



Private Club Performance Management



Lifeguard Training Manual

Copyright 2009
Private Club Performance Management

For internal use only at the purchasing club or organization.
Materials purchased from the Private Club Performance Management website are for the exclusive use of the purchaser, individually or as an organization, and may not be reproduced, copied, distributed or resold to others, individually or collectively, outside the purchasing organization.

This manual is provided in an MS-Word file to make it easier for purchasers to customize the material for their own needs.

Disclaimer

All information in purchased documents is provided for guidance only.
Private Club Performance Management makes no legal representation as to their accuracy or efficacy. Purchasers should always review personnel and financial matters with their professional legal and financial advisors.



Table of Contents

Purpose	1
Responsibilities.....	2
Chain of Command.....	3
Background	4
Your Attitude	5
Mission Statement	6
Lifeguard Expectations.....	7
Review I.....	11
Employee Policies	12
Facility Rules Enforcement	21
Pool Rules	22
Waterslide Rules.....	25
Discipline.....	27
Guest / Visitor Rules.....	29
Review II	31
Pool Design and Layout	32
Trouble Areas and Blind Spots.....	33
Lifeguard Rotation Rules and Codes of Coverage	34
Zone Coverage	38
Scanning and Surveillance Techniques.....	39
Preventive Lifeguarding	40
Emergency Signals.....	42



Table of Contents, Continued

Review III	43
First Aid and CPR Guidelines.....	44
Safety Equipment Locations	45
Emergency Action Plan	46
Risk Management Procedures	48
Review IV	49
Opening and Closing Cleaning Standards.....	50
Water Chemical Testing and Recording	51
Accidents and Security	52
Additional Income	53
Member Feedback	55
Training Critique	56
Review V	57

Appendices

A1 - Stages of Drowning Article.....	58
A2 - Pool Scanning and Surveillance Article	62
A3 - Spinal Injury Management Article.....	64
B1 - Lap Pool Operations Spec Sheet	65
B2 - Slide Pool Operations Spec Sheet.....	66
B3 - Toddler Play Puddle Operations Spec Sheet	67
B4 - Play Puddle Pit Operations Spec Sheet.....	68
C - Emergency Action Plan Flow-Chart	69



Table of Contents, Continued

D1 - Cardio-Pulmonary Resuscitation (CPR) Guidelines	70
D2 - Emergency First Aid Guidelines.....	71
E1 - Opening Procedure Checklist.....	72
E2 - Closing Procedure Checklist	73
E3 - Pool Water Chemical Reading Report.....	74
E4 - Procedures Checklist	75
E5 - Bathroom Cleaning Checklist.....	76
E6 - Bathroom Hourly Inspection.....	77
E7 - Safety Inspection Sheet	78
E8 - Member Pool Check-In	79
E9 - Guest Pool Check-In.....	80
E10 - Day-Off Request.....	81
E11 - Shift Substitution.....	82
E12 - Accident Report	83
E13 - Member Pool Expulsion	84



Responsibilities

The Activities Director and the Pool Manager are responsible for properly and completely training you for your position.

It is your responsibility:

- to diligently apply yourself to mastering the material presented in this manual, and
- to notify the Activities Director or Pool Manager of any difficulties encountered in the performance of your duties that might require modification of operational policies, procedures, standards, or training.
- to notify the Activities Director or Pool Manager if you do not understand a rule or policy regarding pool safety. You will be questioned by members, so you must have a thorough understanding of all rules and policies

It is the responsibility of the Activities Director or Training Manager to review training material and programs to ensure that they meet the need of providing high quality training to you and your fellow employees.

Your Supervisor

Each Club employee comes under the direct control of a Supervisor, in your case, the Pool Manager. He or she, in turn, answers directly a Department Head who reports to the General Manager. Your Supervisor is an important link in the management chain and is responsible for the daily work of your team.

Your Supervisor is responsible for training you in the proper way to do your job and ensuring that your work is completed according to our quality and performance standards.

