

PRIVATE CLUB PERFORMANCE MANAGMENT

Personnel Standards, Policies & Procedures

SAMPLE

Ed Rehkopf

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This document serves to showcase the scope and quality of PCPM's Personnel Standards, Policies & Procedures. The full set of 157 policies and 45 associated forms may be purchased from the PCPM Marketplace store.

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Subject: Personnel Policies

P-100.01

- A. Policy. It is the policy of the Club that all Personnel Policies are in written form, updated as necessary, stored in the Club Information Database, made available to Department Heads and supervisors, and applied fairly to all employees.
- B. Discussion. Personnel Policies are an outline of the basic policies, procedures, and practices that govern the personnel functions of the Club.
1. They contain general statements of policy and should not be construed as forming an express or implied contract or promise that the policies will apply in all cases.
 2. Further, it is not intended that these policies alter the employment-at-will relationship of employees and the Club.
 3. *Italicized* text within Personnel Policies indicates information that is in the employee handbook and which employees have a need to know. Plain text contains discussion, responsibilities, procedures, and implementing instructions for management and supervisory staff.
 4. **Shaded** text indicates policies derived from Federal, State, or local laws and regulations.
- C. Responsibilities
1. It is the responsibility of the Human Resources Manager to formulate and propose Personnel Policies to the General Manager. Further, it is the responsibility of the Manager:
 - a. To ensure that all policies are kept current, that the General Manager, Department Heads, and other key employees are kept aware of changes to policy,
 - b. To be the custodian of the Personnel Policies in the [Club Information Database], and to notify the General Manager, Department Heads, and other key employees of changes to the Personnel Policies via e-mail.
 2. It is the responsibility of the General Manager to approve all Personnel Policies.
 3. It is the responsibility of Department Heads and Supervisors to review changes to Personnel Policies as they are announced. The General Manager and Department Heads are further responsible for ensuring that their employees are familiar with those aspects of Club Personnel Policies that apply to employees (i.e., that are contained in the Employee Handbook or are in italicized text in Personnel Policies).
- D. Administration
1. Personnel Policies will be stored in the Club Information Database and reviewed annually in January for revisions or changes.
 2. Revisions and changes will be announced to Department Heads via e-mail messages.

3. The General Manager or any Department Head or Supervisor may recommend changes in Personnel Policy to the Human Resources Manager, however all policy additions and modifications must be approved by the General Manager. Likewise, matters of importance not covered or inadequately covered by policy should be brought to the attention of the Human Resources Manager.
4. Should an employee approach a supervisor with a question concerning a policy contained in the Policies Database, the supervisor should consult the Club Information Database and attempt to answer the question. Questions of interpretation of a policy shall be referred to the Human Resources Manager for clarification and resolution.
5. As used in Personnel Policies:
 - a. The words “shall” and “will” are to be construed as mandatory and the word “may” as permissive.
 - b. The masculine gender shall be construed to include the feminine gender.
 - c. “Human Resources Manager” is the employee designated to administer the personnel function.
 - d. “Supervisor” (with a capital ‘S’) means an individual with the authority to assign, direct, and review the work of two or more subordinates but without budgeting and bottom line responsibilities. When used in a general sense (uncapitalized), it means any Supervisor, Department Head, or Manager.
 - e. “Department Head” refers to the following or comparable positions with budgeting and bottom line responsibilities: Club Controller, Head Golf Professional, Golf Course Superintendent, Membership Director, Human Resources Manager, Clubhouse Manager, Executive Chef, Dining Services Manager or Dining Room Supervisor, Head Tennis Professional, Activities Director, and Facilities Manager or Maintenance Supervisor.
 - f. “General Manager or Manager” means that individual with “full charge” responsibilities of the Club or one of its operating departments. “Manager” when used in a general sense (uncapitalized) means the General Manager or any Department Head.
 - g. “Immediate family” means an employee’s spouse, children, and other family members such as parents, siblings, etc., who are members of the employee’s household (i.e. living in the same residence as the employee).
 - h. “Policies Database” refers to the intranet, electronic version of the Club’s Policies and Procedures.
 - i. [Bracketed Words] indicate reference to other Personnel Policies.
 - j. “Core Staff” refer to those Full Time and Part Time positions that can only be created by authority of the General Manager.

- k. “Critical Positions” are defined as those multiple line positions with high levels of interface with members and guests, such as servers, bartenders, cart staff, receptionists or concierges, activity leaders, etc.

6. Managerial Discretion

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

Subject: Supervisory Responsibilities

P-100.03

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

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

Subject: Hiring Pay Rates, Bonuses, Raises Authorizations

P-100.11

- A. Policy. It is the policy of the Club that the Hiring Pay Rates for Core Positions, manager bonus opportunities, and all pay raises receive prior authorization from the General Manager.
- B. Discussion
 - 1. It is important to maintain the Club's profitability that all hiring rates of pay receive prior approval to ensure that such rates are appropriate for the locale, as well as within a consistent range for similar existing positions. As an aid for newly created positions, the Human Resources Manager maintains a list of existing pay ranges for most operational positions.
 - 2. Because of their long term impact on the financial viability of the Club, all bonus opportunities for managers must also receive prior approval by the Club board.
 - 3. Lastly, all raises for employees must receive prior authorization. This is typically done during the annual budgeting process, but may occur outside of this time frame.
- C. Authority. All hiring rates, bonus opportunities, and raises must receive the prior approval of the General Manager in consultation with the Club Board.

