

Winning Strategies

'The Employee Perspective'

Understanding Your Human Resources

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall. —Stephen Covey

Recently I asked a local GM how many employees are working at his club. He responded “About half of them.” I said “So what’s the problem.” He gave an example of a recent conversation when he asked an employee what he was doing. The employee stated “doing what you told me.” The GM responded “I didn’t tell you to do anything.” “Right, he said, I am doing nothing.”

Consider the following: It doesn’t matter what kind of club you run. The club could be large or small, in an urban or rural area. It could be a country club, city club, yacht club, tennis club or any combination of the above. The one thing about clubs that is the same with any other business is that the more effective the staff is in doing the job, the more reasonable the expectation that they will succeed in meeting the club goals.

With all the planning that is taking place (strategic planning, facilities master planning, membership development planning) the staff need the capability to implement those plans. To that end, the question is “Do you know what the staff thinks?” Most clubs try to find out how the membership feels through a variety of survey vehicles. The question to you is “When was the last time you completed an employee survey?”

An employee survey should measure the following:

- Rating the Club as a Place to Work
- Opportunities Your Present Job Provides
- Rating Your Manager / Supervisor
- Evaluation of Your Work Environment
- Rating Your Compensation & Benefits
- Is Your Performance Rewarded

The answers should provide a demographic sort as well. Each employee should identify whether they are: A Manager / Supervisor or Regular / Hourly Employee

How long they have worked at the club: Less than one year, 1-3 years, 3-6 years, Over 6 years

What department they work in.

Depending on the questions, the answers should be formatted in a 5 point scale as follows: Strongly Agree, Somewhat Agree, No opinion, Somewhat Disagree, Strongly Disagree

Or:

Excellent, Above Average, Average, Below Average, Poor

There should be a section at the end for written comments as well as a box to check if they have not had a review in the past year.

Consider some of the things you might find out. The slide below represents a club that had some of the highest overall ratings by employees we have ever encountered. However, there was one department that had significantly lower ratings than all the others. That was the Members Grill. It was a case where the Club had the wrong manager in that location. When they made a supervisor change, the employee's attitude and production greatly increased.

Overall Ratings By Department			
4.85	Steward	3.99	Athletics / Aquatics
4.42	Banquets	3.95	Tennis
4.39	Housekeeping	3.94	Yacht Club
4.34	Reception / Barber Shop	3.94	Golf Shop
4.24	Beverage / Locker room	3.92	Administration
4.23	Main Dining Room	3.92	Managers
4.22	Golf Maintenance	3.90	Undisclosed
4.12	Repairs & Maintenance	3.39	Members Grill
4.00	Production		

4.06 Overall Rating Question

Here is an example of another club that had a real problem. The manager's perception of what was happening was distinctly different than how the employees saw things. Look at the difference in the overall rating by the two groups. That was causing real moral problems.

Managers Versus Employees			
	Manager	Employee	Variance
Overall Ratings	4.77	3.61	1.16
Opportunities	4.30	3.23	1.07
Supervisors	4.21	3.31	.90
Work Environment	3.79	3.20	.59
Performance	3.97	2.54	1.43
Compensation	3.96	2.90	1.06

In another case, new employees appear very happy. However, the longer they stay at the club the less enthused they become.

New Employee Ratings

Under One Year

1 in Overall Rating - 4.03
1 in Work Environment - 3.52
2 in Opportunities - 3.54
3 in Supervisor Rating - 3.48
3 in Compensation - 3.20

1 - 3 Years

Then 3.52
Then 3.20
Then 2.94
Then 3.31
Then 2.67

Performance Based Compensation Last and Stays There

What happened to those employees?

How A New Employee Thinks

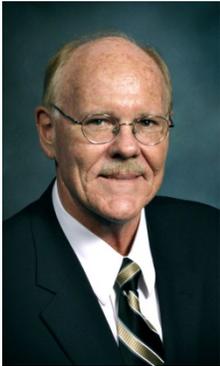
- They Initially Try hard
- They Soon Believe Opportunities are Limited
- They Lose Respect for Their Supervisors
- They Do Not Feel the Work Environment is Positive
- Performance is Not Recognized
- Compensation Is Not Tied to Performance



The last point is critical. Pay for performance is the number one issue in today's labor force. Young employees want to know what they need to do to make more money. They believe that if they do a better job they should make more than someone who has been there longer that is not as good at their job. The worst thing ever done for morale in the business world is the cost-of-living increase. A newer employee does not understand getting a 3% salary increase, while an older employee, who they see skating through the day, gets the same 3%.

An employee survey should be part of any strategic planning. Once the plan is completed it will be the employees who make it work. Planning process need to expose any potential or actual weaknesses with the club's *human resources*. Don't be concerned with the results. Be concerned about what needs to be done after the results are in.

Remember: “You don’t lead by pointing and telling people some place to go. You lead by going to that place and making a case.” - Ken Kesey.



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