A major responsibility of every Supervisor is to provide you with the assistance and



Your Attitude

Satisfying our members is not an easy matter. They expect high quality food, recreation, and service in a clean, friendly, well-maintained and operated environment. To meet their expectations, you must have a keen commitment to our standards of service and the right attitude to make it happen.

The right attitude is the most important requirement for success in any endeavor. How you approach your work has a direct bearing upon the quality of your work, and more importantly from your standpoint, the enjoyment and the sense of satisfaction you derive from working here. If you dwell on the negative, your work and every aspect of your life will be negative. You must choose instead to see your work in a positive way and take pride in your contributions to the larger effort.

We feel strongly about maintaining a positive attitude. One sour, negative attitude can ruin the workplace for all of us. Our members don't need it and we don't need it.

So, we say with deep conviction,

"BE OF GOOD CHEER OR DON'T BE HERE!"



Employee Policies

Meeting your Schedule

Work schedules will be posted in a designated, conspicuous place. We consider your obligation to meet the posted work schedule a serious responsibility. Therefore:

- The work schedule may not be modified without the prior approval of your Supervisor.
- Failure to work assigned shifts is unfair to fellow team members, your Supervisor, and our members, and cannot be tolerated. Appropriate disciplinary action will follow such failure.
- We will always consider true emergencies. However, those who do not report for scheduled shifts and/or call in sick repeatedly are subject to disciplinary action, where warranted.
- You are responsible for covering your shift unless you have given your Supervisor reasonable notice. Please make every attempt to get your shift covered properly.
- Changes to the work schedule may be made by your Supervisor at any time to effectively handle the level of our business. Supervisors will make every effort to meet individual needs and requests, but this is not always possible. We ask you to bear this in mind and accept such changes as necessary. It is the nature of our business.

Your Supervisor will make every effort to grant reasonable requests for time off. Please recognize, though, that we are running a business that has certain staffing requirements. When requests become unreasonable or excessive, your Supervisor will take whatever action necessary to ensure adequate staffing.



Pool Rules

1. Members and guests shall sign the pool register at the pool entrance prior to swimming. Membership cards shall be presented while registering. Members must accompany day guests.
2. All swimmers must wear bona fide swimwear. Cut-offs, dungarees, and Bermudas are not considered appropriate attire.
3. Bathers must use showers before entering pool.
4. No diving in any area of the pool.
5. Children under the age of 12 must be accompanied and supervised by an adult. Parents are responsible for infants and non-swimmers in the smaller, gated pool.
6. Children wearing diapers must wear rubber pants under suit. Should your child have an accident in the pool, please report it to a lifeguard as soon as it happens.
7. No running, horseplay, dunking, ball playing, noisy, or hazardous activity permitted in the pool area.
8. No glass containers or coolers allowed in pool area.
9. Pets, skateboards, water guns, and bicycles are not allowed in the pool area.
10. No playing allowed in lap swimming zones.
11. Flotation devices, snorkeling equipment, masks, or other pool equipment are not allowed unless first approved by Management.



Waterslide Rules

Waterslide rules have been drawn up to aid in protecting members and guests from injury and misuse. These rules must be strictly adhered to and may change from time to time as determined by management.

Waterslides provide added value to our membership and will provide hours of entertainment to adults and children alike. However, most accidents we encounter occur in or around waterslides. Thus, it is imperative that all waterslide rules are always followed .

