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Initial and Ongoing Training

As we have said before there is much that new hires must learn in the detail-intensive club business. We have also said that the sheer amount of material that must be learned by new employees is difficult to absorb all at once. Finally, we have pointed out that different people learn in different ways and that training material must be provided in various formats that meet the needs of all learners.

What all this means is that the training needs of the club and for each position in the club must be carefully identified, designed, and deployed. In this sense, the club must decide what training topics and skills that new hires must learn, the initial training requirements, and the documentation and safety requirements. Given the importance of orientation and skills, the club management head should design his or her training requirements based on the necessary curriculum for each position. These topics should be documented for each new hire as they are completed.

Finally, recognizing the need to continually reinforce key standards, policies, and procedures, as well as to meet legal requirements and avoid liability issues, refresher topics must be scheduled, taught, and documented on an ongoing basis.

As an aside – the Ritz-Carlton Hotel company believes initial training to be so important that new hires are not allowed to interact with hotel guests until they've completed their basic training. As they say, they don't allow employees to "practice" on their guests.

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Take Away: A
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Teachable Moments