



**Private Club
Performance Management**

Managers' Handbook



Ed Rehkopf

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I – WELCOME

Welcome to the club! We are proud of our many accomplishments and our standing in the community – successes that could not have been achieved without the dedication, hard work, and professionalism of our managers at all levels of the club.

You will now be joining us in our endeavors, and we welcome you to the team. Recognizing that our success has been built upon our culture of service, it is important that all new team members understand the principles and rules by which we operate.

To that end we have prepared this Managers Handbook. It is intended to provide managers and supervisors with a basic understanding of how we operate and what we expect of those people who fill our key leadership positions. While it cannot possibly contain all the information and details which you will be expected to know, it is a starting point in your education and a handy reference for the issues you will routinely face.

During your time with us many of you will be entrusted with the club's most valued asset – our willing and able employees. It is your singular responsibility to provide them with sound leadership; with the necessary training, tools, and support for them to properly execute their jobs; with timely guidance and feedback; and with the inspiration and motivation to do the best they can for our members, guests, and co-workers.

This handbook is intended to be read, studied and followed. The information is both visionary and mundane, offering the ideal of what we aspire to and the details of how we function. Your understanding of this information is essential to your success and ours. Please ask questions if there is anything that is not clear to you.

Again, we welcome you to the team and look forward to our association. We trust that the relationship will be mutually rewarding and enjoyable.



II - MISSION, VISION, GUIDING PRINCIPLES, OPERATING STANDARDS

MISSION – What we do!

Understand and exceed the expectations of the members and guests we serve.

VISION – How we expect to do it!

Through innovative programming, member-focused service, and principled leadership, the club is dedicated to establishing a premier private club experience for our members and guests.

GUIDING PRINCIPLES – Principles that guide the conduct of our business!

- Proactive leadership with service-based philosophy.
- Forward-thinking, professional expertise.
- Proven management and operating systems.
- Sound planning and effective implementation.
- Innovative programs continually reviewed.
- Detailed benchmarks constantly analyzed.
- A commitment to staff development through formal, ongoing training.

OPERATING STANDARDS – Standards that form the basis for our operations!

- Our vision and goals are articulated.
- We are uncompromising in our commitment to excellence, quality, and service.
- Authority and responsibility are assigned, and accountability assured.
- We embrace innovation, initiative, and change while rejecting the status quo.
- Standards are defined, operations are detailed in written policy and procedure, and we seek continual improvement of products, services, programs, and operating systems.
- Member/guest problems are resolved politely and promptly.
- Constant communications and feedback enhance operations and service, while problems and complaints are viewed as opportunities to improve.
- We benchmark revenues and sales mixes to evaluate members' response to products, services, and programs, and we benchmark expenses, inventories, and processes to ensure efficiency and cost effectiveness.
- We ensure clean, safe, well-maintained facilities and equipment while safeguarding club assets.
- We acknowledge each operation as a team of dedicated individuals working toward common goals and we recognize the ultimate value of people in everything we do.



III – OPERATING PHILOSOPHY

SERVICE ETHIC

Service is our only product. We aim to provide the highest possible level of service to our members and guests. To do this, we must:

- Anticipate their desires and needs.
- Set standards of excellence that challenge us every day.
- Understand that when a member or guest perceives a problem, the problem is ours. The burden is ours to solve the problem and change the perception.
- Make everything about our operations as easy, simple, and clear as possible for our members and guests. Communicate clearly and in a timely manner any changes in operations, policies, or programming.
- Be formal and professional in all our dealings with members and guests. Always use names and titles, such as Mr., Mrs., Dr., when speaking to members and guests. Never use a first name. If we don't know a person's name, we use "Ma'am and Sir." These common courtesies demonstrate our respect for those who pay our wages.
- Demonstrate a sense of enthusiasm about our jobs. A sense of teamwork and a true willingness to help and serve will naturally contribute to this enthusiasm.
- Seek comments, criticism, and feedback about our efforts. Graciously accept criticism and complaints without becoming defensive. Apologize without hesitation. Take corrective action as necessary.

COMMITMENT TO EMPLOYEES

We pledge to conduct employee relations in an honest and straightforward way. Therefore, we will work hard to ensure that:

- All employees are treated with dignity and respect.
- All employees are important to our team effort. We do not tolerate discrimination or harassment in any form.
- Rules, regulations, and policies are applied uniformly and fairly.
- Every employee is properly trained.
- We communicate goals, plans, projects, work conditions, and performance expectations.
- We provide positive feedback and recognition, as well as accepting our responsibility to correct and enhance performance as necessary.