Subject: Employment Status

P-200.04

- A. Policy. *It is the policy of the Club that eligibility for benefits is based upon an employee's employment status.*
- B. Discussion. *An employee's employment status is determined by the number of hours worked.*
1. *Full Time – Employees who work not less than 35 hours per week on a continuous basis and employment is anticipated to last 11 months or more.*
 2. *Part Time – Employees who work less than 35 hours per week on a continuous basis and employment is anticipated to last 11 months or more.*
 3. *Seasonal – Employees whose employment is expected to last less than 11 months regardless of the number of hours worked per week.*

Subject: Hiring

P-200.09

A. Policy. It is the policy of the Club to follow established procedures when hiring employees.

B. Discussion

1. Supervisors who need to fill a vacant position will submit a Personnel Requisition, [Form 127], to the Human Resources Manager with the draft wording of any advertisement for the opening.
2. The Human Resources Manager may:
 - a. Post a “Position Opening Notice” on bulletin boards throughout the facility to alert employees to the position opening, and
 - b. Place any necessary ads in local papers.
3. Applicants will fill out applications.
4. Supervisors who have already recruited an individual should provide the recruit’s application to the Human Resources Manager or send the recruit to the Human Resources Manager to fill out an application.
5. Supervisors will interview applicants, asking only the appropriate questions listed in [Appropriate Hiring Questions]. After the interview the supervisor will check references using the Applicant Reference Check, [Form 108], noting the comments of all references.
6. Once the supervisor has made his selection, he should fill out a Personnel Data Sheet (PDS), [Form 104], providing all pertinent data and submit it to the Human Resources Manager.
7. All employment offers are contingent upon:
 - a. The applicant successfully completing all required pre-hire screenings. See [Pre-Hire Screening] for more information, and
 - b. The applicant’s legal status to work in the United States. See [Legal Status to Work] for more information.
8. Supervisors will not allow applicants to work until these screenings and checks are completed and the employee properly processed onto the payroll by the Human Resources Manager.

Subject: Harassment

P-200.14

A. Policy. *It is the policy of the Club to prohibit harassment of its employees in the workplace by any person and in any form.*

B. Discussion

1. *It is the Club's goal to maintain a pleasant and productive work environment for all its employees. Therefore, all forms of harassment related to an employee's race, color, religion, age, sex, marital status, national origin, disability, veteran status or sexual orientation constitute violations of this policy and will be subject to disciplinary action.*
2. *In furtherance of this policy, the Club will not permit the use of racial, religious, age-related, sexual or ethnic epithets, innuendoes, slurs, or jokes within its facilities. In addition, all forms of verbal and physical harassment based on the above categories are prohibited.*
3. See [Sexual Harassment] for more information on that topic.
4. *If at any time an employee feels he may have been subjected to verbal or physical harassment, of a sexual nature or otherwise, he should be instructed to notify his supervisor immediately so that an investigation can be made and appropriate action taken.*
5. *If for any reason an employee does not feel comfortable notifying his supervisor about the matter, he should contact his General Manager or Human Resources Manager, who will initiate an investigation and take appropriate action.*
6. *The Club will investigate all complaints and will attempt to handle these matters fairly and professionally. Where harassment is found to have occurred, immediate and appropriate corrective action will be taken.*
7. *Confidentiality will be respected to the extent practical under the circumstances.*
8. *No employee will be punished for bringing an issue to the Club's attention in good faith, even if he does not have all the facts.*

Subject: Workplace Relationships

P-200.24

A. Policy

1. It is the policy of the Club that employees in a supervisory position will not have personal or intimate relationships with an employee who reports to or whose work is directed by them.
2. *It is the policy of the Club that employees conduct themselves in a professional manner while working or on Club premises and that public display of affection between employees are inappropriate for the workplace and will not be condoned.*
3. *While employees who do not fall within a supervisor/subordinate Club organizational structure are free to enter into such relationships with other employees, it is the policy of the Club that such employees are made aware of the potential problems and sexual harassment issues related to workplace relationships.*

B. Discussion

1. *Personal relationships are more common in today's workplace.*
2. *Employees must have the maturity to understand that overt or public displays of affection are unprofessional and can be distracting and disturbing to other employees and to members and guests.*
3. *Supervisor/subordinate relationships are prohibited by the Club.*
 - a. Personal relationships between a supervisor and an employee reporting to or whose work is directed by that supervisor are inappropriate for the same reasons that the Club does not permit nepotism, i.e., this situation can create the perception of unfairness in the minds of other employees and must be avoided.
 - b. Further, when initiated by the supervisor, such a situation may open the Club up to complaints of sexual harassment.
 - c. Despite this prohibition of supervisor/subordinate relationships, should such a relationship begin to develop, it is the supervisor's responsibility to immediately notify his General Manager. The Club will make a good faith effort to reassign one or the other party in the relationship to avoid problems, though the Club can make no guarantees that such accommodation can be made.
 - d. If a timely notification is not made, the supervisor will face disciplinary action up to and including discharge.
4. *Personal relationships not involving direct supervision are permitted, though once the Club becomes aware of the relationship, it will ask the parties involved to sign a Personal Relationship Acknowledgement, [Form 107], explaining the potential problems and sexual harassment issues.*

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 clubs.
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, [Form 126] must be completed. The supervisor then meets with the employee and explains 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 HR Manager.

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 HR Manager.

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 HR Manager.

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, [Form 114].
2. Staff Development Plan, [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/her files.

E. Responsibilities

1. Supervisors' Responsibility – 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.

Supervisors 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 HR Manager for inclusion in the employee's personnel file. Further, supervisors are responsible for preparing Staff Development Plans when necessary.

