

#98 *Steps to Lower Employee Turnover*

“Study after study has demonstrated the high cost of employee turnover, particularly in the hospitality industry where the work is so detail-intensive, requiring significant training to meet standards.

Recognizing that the desired outcome of every hiring decision is to find and bring aboard a qualified and enthusiastic person who will make a positive contribution to the success of the club, it is essential for all managers to make efforts to lower employee turnover rates. Here are six steps to help do just that:

- **Hire Well.** Use the techniques of Disciplined Hiring to find the right person in references. When possible, use people who have worked in the same position in the past. ‘the right seat’.
- **Only Hire the Best.** Only hire the best person for the job. Consider the person's experience, education, skills, and personality. Managers should look for people who are enthusiastic, motivated, and have a positive attitude. Managers should also look for people who are team players and have a good work ethic. Managers should also look for people who are willing to learn and grow.
- **Train Well.** Provide adequate training and the necessary resources for new hires to do a good job. If you don't provide adequate training and the necessary resources, new hires will quickly become cynical and disengaged. Never forget that their success guarantees your success.
- **Organize Well.** No one wants to work in a chaotic environment. If your department or section is well-organized, if everyone knows where things are, if employees are well-trained in opening and closing procedures, if everyone knows their responsibilities and is held accountable, the workplace runs almost effortlessly. Don't run off good people by putting them through the hell of a disorganized operation.
- **Communicate Well.** Daily interaction and direction ensures that everyone is informed, knows what is going on, and what they must do individually to accomplish the tasks at hand. It is also instrumental in building teamwork and a sense of shared values and mission. Some form of pre-shift meeting or Daily Huddle is essential to ensure ongoing, consistent communication and discipline to the team.
- **Value Them.** Value your employees and they will value their work. “Value your employees and they will value their work.”

SAMPLE

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Club Management Team

Take Away: Your readership is the essential element in your success. If you have high levels of turnover, there is no one to blame but yourself.