance after the employee's timely request.
- c. After an employee's introductory period is completed, the eligible employee will accrue vacation time equal to $\frac{1}{2}$ day for each month worked (following 90-day introductory period) up to 1 year of service. The employee may only begin to use vacation after 6 months of continuous employment following the original hire.
- d. Employees must schedule their vacation time with their department heads. Department heads need to take the staffing needs of their department into account before approving any vacation.

13. Explain personal time off without pay. It is the policy of the club that employees may take time off for personal reasons after obtaining their department head's advance approval.

14. Explain sick/emergency days and discussed misuse of such days (Full Time only).
 - a. It is the policy of the club that Full Time employees are provided up to three (3) days of sick/emergency pay after one year of service following the original hire date.
 - b. Misuse of sick/emergency days, that is, using days when not actually sick or without an emergency is a serious matter of misconduct and will result in appropriate disciplinary action.
15. Discuss accidents and emergencies
 - a. It is the policy of the club that an employee injured on the job must report the injury as soon as possible to his supervisor.
 - b. Supervisors will complete an Employee Accident Report within 48 hours of the report of the accident and submit the completed form to the Personnel Administrator.
 - c. Failure to report any injury could jeopardize an employee's workers' compensation benefits.
16. Explain meal policy in detail
17. Explain departmental breaks and break areas. Tell the new employee your policy on departmental breaks and where he or she may take a break.
18. Explain departmental meetings. It is the policy of the club that departmental meetings are mandatory for employees.
 - a. Periodically meetings are called for training or to discuss work-related matters.
 - b. Such meetings are held "on the clock" and are mandatory.
 - c. Employees who come in on their scheduled day off to attend meetings, will be paid a minimum of one hour or the length of the meeting, whichever is greater.
19. Discuss removing items from the premises. It is the policy of the club that no items whatsoever be removed from the premises. This includes all food & beverage items including employee meals, leftovers of any sort, supplies, materials, etc.
20. Discuss uniform, nametags, appearance, and grooming.
 - a. Each department has its own requirements for uniforms. Explain these in detail to the new employee.
 - b. Each employee is issued a nametag when they in-process. These nametags will be worn on employee shirts or blouses over the employee's left chest or other location identified by the department head.

- c. It is the policy of the club that personal appearance and grooming practices are maintained according to club standards. The department head will review those standards with each employee during this orientation. If desired by the department head or supervisor an employee may be asked to acknowledge those standards by signing an Appearance and Grooming Standards Acknowledgment, [SPHM Form 128].
- 21. Discuss visitors and personal phone calls while working. It is the policy of the club that receiving visitors or personal phone calls by employees should be kept to a minimum. Visits by friends or relatives while on duty should be limited to scheduled break times whenever possible. The same applies to personal phone calls made or received. Employees will also turn off personal cellular phones while working.
- 22. Explain employee parking locations. Show the new employee where he or she is expected to park. Ensure he or she understands the parking spaces closest to club facilities are reserved for member and guest use.
- 23. Discuss Disciplinary System.
 - a. The club subscribes to the “Hot Stove” approach to discipline. We tell employees what is expected of them and what the consequences are of ignoring rules, requirements, policies, and procedures. If they then touch the hot stove, they get burned.
 - b. The rationale behind this philosophy is that we want to deal with employees as adults who are responsible for their own actions and we want to avoid inconsistency in applying rules, regulations, policies, and procedures.
 - c. The club strives to be fair and consistent in the application of rules, regulations, policies, and procedures.
 - d. The club’s disciplinary process is designed to be both constructive and progressive. By this we mean that all disciplinary actions are aimed at correcting erroneous or inappropriate behavior, and successive disciplinary actions will be progressively more severe.
- 24. Inform to take problems, complaints, requests, suggestions to supervisor. Make sure the new employee understands that his or her supervisor is the person to go to with questions or problems.
- 25. Departmental introductions. Introduce new employee to other employees in the department.
- 26. Departmental tour. Give the new employee a complete tour of the departmental work areas. Make sure to point out member areas, break areas, designated smoking areas, employee rest rooms, and any other areas of interest or concern to your employees.

D. Questions and Details

1. New employees should be encouraged to ask questions. Our purpose is to help them understand work requirements and benefits.