2. HR Manager's Responsibility – The HR Manager is tasked with responsibility for overseeing and administering the club's Performance Review Program. S/he will also monitor supervisors' compliance with the schedule, the adequacy of reviews and report any problems to the General Manager.

The HR Manager 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 HR Manager 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 Club 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 the two of you 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 a Staff Development Plan 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. As Steven Covey says, “Begin with the end in mind,” so 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 a Staff Development Plan 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, 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 also has expanded rating categories to allow for a more thorough review, more space to write comments (the comments cells expand as you enter comments, allowing unlimited space for entries), and blank “Other” lines to enter additional rating criteria. Lastly, the form provides four numerical ratings from Unsatisfactory (1) to Exceeds Expectations (4), as opposed to three ratings on the old form. 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.

Your Club Name Here

Employee Performance Review

Employee Information:				
Name: Emma Sweet	Review Type: <i>(circle one)</i>	Introductory	Annual	Discretionary
Job Title: Server	Employee Status: <i>(circle one)</i>	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	N/A = Not Applicable
Job Performance					
1. Understands and completes all assigned duties	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input type="checkbox"/>
3. Quantity of work, productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input type="checkbox"/>
5. Makes sound decisions relating to work	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Works well with others	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Completes assignments cheerfully and promptly	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Works well without supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input type="checkbox"/>
10. Communication skills with supervisor and co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input type="checkbox"/>
12. Makes good decisions independent of supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input type="checkbox"/>
14. Leadership ability, others look up to as a leader	<input type="checkbox"/>	<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"/>	<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"/>	<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"/>	<input type="checkbox"/>
18. Anticipates members' needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>	<input type="checkbox"/>
Comments: Emma's excellent service ethic has developed into an almost sixth sense of anticipating members' needs.					

Your Club Name Here

Employee Performance Review

Name: Emma Sweet

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 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"/>
<i>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.</i>					

Your Club Name Here

Employee Performance Review

Name: Emma SweetOverall Rating: 3.06*Total Score divided by number of items rated (not including N/A's)*

Evaluation
<p>PERFORMANCE SUMMARY:</p> <p>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.</p>
<p>GOALS: <i>(as agreed upon by employee and supervisor)</i></p> <ol style="list-style-type: none">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.
<p>Support</p> <p>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?</p> <p>Emma feels that the Club should add classes on stress management.</p>

Verification of Review
<p><i>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.</i></p>

Employee Signature:	<u>Emma Sweet</u>	Date:	<u>1/15/08</u>
Reviewer Signature:	<u>Brad Jones</u>	Date:	<u>1/15/08</u>
General Manager Signature:	<u>Mary Robinson</u>	Date:	<u>1/17/08</u>

Subject: Work Hours/Pay Cycle

P-400.02

Policy

1. *It is the policy of the Club that the established workday is the 24-hour period beginning at 12:01 a.m. and ending at midnight.*
2. *The workweek extends from 12:01 a.m. Friday to midnight the following Thursday.*
3. *Each pay period consists of two workweeks.*
3. *The Club pays employees biweekly, i.e., every two weeks, on Friday after 2 p.m. for the pay period ending the previous Thursday. Paychecks may be dispersed in one of three ways:*
 - a. *Direct deposit to the employee's bank, if previously arranged by the employee. See [Direct Deposit of Paychecks] for more information.*
 - b. *If requested under special circumstances, mailed to the employee's home address of record.*
 - c. *Given to the employee's Department Head to be distributed to the employee only.*
 - (1) *Employees may receive their paychecks from their Department Heads after 2 p.m.*
 - (2) *If a paycheck is not picked up by Monday morning, it will be returned to the Accounting Office for safekeeping.*
4. *From time to time, employees may request that some other individual pick up their paychecks for them. In this case, they should identify to their Department Head the individual who will pick up their check.*

Subject: Working Off the Clock

P-400.07

A. Policy. *It is the policy of the Club that hourly employees are not permitted to work off the clock at any time, for any reason.*

B. Discussion

1. *Federal law mandates that hourly, non-exempt employees receive pay for all hours worked. It further mandates that employers provide documentation of hours worked.*
2. Allowing an employee to work off the clock violates Federal law and opens the Club to payments of back wages and penalties.
3. Supervisors may not require or make agreements of any kind with employees allowing them to work off the clock, whether in exchange for future time off or not.
4. Supervisors must ensure that employees are paid for all time actually worked. Employees cannot be allowed to do work for the Club before or after their scheduled shift, unless they are on the clock and being paid for such work.
5. Any Supervisor who wishes to change the punched time of an employee on the timecard report (except as noted in paragraph 6. below) must get the employee to sign the affected punch and sign it himself to indicate that no work was done during the period affected by the change.
6. Supervisors are authorized to deduct up to five (5) minutes (but no more) from employees' time when they punch in prior to their scheduled start time. See [Punching in Early] for more information.