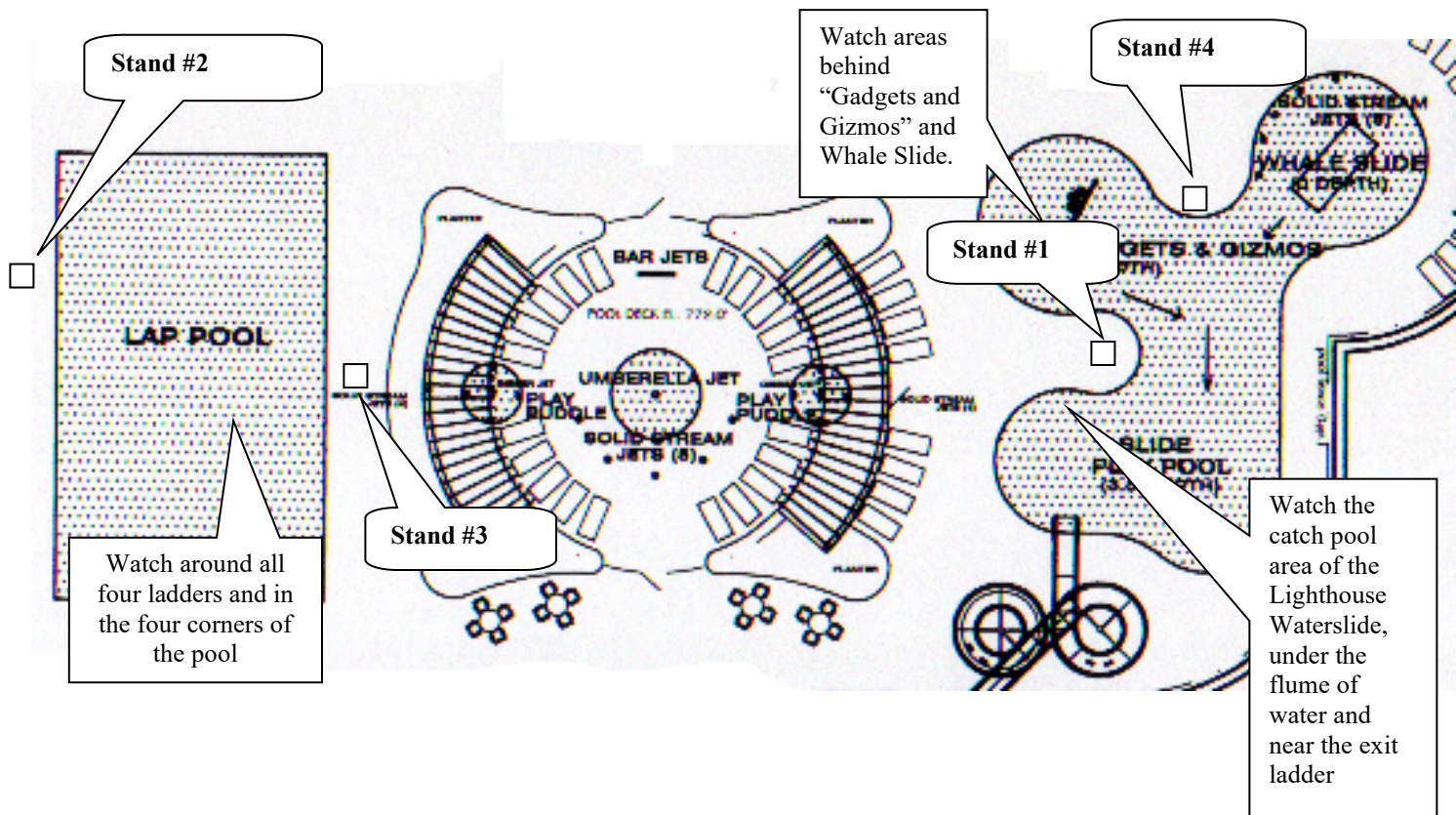
1. Persons using the slide must be either 42 inches tall or be able to swim to the steps in the catch pool.
2. Swimmers must exit catch pool immediately.
3. Parents are not permitted to retrieve children in the slide catch pool.
4. No flotation aids of any kind are permitted on slide.
5. Only one person is allowed down the slide at a time.
6. Sliding headfirst or on one's stomach is prohibited.
7. Goggles, swim-masks, prescription glasses, and sunglasses are not permitted on the slide as they may break, introducing glass into the pool.
8. Do not allow members and guests to run up slide stairs.
9. Do not allow members and guests to reach into the slide from the pool deck.
10. Do not allow members and guests to swim in the catch pool when slide is in use.



Trouble Areas and Blind Spots

Like all pools, the Club has several areas that need to be monitored more closely than others. In any pool, accidents are more likely to occur around moving water and entry and exit areas. Thus, you should pay close attention to the waterslides, water play apparatus (gadgets and gizmos), and all steps and ladders into and out of the pool. These are the areas where a problem is most likely to occur.

