

Finding Quality Personnel

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All of us need to attract high quality personnel to our clubs and we need to motivate them to quality performance. The club industry is not alone with this problem; the entire hospitality field must deal with it if we want the best personnel. The future starts tomorrow; let's discuss how to attract and how to motivate.

Opportunity attracts. The industry offers a worker the chance to earn a living, at the very least, but this won't get or keep a quality employee.

Attraction must equal opportunity for growth. For any employee showing traits of reliability, sobriety, conscientiousness, diplomacy with staff and members and a thorough knowledge of food and drink preparation and service, that opportunity exists. For advancement to management level, an employee needs only one last requirement: Knowledge about financial matters.

A bright employe will spot his opportunity for growth; training will motivate him to accept advancement when it comes. Systemized, good formal management methods, such as Management by Objectives (MBO), can work in a club as it works in small and large General Motors plants. It can help you find a staff trainer when you don't even have an assistant and it can help you keep a trained employee once he's through training. It even can show you how to promote staff to the top of their profession, such as the head housekeeper, sous chef, head waiter or maintenance man.

MBO requires that each department head train his back-up to take over the department should the need arise. MBO says each department head must train the people in his department to be able to train. Rosie, the department head riveter, for example, is no more talented as a professional trainer than a maitre d', but she trains her staff to rivet.

The manager is the trainer of the people who train, by insisting the department heads train, by attending training meetings and by developing reports essential to tracking training progress.

The problem of attracting high quality personnel and motivating them to quality performance belongs to the manager because it exists everyday in his club and it won't go away.

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