Subject: Holiday Pay for Exempt Employees

P-500.08

A. Policy. *It is the policy of the Club to provide six paid holidays per year for Full Time exempt employees.*

B. Discussion.

1. *The Club recognizes the following holidays:*

- *New Year's Day*
- *Memorial Day*
- *4th of July*
- *Labor Day*
- *Thanksgiving Day*
- *December 25th*

2. *Only Full Time employees who have completed their 90-day introductory period are eligible for holiday pay.*

3. *If the holiday falls on a day that the exempt employee is normally scheduled to work, he or she may take the holiday with pay, as business permits.*

4. *If the holiday falls on a day that the exempt employee must work, the employee may select another day within the same pay period to take off. If the schedule does not permit taking a day off during the same pay period, the Human Resources Manager will be notified of the day selected beyond the pay period. In no case will the date be beyond a second pay period without the express permission of the General Manager.*

5. *If the holiday falls on a day the employee is scheduled off, the holiday will be taken on the closest working day, or the day designated by national convention, for instance, the preceding Friday or following Monday.*

6. *Employees on leaves of absence are not entitled to holiday pay.*

7. *Those employees on vacation during a holiday may receive an extra day of vacation or may reduce their vacation used by one day.*

Subject: Workers' Compensation

P-500.11

A. Policy. *It is the policy of the Club that all employees are covered by Workers' Compensation Insurance regardless of employment status.*

1. *This insurance benefit provides weekly income to employees after seven (7) days of disability that results from a job-connected injury or illness.*
2. *If hospitalized, payments begin immediately.*

B. Responsibilities

1. The Human Resources Manager and General Manager are responsible for the administration of the Workers' Compensation program and establishing policies and procedures to meet the State-mandated requirements of this program.
2. The General Manager and Department Heads are responsible for making their employees aware of this policy and its attendant procedures.

C. Discussion

1. Benefits under Workers' Compensation – *Generally, the following benefits are available under Workers' Compensation programs, though the details of each State's programs may vary.*
 - a. Medical benefits - *medical, surgical, hospital treatment, nursing, medicine, sick travel, chiropractic services, and surgical supplies.*
 - b. Rehabilitation benefits - *to help an injured employee acquire the skills necessary to perform a job after the injury. In some cases involving major injuries, benefits may include personal living expenses during rehabilitation.*
 - c. Disability benefits
 - (1) *Disabilities resulting in total incapacity and partial incapacity are paid according to different schedules of benefits. These schedules also vary depending upon whether the disability is permanent or temporary.*
 - (2) *In addition to benefits for the physical injury, the employee is also entitled to income benefits for the injury. These include Permanent Total Disability, Temporary Total Disability, and Permanent Partial Incapacity.*
 - d. *Death benefits – to the surviving spouse and children of a worker killed on the job.*
2. Filing a claim for benefits
 - a. *Within 30 days of the accident or injury, an employee should inform the employer in writing that an injury occurred.*

- b. *It is then the employer's responsibility to report the injury to the employer's Workers' Compensation carrier within 5 days.*
- c. *If the employer fails to report the injury, the employee may file a claim for compensation with the Industrial Commission within two years of the date of the accident. If the claim is not filed within two years, it is lost.*

3. Procedures

- a. Any employee injured while working at the Club or off-premises while on Club business, must report their injury to their supervisor as soon as possible.
 - (1) If the injured employee needs medical attention, he or she should be sent immediately to the designated medical treatment facility. Human Resources Managers will have the name of the designated treatment facility and other pertinent emergency treatment information.
 - (2) If the injury is of an urgent or emergency nature, the employee should be sent to the nearest hospital or urgent care facility.
 - (3) A drug screening must be administered at the medical facility.
 - (4) While it is the employee's decision to seek medical attention and may refuse treatment, the employee's supervisor should make every effort to convince the employee to seek appropriate medical treatment to prevent further problems, i.e., subsequent infection, recurring orthopedic pain, etc.
- b. Non-emergencies
 - (1) The injured employee must fill out an Employee Accident Report, [Form 124-1] (front side of Form 124), as soon as possible and provide it to his or her supervisor.
 - (2) The supervisor or Manager on Duty (if the supervisor is unavailable) must complete the Supervisor's Report of Accident, [Form 124-2] (reverse side of Form 124), and a State Accident Report, as soon as possible, but no later than within 2 working days of the accident.
 - (3) The completed forms will be forwarded to the Human Resources Manager, who will obtain the General Manager's review and signature on the Supervisor's Report of Accident.
- c. Emergencies. When an injured employee is unable to complete the Employee Accident Report, [Form 124-1], because of his or her injuries, all of the above steps in paragraph 3.b. should be followed except for step (1), the completion of the Employee Accident Report.

Subject: Removing Items from the Premises

P-600.02

A. Policy. *It is the policy of the Club that no items whatsoever be removed from any part of the Club. This includes all food & beverage items including employee meals, leftovers of any sort, supplies, materials, etc.*

B. Discussion

1. *There are many items that seem to be leftover from Club operations. Because of the difficulty in monitoring the removal of items and the inherent unfairness when some employees are allowed to remove items and others not, the Club does not permit any items to be removed.*
2. *This policy protects all employees and helps maintain profitability.*
3. *In the rare event that something is permitted to leave the property, it will only be done with the written approval of the General Manager. In other words, the employee removing items must have a signed permission slip on his person.*
4. *Periodically and without prior warning, management will check packages to ensure that items belonging to the Club are not leaving the premises.*

Subject: Absences and Notification

P-600.09

A. Policy. *It is the policy of the Club that employees are expected to promptly notify their supervisor of expected tardiness or absences.*

B. Discussion

1. *Employees are responsible for promptly notifying supervisors of expected tardiness or absence. Employees may not leave word on voice mail, with the receptionist, or other employees. If their Supervisor or Department Head is off the property or otherwise unavailable, employees must locate and notify another supervisor who is at the property.*
2. *In this case, the employee is expected to call back and speak with his supervisor later.*
3. *Except in the case of emergencies, having family members or friends place the call is inappropriate. Therefore, all notification calls must be made personally by the employee unless he is seriously ill or otherwise incapacitated.*