The shape of the pools also creates blind spots. These areas are in the corners, near ladders and behind the whale slide and water play apparatus. You must pay close attention to these areas while scanning to protect against overlooking a potential problem. Please see the diagram below for a description of the possible blind areas.





Lifeguard Rotation Rules

The Activities Director or Pool Manager will develop the proper station rotation for each lifeguard position. Rotation occurs in either 15 or 20-minute intervals based on the codes of coverage. The codes of coverage (next page) ensure that a trained staff member is watching all pool areas and assures proper staff rotation. The following rules should be followed while in a staff rotation:

1. Unless one pool is closed and inaccessible to swimmers, there should be at least two guards up (one on the lap pool stand and one on the slide pool stand).
2. There should always be one staff member at the member check-in desk when the pool is open.
3. Maintain proper posture while in the stand and at the check-in desk. Do not slouch or lean your legs over the chair. Please keep your feet off the check-in desk and always be facing to greet members when they arrive.
4. Only guards are permitted on the lifeguard stands. Do not allow members or friends on the stands.
5. If you are next up in the rotation, it is your responsibility to watch the clock so that you rotate on time. You should be ON the stand at the exact start time.
6. You should scan your zone constantly to ensure coverage every 10 seconds.
7. As a guard you have the authority to close off any section of the pool that you feel is unsafe or not guardable.
8. Always do the post-rotation routine (next page) to keep the pool clean and safe.



Scanning and Surveillance Techniques

The Club is committed to the safety of our members and guests; therefore, it is imperative that our staff takes their duties seriously. To protect our members and guests, we use scanning and surveillance techniques that were taught during your lifeguard certification class.

All lifeguards should be familiar with scanning techniques. Your goal is to be able to scan your zone completely in a 10-second period. You must stay alert and attentive while in the stand. Please remember the following rules regarding scanning:

1. Know the exact physical area to be scanned and scan it constantly. Know where this area overlaps with another staff member's area. Know where the high and low risk areas are, i.e., ladders, slide areas, gadgets and gizmos.
2. When rotating chair positions, ask the lifeguard you are relieving if there are any special circumstances of which you should be aware. In turn, it is your duty to inform incoming guards of the same.
3. Know the backup zones, (this will be covered in staff orientation).
4. Scan the zone approximately every 10 seconds using a good scanning technique. Know the warning signs of a distressed swimmer.
5. If you see something that you do not understand, always check it out. Look and listen for the abnormal. Pay close attention to sub-par swimmers, toddlers, or other non-swimmers.
6. Always be ready to react when a situation arises. Follow your instincts. When in doubt, **act**. Never assume when it comes to safety.

See Appendix A2 for an excellent article on scanning techniques.



Preventive Lifeguarding

The key to professional lifeguarding is being a **Preventive Lifeguard!** Preventive lifeguarding is a technique that anticipates possible incidents and prevents accidents from occurring by taking care of the problems before they occur. In other words, if we maintain a safe facility with full rule enforcement, we should be able to avoid most problems. Our goal is to have a safe season with no incidents, accidents or emergencies.

One major component of preventive lifeguarding is recognizing problem situations like a swimmer in distress. What does a lifeguard do to determine if a swimmer is in distress? Look for the following key clues:

1. A stressful look on the victim's face or a fatigued look.
2. A change of body position, i.e., the victim has stopped swimming through the water and struggles to keep above the water, usually in an up and down position.
3. Irregular motions that do not resemble swimming. (Remember, those who do NOT move demand as much attention as those who do, and possibly more).
4. Bouncing off the bottom for a period of time or sucking in air with each bounce off the bottom.

Most guarded drownings occur because the lifeguard fails to recognize problem situations. Take this actual case where a little girl drowned.

Two lifeguards were on duty at an L-shaped pool. One was on the deep end stand and one was on the shallow end stand. The victim was a 7-year old girl approximately 4 feet tall and drowned in 3 feet 10 inches of water in the shallow end. The guard in the deep end made the rescue attempt because the nearest guard failed to recognize the emergency. The primary rescuer stated that she does not remember what alerted her to the distress of the victim, she just looked to the shallow end and saw the victim on the bottom, swam to her, retrieved her from the bottom, and carried her to the side.