2. For further details on any of the orientation topics, department head's should refer to specific Personnel Policies.

- A. Policy. It is the policy of the club to provide all managers and supervisors with a copy of the Managers Handbook.
- B. Discussion
 - 1. Managers and supervisors are the crucial link between senior management and line employees. As such they must clearly understand their duties, responsibilities, and the club culture.
 - 2. The Managers Handbook spells out in broad terms the club's Personnel and Accounting Policies, various resources available to managers and supervisors, and the leadership expectations of the club.
 - 3. Each topic of discussion cites relevant reference(s) in club's Policies and Procedures to allow further reading.
- C. Responsibilities
 - 1. The General Manager is responsible for ensuring that each department head and supervisor (including any employee who directs and supervises the work of one or more other employees) receives and reads a copy of the Managers Handbook.
 - a. The Managers Handbook is available on the club's Directives Database.
 - b. It will be downloaded, printed, and placed in a ½ inch three-ringed binder for presentation to managers and supervisors.
 - 2. Department heads and supervisors are responsible for reading the Managers Handbook in a timely manner, being familiar with its contents, and seeking clarification of anything they do not understand.

Subject: *Leadership on the Line*

P-300.15

- A. Policy. It is the policy of the club to provide all managers and supervisors with a copy of *Leadership on the Line, A Guide for Front Line Supervisors, Business Owners, and Emerging Leaders*.
- B. Discussion
 - 1. Managers and supervisors are the crucial link between senior management and line employees. As such they must understand and practice the principles of service-based leadership.
 - 2. *Leadership on the Line* is a book that describes in broad terms the club's leadership philosophy and expectations for its managers and supervisors.
- C. Procedures
 - 1. Copies of *Leadership on the Line* may be ordered at ceo@sphmhospitality.com.
 - 2. The club will purchase sufficient copies of the book to distribute to all managers.
- D. Responsibilities
 - 1. The General Manager is responsible for ensuring that each current and newly hired department head, manager, and supervisor (including any employee who directs and supervises the work of one or more other employees) receives and reads a copy of *Leadership on the Line*. The General Manager will discuss the book's contents with his or her subordinate managers as appropriate.
 - 2. Department heads, managers, and supervisors are responsible for reading *Leadership on the Line* in a timely manner and practicing the principles of service-based leadership.

Subject: Internship Programs**P-300.16**

- A. Policy. It is the policy of the club to set up Internship Programs that meet the requirements specified in this policy.
- B. Discussion
 - 1. Internship or work/study programs are designed to give college students an opportunity to complement their formal education with career-related experience.
 - 2. They may also bring the following benefits to the club:
 - a. Reduced recruiting cost by offering access to highly motivated and skilled labor pools.
 - b. Students can offer new and objective viewpoints to stimulate creative problem-solving and bring fresh perspectives to the employer.
 - c. Hiring student interns may allow the club to complete special projects that would otherwise go undone.
 - d. Internship programs can lead to valuable long term employment relationships.
 - 3. When establishing an intern program, the club must carefully structure and document all details of the program to ensure compliance with the Fair Labor Standards Act (FLSA). To determine the club's obligations under the FLSA, we must consider the following questions before hiring an intern:
 - a. Who benefits? If the intern will do "productive work" from which the club benefits, the individual is considered an "employee" and is entitled to minimum wage and possible overtime protection under the FLSA. As a result the club wants to set internships up primarily as a learning experience and not as a way to obtain free labor.
 - b. Has the intern been promised a regular position with the club? If the club offers the promise of a regular job at the end of the internship, this makes the internship in essence a trial or introductory employee and must be compensated as such.
 - c. Does the intern perform duties typically performed by an employee? If the intern seems to be replacing a regular employee, it may be an indication that the intern is being treated like an employee.
 - d. Is the internship part of an established educational program for which the intern receives academic credit? A college or university granting credit for the internship adds legitimacy to the program as a formal educational experience.
- C. Implementing Instructions

1. Given that the club sees significant benefit in establishing an intern program and desires to avoid the pitfalls mentioned above, the club will, in establishing an intern program, pay an intern for all hours worked at a wage comparable to that paid other employees during similar work, or at least the prevailing minimum wage.
2. Should the academic institution attended by the intern insist that the student not be paid, the club may not enter into an internship program with that institution. Employers who are found to have violated the FLSA are subject to back wages and punitive fines, regardless of the educational institution's policies.
3. An intern program should offer a well-managed and worthwhile position which will provide growth opportunities for the student while fulfilling the work requirements of the club. Internship education must be learning-by-doing, not learning-by-observation. To meet this goal, the following steps should be taken.
 - a. Establish clear job descriptions for intern positions. These descriptions should include grade point average, experience, and level of education expected of the candidates.
 - b. Screen candidates and participate in establishing learning objectives for the students. In most programs, the club is given the opportunity to interview intern candidates and to select the intern. The educational institution is responsible for pre-screening the students, matching academic specialties with the club's needs, and setting up the interview schedule.
 - c. Provide adequate supervision to support the interns in accomplishing their objectives.
 - d. Establish an appropriate work schedule. Take into account available supervision, workload fluctuations, and student availability. Most universities will allow students involved in such programs to block out portions of their schedules for the internship commitment.
 - e. Establish the level of pay and benefits, if appropriate. The club may offer benefits to the students to include employee meals and/or employee discounts.
 - f. Prepare other employees. All employees who will be interacting with interns should understand that the student is at the club for learning as well as working and they should be encouraged to share their knowledge and expertise freely.