Subject: Electronic Communication Systems

P-600.22

- A. Policy. *It is the policy of the Club that electronic communication systems in the workplace are the property of the Club and their use must be consistent with the guidelines given below.*
- B. Discussion
1. *The Club's electronic communication systems are the property of the Club. These systems include telephone, computers, computer networks, two-way radios, and access to the Internet.*
 2. *All messages, information, and data sent and received by the electronic communication system are Club property.*
 3. *Employees have access to the electronic communication systems to enhance job performance on day-to-day assignments and to facilitate effective business communications.*
 4. *Incidental and occasional personal use of the electronic communication systems is allowed, but such use will be subject to this policy and any resulting messages and data are the property of the Club.*
 - a. *Examples of incidental or occasional personal use include use during breaks, lunch, or for not more than a few minutes a day during working hours.*
 - b. *This personal use is allowed when it does not interfere with an employee's or any other employee's work performance, unduly impact or disrupt the operation of the electronic communication system, or violate any other provision of this or any other Club policy.*
 - c. *If the Club determines that an employee's personal use of the electronic communication system is excessive or disrupts the workplace, the employee may be disciplined and/or discharged from employment.*
 5. *Employees have no privacy in the use of these systems or in any documents, messages, or information created on, with, or transmitted over them.*
 6. *The Club has access to these systems and maintains the right to access and monitor, consistent with the law, all documents, messages, and information created on, with, or transmitted over the systems, including e-mail and Internet usage, without notice to employees. All such documents, messages, and information can be reviewed by the Club, consistent with the law.*
 7. *Employees may not use the electronic communication systems in an offensive, harassing, illegal, or defamatory manner. An employee may not copy, download, or use any image, text, video, audio material, software, or other copyright-protected or trademark-protected data without appropriate authorization.*

Subject: Misconduct

P-700.02

- A. Policy. *It is the policy of the Club that violations of the following rules or other actions inappropriate to the professional surroundings in which they work will warrant disciplinary action.*
- B. Discussion
1. *Depending on the seriousness and frequency of the violations, the Club may reprimand, suspend, or discharge an employee.*
 2. *This list is not an all-inclusive and violations of other rules may be sufficient grounds for disciplinary action.*
 - a. *Possession of a weapon at work or while on the premises.*
 - b. *Misappropriation or destruction of property. Abuse or misuse of property.*
 - c. *Falsification of application or other records or lying to a supervisor about a work-related matter.*
 - d. *Removal of items belonging to the Club, members, and other employees from the Club and/or its premises.*
 - e. *Conviction of a felony.*
 - f. *Immoral or indecent conduct.*
 - g. *Acceptance of any commission, discounts, or other special considerations from purveyors providing goods or rendering services.*
 - h. *Threat of bodily harm, fighting, physical altercation, or disorderly conduct at work.*
 - i. *Unauthorized possession of or drinking of any alcoholic beverage or use of drugs (other than those as prescribed by a physician) at work, or reporting for work under the influence of alcohol or drugs.*
 - j. *Unauthorized absence or repeated tardiness.*
 - k. *Refusal to allow packages to be inspected.*
 - l. *Sleeping on the job.*
 - m. *Punching a time card other than an employee's own and punching in more than 5 minutes before a scheduled shift without authorization of a supervisor.*
 - n. *Sexual or other forms of harassment.*

- o. Insubordination. Refusal or failure to perform reasonable assignments.*
- p. Use of abusive, profane, or obscene language.*
- q. Conduct and/or appearance unbecoming to an employee that brings discredit to the Club.*
- r. Complaining about Club operations to members or guests.*
- s. Discourteous treatment of fellow employees, members, or guests.*
- 3. *Additionally, an individual may be discharged for the following reasons:*
 - a. Habitual tardiness or absenteeism.*
 - b. Abuse of sick/emergency leave.*
 - c. Chronic bad attitude as evidenced by the employee's behavior.*
 - d. Failing to meet job performance standards.*
 - e. Negligent use, resulting in loss, of Club property, particularly master keys and keys to storerooms.*
 - f. Disrespectful attitude or actions toward members, guests, or supervisors.*
 - g. Failure to follow the policies and procedures of the Club, and/or instructions from supervisors.*
- 4. *There may be other reasons for disciplining or discharging an employee, but it is preferable to see an employee improve rather than be forced to discharge him or her. Corrective action is the basis for actions taken under the Club's disciplinary procedures.*

Subject: Discharges

P-700.05

- A. Policy. It is the policy of the Club that discharges be conducted in accordance with established procedures.
- B. Discussion
1. Discharges result from the failure of an employee to meet Club standards of performance and conduct. Because of the many legal ramifications associated with inappropriate and poorly documented discharges, it is the policy of the Club that all discharges:
 - a. Have the General Manager's approval.
 - b. Be thoroughly documented with reasons supported by Staff Notes, Records of Employee Counseling, Performance Reviews, Employee Development Plans, and other written records. Further, an Employee Separation Document, [Form 117], must be properly filled out and turned in to the Human Resources Manager
 - c. Should not come as a surprise to the employee, except for immediate discharge for serious misconduct. In other words, the supervisor must have spent time discussing the problem(s) with the employee prior to arriving at a discharge decision.
 - d. In all cases of discharge the manager or supervisor must have the Human Resources Manager and one other witness present during the discharge meeting.
 2. Reasons for Discharges. Other than layoffs, there are two reasons to discharge an employee - misconduct or unsatisfactory work performance.
 - a. Misconduct
 - (1) Misconduct is the most prevalent reason for discharge and is defined as failing to conduct oneself according to the rules, regulations, policies, procedures, and standards of the Club.
 - (2) In most cases of misconduct, the employee will be counseled regarding his offending behavior and a written record will be made of the incident. Should he/she repeat the offending behavior or have other similar conduct problems, he will be written up again. If the problem continues, the supervisor should consider discharging the employee. In all cases, the General Manager must approve the discharge and the supervisor must have solid evidence of corrective counseling and disciplinary reports to support a decision to discharge.
 - (3) In the case of serious misconduct such as theft or fighting on the property, an employee may be discharged without the progressive steps of counseling and writing disciplinary reports, though the supervisor should always give the employee an opportunity to present his version of what happened. Supervisors should consider any mitigating circumstances

in the employee's version before deciding to seek a discharge.

