



SECTION 2.04

MANAGING STAFF

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Although all staff (including your club pro, court monitors, etc.) are often hired by volunteers, it is important that they are managed responsibly. For instance, depending on how they are paid, the club may be responsible for source deductions and reporting amounts paid. If the contract employee is incorporated and set up as self-employed, the club may be able to pay them by invoice.

It is important to have clearly documented expectations in place for all staff, especially as most community clubs' staffs will be hired on a seasonal and contract basis. Some of these expectations will be specified in the contract, others in the job description and some others may be dealt with separately. These expectations include topics such as the weekly hours requirement, is computer work required for the job, are weekend and/or night work required, etc. Similarly, the staff may have certain expectations of the club that need to be recognized. Regardless, it is a good idea to make sure that the mutually agreed expectations are documented. These should cover defining what person on the club Executive the staff "report" to, if a certain standard of dress is expected, if the staff member is expected to be present at certain times (basically all those things that define "doing a good job").

Sample templates and contracts are included under this Club Operations section of the Club Manual (for the Club's consideration)



The Executive should decide which member of the Executive will be responsible for which staff and the member responsible should ensure that the new staff person for whom they are responsible receives appropriate orientation to the club (and on their expected duties). This may include information on the club and its particular procedures. It may also include being introduced to the Executive and key members of the club.

Orientation is also a good time to set expectations and review the job description to ensure there is mutual agreement, This provides the new staff person with an opportunity to ask questions and figure out what they should do if they encounter an unexpected situation. At this time, it is also a good idea to make an appointment for a discussion on "how things are going"/performance review after an initial period on the job (e.g. two weeks). This session will also be a further opportunity for orientation/training.

For example, new staff members should be clear on what their responsibilities are around collecting and reporting lesson fees, guest fees, how they will get paid, etc..



To get the best relationship between staff and the club Executive, it is important that both sides have the opportunity for feedback. A good job description and/or documented expectations are good things to work with for a discussion on “how things are going”. If discussions are scheduled and done regularly, there should be plenty of opportunity for positive reinforcement, which then makes discussion of areas in which there is room for improvement easier.

Open communication between the staff member and his/her supervisor on the Executive is always strongly encouraged.

Although some certification courses cover some elements of club programming, it is unwise to assume that a pro knows best what programs to run and how to run them without some guidance from the Executive. It is important to make sure the staff feel they have input to the programming and feel part of the team. Too many clubs don't speak to their staff until there is a problem and if there has been no ongoing feedback or discussion, dealing with a problem can quickly turn into a

confrontational situation rather than a constructive one to which a solution (and maybe some compromise) can be worked out.

A bonus system for achieving certain quantitative or qualitative goals can also be an additional motivating factor (as can be an hourly raise when tied into a positive performance review).

A final review should take place at the end of the contract. The review should make it clear whether or not the club will want to retain the services of the individual for the next year.

It is best to keep your best staff personnel as many years as you can as replacing quality people is always difficult.

