

Personnel issues

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My mind went racing back to the day I hired young Tom. He had just turned 16 and was ready to tackle his first real job. He had mowed yards and had a paper route, but he had never punched a clock. I knew from his actions around Holiday Golf Club that he was a polite young man and I could tell he was a hard worker. He was doing well in school, according to his dad, and, well, he just seemed like a very honest kid.

"Yep", I said that day, "I have found myself an all-star candidate for golf car boy."

But what had I told him about how he would earn a raise? A better question was, had I told him anything at all about how he would earn a raise? I remembered giving him my standard line, "If you ever feel you are entitled to a raise and I have not said anything about it, fell free to set up a meeting with me so we can talk things over. I hope you never have to do that, I hope I am always one step ahead of you, but don't hesitate, I'll be glad to visit with you."

Now, here he was, four weeks into his new job, asking me for a raise because he had done what I had expected him to do; what I had hired him to do. Everyone ought to know you don't get a raise for doing what you are supposed to do, even Tom. You get a raise for exemplary, extraordinary behavior and actions. I straightened my frame, stuck out my chin and said with confidence and authority: "Tom, that is exactly what I expected you to do when I hired you. I expected you to show up on time, do the job you were assigned, not come to work drunk or stoned and, for goodness sake, not steal from me. There is nothing extraordinary here. You are just doing your job."

Well, young Tom got all fired up! He began to ramble on about his contemporaries who were always late for work, constantly complaining, didn't think twice about showing up for work drunk or stoned and would steal anything they thought they could get away with.

I shot back: "That's why you work for me and they don't. I wouldn't put up with that behavior for a New York second."

I guess the heat of our exchange burned away the fog, because as the words "New York second" rolled off my tongue, it hit me right between the eyes. By Tom's peer-group standards, he was extraordinary, he was outstanding, he was exceptional and thus deserving of special recognition. The problem was me. He knew what he had to do to be exceptional by their standards and not by mine. And the reason was painfully simple. I had not made it clear, either verbally or in writing, just what I expected of him. I didn't clearly state what I expected of him, *period*, much less what his behavior and performance would have to look like before he would be a candidate for a raise.

Tom came to see me June day to get something for himself. Instead, he gave me something. He gave me the chance to be a better employer by admitting my shortcomings and by doing something about it.

Tom and I had a nice long meeting. I apologized for not clearly explaining what was expected of him and spent a significant amount of time explaining what I thought exemplary and exceptional behavior and performance looked like.

I must tell you, I gave Tom a quarter-an-hour raise that day and I told him why. I told him he had displayed exceptional character by his willingness to state his convictions to me. He had proven to me that I could trust him to come to me with his concerns and share his

thoughts and ideas with me. I further explained, although I wished that all my employees would do likewise, he was the exception, and exceptional in his behavior and performance, and thus, deserving of a raise.

That was 1978. I was 33 years old then and should have known better, but I didn't. How about you? It's 1996.

Do your employees know what is expected? And more important, do they know how and when they become a candidate for a raise?

Marketing consultant Vince Alfonso Jr. spent 13 years as general manager and partner at The Rail Golf Course in Springfield, Ill., and is a past president of the National Golf Course Owners Association.

Fairways standardizes F&B menu at facilities

MANASSAS, Va. — KSL Fairways, has implemented a new standardized food and beverage menu at most of its 22 clubs which the company says has improved cost of goods, ensured consistency between clubs and increased efficiency in kitchen operations.

Ken Solem, director of food and beverage for KSL's 26 courses, said, "The implementation of standardized menus at all KSL Fairways clubs is just the first step in providing a quality, affordable experience to everyone who enjoys our restaurants."

Solem said the standardization has improved cost of goods by more than 3 percent company wide. He said the fluctuation is due to the development of national contracts with food vendors like Hormel and Coca-Cola and an intense training program for all food and beverage employees.

The training program includes supervised production of all items, taste-testing, and market studies. Photographing menu items and building cost analysis sheets ensures proper portion controls.

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