b. Unsatisfactory Performance

- (1) Discharging an employee for unsatisfactory performance occurs less frequently and is a more involved process. The crux of the matter is that we, as the employer, should show a good faith effort to work with an employee who is having trouble meeting his work requirements.
- (2) Evidence of this good faith effort is proper training, retraining as necessary and solid documentation that the supervisor has worked with the employee to try to help him improve his performance. Such documentation would include Staff Notes, Records of Employee Counseling, Performance Reviews, records of meetings, an Employee Development Plan and timetable for the employee to improve his performance, and written warnings to the employee that he is not meeting performance expectations.
- (3) No employee will be discharged for unsatisfactory performance without at least one written warning that specifically describes the items of unsatisfactory performance and includes an action plan for improvement. Again, no discharge will take place without the express approval of the General Manager.

C. Discharge Procedures

1. Immediate Discharge

- a. If a supervisor decides to seek a discharge for serious misconduct, send the employee home immediately and inform him that he will be contacted in the next day or so. When sent home in this manner, the employee is in a temporary suspension with pay category.
- b. Present the matter to the General Manager at the earliest opportunity.
- c. Once the decision has been made to discharge, the supervisor should contact the employee and schedule a meeting. It is against State law in some jurisdictions to call an employee in on his day off to terminate him. Therefore, you should set up the meeting on one of his scheduled workdays.
- d. Submit the employee's final time sheet including a minimum of two hours pay for the day of the meeting. The time sheet must be approved by the supervisor and sent to the Controller with a request to prepare the employee's final paycheck.
- e. At the scheduled meeting, inform the employee of the decision to discharge, collect any Club property, uniforms, and keys he may have in his possession, and present him with his final paycheck.
- f. If the decision is made not to discharge the employee, he should be scheduled to return to work at the earliest possible date. He will not have missed any pay in this instance since he was temporarily suspended with pay. Make sure the episode is documented and apply any disciplinary action that is approved.

2. Other Discharges

- a. In all discharges where there has been a series of misconduct or unresolved unsatisfactory performance, the supervisor should present to the General Manager the documentary evidence that the employee has been counseled, been given adequate warning, and been given reasonable time to improve.
- b. Once the approval to discharge has been received, set up a meeting with the employee on his next scheduled workday to inform him of the decision, turn his final time sheet in to the Controller with a request for a final paycheck. At the meeting, collect any property, uniforms, and keys, and present him with his final paycheck.

Subject: Meals

P-800.04

A. Policy. *It is the policy of the Club that employees required to leave their work premises on business for the Club and who will be required to eat meals away from home or the workplace will be reimbursed for all reasonable and documented meal expenses including any tips.*

B. Discussion

1. *To qualify for meal reimbursement, the employee*
 - a. *must be engaged in Club business away from their workplace,*
 - b. *outside the local area (usually defined as 50 miles) and*
 - c. *reimbursement for meals must be authorized in advance by their supervisor.*
2. *Employees are expected to seek reasonably priced restaurants in which to eat. Fine dining establishments will be avoided unless specifically authorized by their supervisor.*
3. *The Club will not reimburse expenses for consumption of alcoholic beverages. Employees seeking meal reimbursement should separate such expenses from reimbursable expenses.*

C. Procedures

1. *Employees seeking meal expenses reimbursement must collect receipts for all their meals and complete a Travel Expense Reimbursement, [Form 139], noting the dates and reason for travel in the "Travel Detail" section of the form.*
2. *The Travel Expense Reimbursement will be submitted to the employee's Department Head for approval.*
3. *The approved reimbursement form will be submitted to Accounting for the preparation of a check.*

Subject: Personnel Files

P-900.04

A. Policy. It is the policy of the Club that all individual employee Personnel Files be established and maintained in accordance with standards spelled out in this policy.

B. Discussion

1. Given the important and sensitive nature of materials maintained in employee personnel files, it is essential that the Club maintain certain documents in the files.
2. Sound administrative practices dictate that we establish and maintain standard personnel files for each employee. These files allow us to administer our compensation and benefit programs, monitor sick leave and vacations, keep track of injuries and Workers' Compensation claims, and provide a central location to file applications, Records of Employee Counseling, disciplinary reports, Performance Reviews, and other pertinent employment records.

C. Procedures

1. The exact layout and format of files is up to the discretion of the Human Resources Manager. However, the format of all individual personnel files at the Club must be uniform.
2. A personnel file will be set up for each new employee regardless of employment category.
3. Personnel files of active and inactive employees should be separated.
4. Personnel files will contain four sections (A-D) and be organized and maintained as follows:
 - a. Section A – Hiring Process Documentation:
 - (1) Completed application.
 - (2) Appropriate documentation of valid work status.
 - (3) Completed Club Orientation Checklist, [Form 105].
 - (4) Completed Departmental Orientation Checklist, [Form 106].
 - (5) Individual Training File, [Form 113].
 - (6) Completed Employee Handbook Acknowledgement and Disclaimer, [Form 118].
 - (7) Other records pertaining to employment such as the Employee Separation Document [Form 117].
 - b. Section B – Benefit Information:
 - (1) Enrollment forms for medical insurance and dental insurance.

