

#110 Principles of Disciplinary System – 1

“Discipline is necessary to maintain the performance of the club and to establish and maintain standards of quality and service. The desire is to achieve excellence and success and supervisors must understand that these goals are dependent upon the quality and commitment of the staff.

Unfortunately, in every group of employees, there are some who have attitude problems, lack commitment, or are not capable of meeting standards. When confronted with such a problem employee, it is the responsibility of supervisors to deal quickly and effectively with the situation before it degrades the efforts of the rest of the staff.

- **Supervisors’ Responsibility.** It does no good to have rules, regulations, and policies if they are not going to be enforced by all supervisors. When a supervisor violates a rule, he encourages others to similar violations. A supervisor who does not enforce a rule is not a supervisor at all. Supervisors must be consistent in their enforcement of rules, regulations, and policies.
- **Good Supervisors.** Some supervisors are good. They are fair, they are consistent, and they are firm. How do they deal with problem employees? They deal with them frequently with a firm, fair, and consistent approach. They are not surprised should he be discharged.
- **Disciplinary Philosophy.** The club subscribes to the ‘Hot Stove’ approach to discipline. Employees are told what is expected of them and what the consequences are of ignoring rules, requirements, policy, and procedure. If they then touch the hot stove, they get burned. The rationale behind this philosophy is that supervisors want to deal with staff as adults who are responsible for their own actions and they want to avoid inconsistency in applying rules, regulations, and policies.
- **Rules, Requirements, Policies, and Procedures.** This philosophy requires that supervisors tell staff what is expected of them. First, do this by spelling out in detail the club’s rules, requirements, policies, and procedures. The Employee Handbook contains many club-wide rules for employees. Second, expend some effort through orientations and formal training to make staff fully aware of their responsibilities and the club’s expectations.”

SAMPLE

Discussion Point: It is important to a club that does not follow the rules.

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Take Away: Managers and supervisors must understand the principles that underlie the club’s disciplinary system.