SIGNALS - Emergency and Non-Emergency

**ONE SHORT BLAST:
of your whistle**

To get the attention of a swimmer or to stop a rule violation. Repeat as needed. Do NOT yell across the pool to get the attention of someone, get their attention with your whistle and then wave them over to your stand and talk to them. Do not yell across the pool if possible.

**ONE LONG BLAST:
of your whistle**

To call for "ADULT SWIM" or to clear the pool of swimmers in cases of thunder or lightning, or serious accident, etc. The same whistle blast indicates when swimmers can return to the water.

**TWO SHORT BLASTS:
of your whistle**

To get the attention of another staff member or a guard on another guard stand. This is for non-emergencies only.

**THREE SHORT BLASTS:
of your whistle**

To signal there is an emergency and start the Emergency Action Plan, see Appendix C, for more information. If at a guard station, you should stand if possible and then blow your whistle as you prepare to enter the scene. Alerts other staff members that help is needed immediately and that you will be the primary rescuer.

PAT HEAD SEVERAL TIMES: Situation is under control, no assistance required.



Risk Management Plan

Our goal is to always ensure that our members and their guests enjoy a safe environment. We are all responsible for member safety! It is our responsibility to use due diligence and be on the lookout for potentially dangerous situations or areas of our facility. To aid us in this, we have developed a risk management plan.

A good risk management plan should be designed to allow participants a quality experience in a safe surrounding. The plan should also include provisions to protect you and your employer from undue risk.

The standard by which we will be judged is reasonableness or Standard of Care. It is our responsibility to use ordinary and reasonable care to keep the premises safe for the members and their guests and to forewarn them of any danger. With our risk management plan, we will be taking a proactive approach to managing risk. We will project an attitude that says:

WE ARE KNOWLEDGEABLE PROFESSIONALS; WE ARE CONCERNED FOR YOUR SAFETY; AND WE WILL DO WHAT IS NECESSARY TO PROVIDE A SAFE ENVIRONMENT FOR YOUR LEISURE ACTIVITIES.

In addition to doing what is professionally sound, our risk management plan is extremely valuable in the event of legal action against us. Our proactive program shows intent. The key is to make sure we follow the plan in all emergency situations. If not, we could be considered negligent. As a member of the team, you should understand your part in the Risk Management Plan. Stated simply, your role is that of a monitor who is keenly alert to potentially dangerous situations and assumes responsibility to correct hazardous situations. We will perform regular inspections of all areas of the facility and keep detailed forms on file outlining dangerous situations and their repair. We ask that you do your part to keep the facility safe by alerting your supervisor immediately if you become aware of a dangerous situation.



Opening and Closing Cleaning Standards

It is the policy of the Club that the grounds are always kept clean and well-maintained. First impressions are very important to our members and their guests. To keep the grounds clean and free of trash, we ask that all staff members do their part to help.

At all times when you are in the village you should be on the lookout for anything that is not clean or straight; or that might be considered an eyesore. The entire pool area including the parking lot and playground area should be clean and free of trash every day before we open and each night when we close. It is each team member's responsibility to make sure this occurs each day. If you are scheduled to work an opening shift, you should expect to do some cleaning before opening the pool. Likewise, when working a closing shift, you will be required to clean the grounds thoroughly. Opening and Closing Checklists have been created to help us cover all areas. We will not tolerate excuses or laziness when it comes to the condition of the facility. Make it your responsibility, show initiative, and take pride in keeping our facility in the best shape possible.

Please see Appendix E1 and E2 for examples of Opening and Closing Checklists.

About the Author

Chris Conner is a graduate of the University of North Carolina at Chapel Hill. During his varied career, he has managed hotels and a variety of private clubs, from neighborhood swim and tennis clubs to marina and dining clubs to high end golf and country clubs. He is currently the Chief Operating Officer/General Manager of the Cullasaja Club in Highlands, North Carolina.