- (2) Designation of life insurance beneficiaries.
- c. Section C – Personnel Action and Payroll Documentation:
 - (1) Personnel Action Summary, [Form 110], summarizing key personnel actions. This completed form should be displayed on top of this section to permit convenient supervisory review of information such as the cumulative record of pay increases, promotions, transfers, etc.
 - (2) Completed Personnel Data Sheets (PDS), [Form 104], for all personnel actions such as pay increases, leaves of absence, change of employment status, terminations, etc.
 - (3) Copies of completed Federal W-4 and State-4 tax forms.
- d. Section D – Attendance and Performance Documentation:
 - (1) Records of Employee Counseling, [Form 103].
 - (2) Employee Performance Reviews, [Form 114] or Management/Supervisory Performance Review, [Form 115].
 - (3) Absentee Records, [Form 121], for all absences.
 - (4) Medical excuses for absences, as required.
 - (5) Vacation records.
 - (6) Records of sick/emergency days.
- 5. Personnel files will not leave the Human Resources Manager's Office. Department Heads needing to review personnel files will report to this office to do so.
- 6. Individual personnel files will be shown only to direct Supervisors, Department Heads, management, and the individual employee.
 - a. No one is allowed to remove any record from any Personnel File without the permission of both the Human Resources Manager and the General Manager.
 - b. Individual employees may view their files only in the presence of the Human Resources Manager.
 - c. See [Confidentiality of Employee Personnel Records] for more information.

Subject: Record of Employee Counseling

P-900.09

A. Policy. It is the policy of the Club that Records of Employee Counseling be filled out correctly and filed in individual employee's Personnel File.

B. Responsibilities

1. Department Heads are responsible for correctly completing Records of Employee Counseling, [Form 103], taking them to the General Manager for review when appropriate, and forwarding them to the Human Resources Manager for inclusion in the individual's Personnel File.
2. The Human Resources Manager is responsible for:
 - a. Reviewing each Record of Employee Counseling for accuracy and completeness, and
 - b. Ensuring they are properly filed in individual's Personnel File.

C. Procedures

1. Procedures for properly conducting employee counseling sessions are found in the [Disciplinary Procedures].
2. Properly documenting employee counseling sessions is essential to defending the Club against wrongful termination suits and charges of discrimination. Incomplete Records of Employee Counseling are often useless. Department Heads will exercise care and diligence in properly and completely filling out such records.
3. Sample Records of Employee Counseling are found on the following pages.

Your Club Name Here

Record of Employee Counseling

Name: **Mark Thompson**Date: **August 10, 2002**Department: **Maintenance**Supervisor: **B. Foreman**☒ Counseling☐ Disciplinary Action**FOR:**☒ Conduct☐ Work PerformanceDate/Time of specific actions or omissions listed below: **July 22, August 2, August 9 (2002)**

Subject (discuss specific actions or omissions in detail):

You have been late to work three times within the past month. This behavior causes significant problems for the operation, your supervisor, and co-workers, and is unacceptable.**You have not given me an adequate excuse in any of these instances of tardiness.**

(Continue on blank sheet, if necessary)

Employee's Comments:

My wife and I are having car problems.

(Continue on blank sheet, if necessary)

Proscribed Corrective Actions:

You must come to work on time. While I sympathize with your difficulties, it is your responsibility to come to work on time.

(Continue on blank sheet, if necessary)

Time Allowed for Corrective Action(s): **Immediate, further tardiness will result in disciplinary action.**☒ Written Notice☐ First Written Warning☐ Final Written Warning☒ Further disciplinary action, including discharge will be taken if corrections are not made within time allowed.**Mark Thompson****8/10/02****Benny Foreman****8/10/02**

Employee's Signature

Date

Supervisor's Signature

Date

Distribution: Original to personnel file

Copy to supervisor's file

Copy to employee

Mary Smith, GM**8/11/02**

Management Review

Date

Your Club Name Here

Record of Employee Counseling

Name: **Mark Thompson**Date: **August 27, 2002**Department: **Maintenance**Supervisor: **B. Foreman**☐ Counseling☒ Disciplinary Action**FOR:**☒ Conduct☐ Work PerformanceDate/Time of specific actions or omissions listed below: **August 27, 2002**

Subject (discuss specific actions or omissions in detail):

You were an hour late to work after being previously counseled for this same matter.**Further, you did not call to let us know that you would be late.**

(Continue on blank sheet, if necessary)

Employee's Comments:

I overslept. When I got up I was in such a hurry to get to work that I didn't stop to call.

(Continue on blank sheet, if necessary)

Proscribed Corrective Actions:

You must come to work on time. No further excuses will be accepted.