D. Procedures

1. Determine club needs. Work/study programs may benefit clubs in the following areas:
 - a. Culinary arts.
 - b. Food service management.
 - c. Recreation (family activities) management.

- d. Golf operations management.
- e. Golf course maintenance.
- f. Business or hospitality management.

2. Find an educational institution that offers work/study credit to its students. Meet with work/study program representative to discuss program and mutual needs and obligations.
3. Structure the program to meet the requirements of the club and the educational institution.
4. Hire interns. Provide them with standard club orientations, explaining their purpose and benefit. The more managerial level information shared with interns the better; it provides them with a “real life” overview of the daily challenges and strategies for success in the club industry. Keep in mind that the students are studying to enter management roles in their industry. While it’s helpful for them to understand the work perspective of line employees, the real benefit to them is an understanding of the managerial role in the organization.
5. Meet regularly with the intern to track their progress and the quality of their experience. Play the role of a mentor in sharing your own career experiences with the intern. These “real life” experiences are nearly priceless and are seldom taught in academic environments.
6. Provide the intern with a performance review at the end of the program.
7. Most educational institutions will require some sort of written report of the intern’s experience at the club.
8. Conduct a post mortem on the club’s experience to find ways to improve the experience for both the club and future interns.
9. In some cases, the intern will impress club management enough to establish an ongoing relationship that may lead to future summer employment or a regular position. Such relationships should be encouraged where the intern has demonstrated outstanding abilities.

E. Responsibilities

1. The General Manager is responsible for ensuring that the program meets the requirements of this policy and for ensuring that the internship experience is beneficial to both the club and the intern.
2. Department heads or other managers who will supervise the intern will structure the work experience to meet the educational goals of the intern, meet with the intern frequently to gauge the quality of the intern’s work experience, mentor the intern during the program, and provide the intern with a written performance review at the end of the internship period.

Subject: Employee Recognition and Service Awards

P-300.17

- A. Policy. It is the policy of the Club to establish an Employee Recognition and Service Award Program.
- B. Discussion
 - 1. Recognizing employees for their contributions to and length of service with the Club is an important part of building morale and ensuring employee loyalty.
 - 2. The Club has established guidelines in order to standardize recognition and awards.
 - 3. The Club and departments must budget for the cost of awards and administer the program.
- C. Programs
 - 1. Service Awards
 - a. Managers may recognize employees for the following terms of service: 5, 10, 15, 20, 25, and 30 years.
 - b. Recognition will be in the form of a mahogany plaque with a certificate recognizing the appropriate years of service.
 - c. Managers may also give "award kits" to the employees being recognized. These kits contain a blank greeting card managers may personalize, an 8-page catalog from the appropriate price category, and the redemption card. Employees may select a gift of their choosing, then order online or by mailing in the redemption card. All shipping and handling charges are included in the cost of the award kit, billed to the managed facility.
 - d. Suggested point levels for years of service:

(1) 5 years	20,000 points	\$100 value
(2) 10 years	50,000 points	\$250 value
(3) 15 years	70,000 points	\$350 value
(4) 20 years	100,000 points	\$500 value
(5) 25 years	150,000 points	\$750 value
(6) 30 years	200,000 points	\$1,000 value
 - e. Plaques and award kits may be ordered from an appropriate vendor.
 - f. Certificates for the plaques may be ordered from Paper Direct, Inc. The Club will need to print all necessary information on the certificate using a PC and laser printer. Once the certificate is completed it will be attached to the plaque with a Plexiglas cover with the provided brass pins which are provided.
 - g. Plaques and gift certificates should be presented by the General Manager in a public setting. Digital photographs should be taken for use in Club or Member newsletters.
 - 2. Recognition Programs
 - a. The Club may establish additional recognition programs as desired.

- b. Suggested programs include: Employee of Month and Year Programs, Suggestion Programs, Recognition Programs for Outstanding Service or Contributions, etc.
- c. Any programs established should be in writing with clear guidelines for who is eligible, who makes the selection, who determines the award to be given, and other pertinent information that will make the program transparent to all who are interested. Nothing can destroy morale faster than a recognition program that is perceived to be biased or based on favoritism.
- d. Most recognition programs would include an appropriate plaque and an award kit of some predetermined value.
- e. As always, awards should be made in an appropriate public setting and with digital photographs of the presentation.
- f. Again, the Club will need to budget for any recognition program it establishes.