TEAMWORK

Because we are a team committed to a common effort, we:

- Treat co-workers with courtesy and respect.
- Are considerate of co-workers. Cooperation and understanding make everyone's job easier and more enjoyable.
- Recognize accomplishment and thank co-workers for their efforts.
- Understand that every employee contributes regardless of position.
- Offer assistance and ask for help whenever necessary – this is, after all, the hallmark of a team.



IV – LEADERSHIP

“IT’S ALL ABOUT LEADERSHIP

A senior club executive once said, “The longer I’m in this business the more I realize it’s all about leadership.” In this brief sentence he summed up an overriding concern of our club – that the excellence of our operations is directly dependent upon the leadership skills of our managers at all levels of the enterprise.

Department heads and supervisors are the link between the General Manager and line employees. The effectiveness of line employees is directly dependent upon the leadership, motivation, and communication skills of their supervisors.

LEADERSHIP ON THE LINE

Every manager who works for the club is given and expected to read a copy of [*Leadership on the Line – A Guide for Front Line Supervisors, Business Owners and Emerging Leaders*](#) and [*Leadership on the Line - The Workbook*](#) that spell out the club’s Service-Based Leadership philosophy.

MANAGERS’ CODE OF ETHICS

- As a representative of my club, I understand that my actions and behavior, both at and away from work, reflect on the organization that provides me employment. I will, therefore, do everything in my power to represent them faithfully and professionally in all my dealings with members, guests, employees, vendors, and the community at large.
- I will organize the work areas for which I am responsible and thoroughly train the employees I supervise to ensure the most efficient operation with the highest levels of service possible.
- I will not use or remove club property for personal use and will protect the assets and resources of the club as if they were my own. My vigilance and example will ensure the employees I supervise do likewise.
- I understand that my leadership and example set the standard for my employees. I understand that a manager who shirks responsibilities, cuts corners, fails to give an honest time commitment, pilfers food and supplies, fails to secure inventories, or is not personally productive in time or commitment, can expect his or her employees to do the same.
- I will not exchange club goods or services for personal favors or services from members, non-members, or vendors. Further, I will not accept personal favors, gifts, or rebates from vendors in any form. Such items benefit me at my employer’s expense and are appropriately considered kickbacks. My only interest is to get the best price for my place of business and will make every effort to do so by seeking competitive pricing from several vendors.
- While I may direct employees’ work, their productive effort and well-being serve the interest of the club. Therefore, I must work hard to ensure their maximum contribution to the mission and goals of the club. I can only do this if I value each employee as an individual whose contribution to the collective effort is directly dependent upon my leadership, as well as the tools, training, resources, and support I provide them.



- I will never use my position or authority to request or require personal services or favors, sexual or otherwise, from employees.
- I will never enter into personal or intimate relations with any employee who works under my direction or is directly or indirectly supervised by me. Such an inappropriate relationship damages the organization by implications of favoritism and clouded judgment. Ultimately, it irretrievably harms both my ability to lead and my personal and professional reputation.
- While maintaining a positive interest in and influence over the efforts of my employees, I recognize the importance of maintaining a professional distance from them. I will not socialize or party with those I supervise, except while attending club-organized social events or in the furtherance of their business.
- Finally, I recognize that my integrity is at the core of my personal and professional standing. It is the most important ingredient of my leadership and is the foundation for any success I will achieve in my career and life. I will never be tempted to squander this most precious possession for the sake of expediency or inappropriate gain.

MANAGEMENT PROFESSIONALISM

Certain actions on the part of managers and supervisors will cause problems for you and the club. The following basic guidelines will help you avoid problems and set the proper example for those you lead.

Consistency in all personnel actions. In today's litigious society it is essential that all personnel actions from screening interviews, to hiring, to providing opportunities for training and promotion, to counseling, disciplining, and terminating be consistent, fair, and professional.

No retaliation. Employees have a right to come forward with their problems and concerns. While you may expect that they will come to you first, they may feel that you are part of the problem.

Should employees go over your head or file complaints against you, do not retaliate against them. The best way to avoid this is to have open communications with employees and be approachable for their problems and concerns.

No sexual harassment. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual, or
- Such conduct has the purpose or the effect of interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment is against the law, and it is the policy the club that any incident of alleged sexual harassment be reported to management immediately. Allegations must be quickly and thoroughly investigated.

No discriminatory practices. Biases, prejudice, disparaging remarks or jokes based on race, creed, religion, gender, national origin, ethnic group, age, handicap, or sexual orientation cannot be tolerated. There is no place for bigotry or personal and cultural insensitivity in the workplace. While each person has his or her own biases

About the Author

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Master of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional luxury-budget hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.