(Continue on blank sheet, if necessary)

Time Allowed for Corrective Action(s): **Immediate, further tardiness may result in termination.**☐ Written Notice☐ First Written Warning☒ Final Written Warning☒ Further disciplinary action, including discharge will be taken if corrections are not made within time allowed.**Mark Thompson****8/27/02****Benny Foreman**

Employee's Signature

Date

Supervisor's Signature

Date

Distribution: Original to personnel file

Copy to supervisor's file

Copy to employee

Mary Smith, GM**8/29/02**

Management Review

Date

Form 103

Effective: 1/1/08

Your Club Name Here		Personal Relationship Acknowledgement	
Name: <input style="width: 90%;" type="text"/>		Department: <input style="width: 90%;" type="text"/>	
<p>Club policy requires that employees conduct themselves in a professional manner while working or on Club premises. Public displays of affection between two employees are inappropriate in the workplace and are prohibited.</p> <p>I understand that I am required to display professional conduct at work at all times, and that public displays of affection are inappropriate during working hours or while on Club premises. I acknowledge receipt today of a copy of the Club's Sexual Harassment policy and agree that:</p> <ol style="list-style-type: none"> 1. I am not to engage in any behavior prohibited by the policy, and 2. If I experience any behavior prohibited by the policy, I should immediately report it in accordance with the procedures set out in this policy. 			
<input style="width: 90%;" type="text"/> Employee's Signature Date		<input style="width: 90%;" type="text"/> Supervisor's Signature Date	

Form 107

Effective: 7/23/02

Your Club Name Here		Personal Relationship Acknowledgement	
Name: <input style="width: 90%;" type="text"/>		Department: <input style="width: 90%;" type="text"/>	
<p>Club policy requires that employees conduct themselves in a professional manner while working or on Club premises. Public displays of affection between two employees are inappropriate in the workplace and are prohibited.</p> <p>I understand that I am required to display professional conduct at work at all times, and that public displays of affection are inappropriate during working hours or while on Club premises. I acknowledge receipt today of a copy of the Club's Sexual Harassment policy and agree that:</p> <ol style="list-style-type: none"> 1. I am not to engage in any behavior prohibited by the policy, and 2. If I experience any behavior prohibited by the policy, I should immediately report it in accordance with the procedures set out in this policy. 			
<input style="width: 90%;" type="text"/> Employee's Signature Date		<input style="width: 90%;" type="text"/> Supervisor's Signature Date	

Form 107

Effective: 7/23/02

Your Club Name Here

Employee Accident Report

Employee Information

Employee's Name:		Employee's SSN#	
Employee's Address:		Phone #:	
City:	State:	Zip Code:	County:
Job Title:	Facility:	Dept:	
DOB:	<input type="checkbox"/> Male <input type="checkbox"/> Female	Supervisor:	
Hire Date:	Normal Days Off (e.g. Friday, Saturday):		
Normal Work Hours:	Normal Time Workday Begins:		

Employee Report of Accident, Injury or Illness

Please print. Fill in all the blanks. If a blank does not pertain to your accident, injury or illness, write "N/A" in that blank. When completed, return this form to your supervisor.	
Date of Accident:	Time of Accident: Location of Accident:
Describe how the accident happened:	
What caused the accident?	
Task being performed:	
What could have prevented the accident?	
Witness names & phone numbers:	
Describe your injuries:	
Date/Time you first sought medical attention:	
Name of physician:	OR Name of hospital:
Were you using required safety equipment?	
Do you have a job at another company?	
The information I have provided, either in my own writing or verbally, for the purpose of this form is true and correct. I understand that providing false or misleading information or omission of information on this report or any other form relating to this accident and/or a claim resulting from this accident may result in termination of my employment.	
Employee's Signature:	Date:
Supervisor's Signature:	Date:

Your Club Name Here

Supervisor's Report of Accident

Supervisor's Name:	Facility:	Dept:
<u>Basic Rules for Accident Investigation</u> <ul style="list-style-type: none"> Find the cause to prevent future accidents. Use an unbiased approach during the investigation. Interview witnesses & injured employee(s) at the scene; conduct a walk-through of the accident. Conduct interviews in private; interview one witness at a time. Get signed statements from all involved. Take photos or make a sketch of the accident scene. What hazards are present? What unsafe acts contributed to the accident? Ensure hazardous conditions are corrected immediately. 		
Date of Accident:	Time of Accident:	Location of Accident:
Accident resulted in: <input type="checkbox"/> Injury <input type="checkbox"/> Fatality <input type="checkbox"/> Property Damage		
Describe how the accident happened:		
What caused the accident?		
What could have prevented the accident?		

Root Cause Analysis (check all that apply)

<u>Unsafe Acts</u> <input type="checkbox"/> Improper work technique <input type="checkbox"/> Safety rule violation <input type="checkbox"/> Improper Personal Protect. Equip or PPE not used <input type="checkbox"/> Operating without authority <input type="checkbox"/> Failure to warn or secure <input type="checkbox"/> Operating at improper speeds <input type="checkbox"/> By-passing safety devices <input type="checkbox"/> Protective equipment not in use <input type="checkbox"/> Improper loading or placement <input type="checkbox"/> Improper lifting <input type="checkbox"/> Servicing machinery in motion <input type="checkbox"/> Horseplay <input type="checkbox"/> Drug or alcohol use	<u>Unsafe Conditions</u> <input type="checkbox"/> Poor workstation design <input type="checkbox"/> Unsafe operation method <input type="checkbox"/> Improper maintenance <input type="checkbox"/> Lack of direct supervision <input type="checkbox"/> Insufficient training <input type="checkbox"/> Lack of experience <input type="checkbox"/> Insufficient knowledge of job <input type="checkbox"/> Slippery conditions <input type="checkbox"/> Excessive noise <input type="checkbox"/> Inadequate guarding of hazards <input type="checkbox"/> Defective tools/equipment <input type="checkbox"/> Poor housekeeping <input type="checkbox"/> Insufficient lighting
Corrective Action Taken to Prevent Reoccurrence:	
Supervisor's Signature: _____ Date: _____	
Safety Director's Signature: _____ Date: _____	
General Manager's Signature: _____ Date: _____	

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.