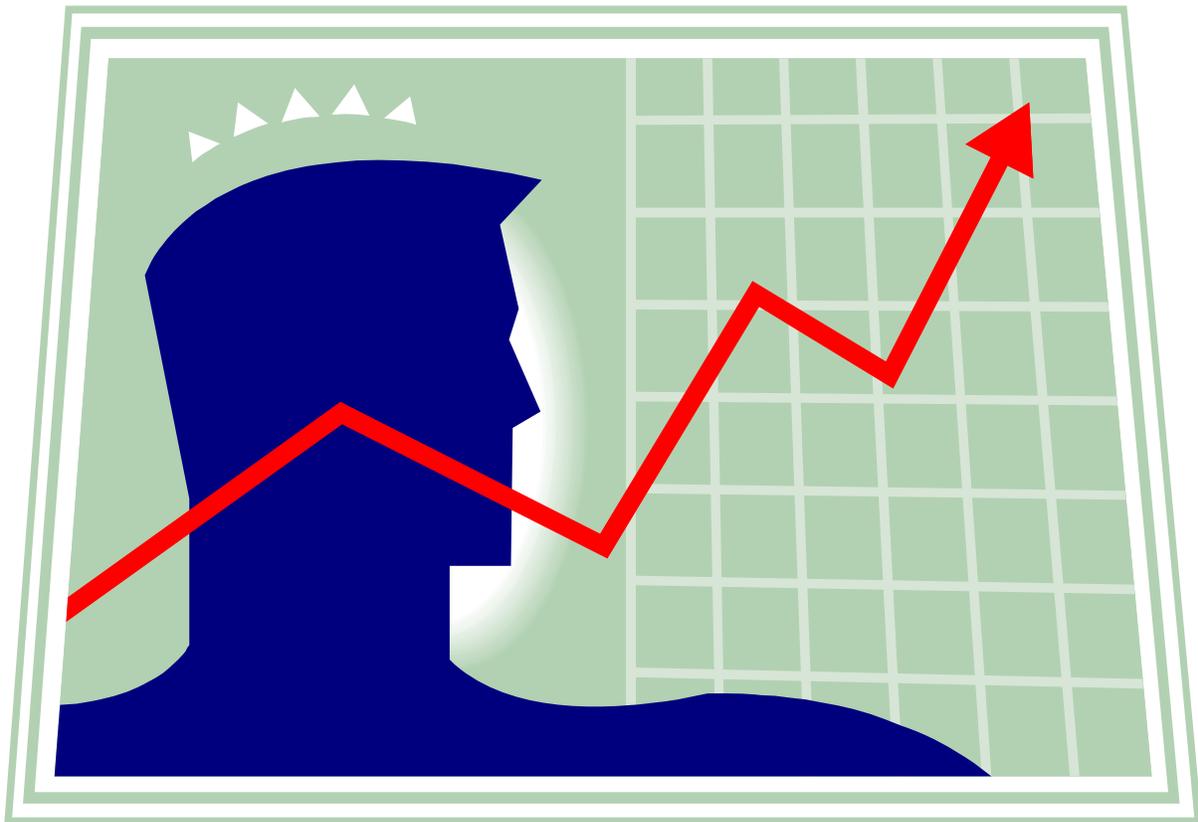


Investing In People Is A Capital Idea!



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**Performance
Growth Partners Inc.**
A full service organizational improvement firm

Your Presenter



Richard (Rick) Galbreath, SPHR, is an internationally published author, trainer, public speaker and founder of Performance Growth Partners, Inc (PGPi). Rick has more than 25 years of operations and human resources management experience. He is a hands-on business partner focused on helping companies improve both the quality and results of their human resources processes.

PGPi specializes in outsourced human resources operations and advice, outplacement, employee productivity improvement, retention improvement programs, leadership development, strategic planning, policy manuals, training, employee opinion surveys, compliance audits, compensation plans, customer service improvement, recruiting and a wide range of related advisory services.

PGPi is a full service organizational improvement firm that helps you increase your income by improving performance in your business, reducing unneeded expense, and helping you comply with applicable law.

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Your company's destiny has a heartbeat[®]

“Problems can not be solved by the level of awareness that caused them.”

Albert Einstein

Risk Management Is...

When I say the phrase “risk management” to the average Club Manager or supervisor, what words do you think come to their minds?

Risk Management

When most people think of risk management, they think of:

-
-

Given today’s highly litigious, highly competitive business and labor environment, however, these are only the **beginning** of the risks to be managed.

The Bad News!

We often find out about a human capital risk **after** we have an expensive or embarrassing problem on our hands.

These are **never** pleasant surprises!

Quiz—True or False

Write T or F in the box

I've done high quality anti-harassment/non-discrimination training with at least my supervisory team in the last 12 months.

Our employee orientation and training programs are easy to administer, take little staff time, provide additional legal protection for our Club and are truly effective.

We don't do COBRA administration in house.

I've had my employee handbook professionally reviewed by a competent HR practitioner or an attorney that specializes in labor issues within the last 36 months?

Turnover is not a concern for my club.

My performance development and appraisal program is a top notch, useful tool that delivers consistent, excellent results while providing needed, robust legal documentation for personnel decisions made.

We are sure that our employee benefit programs are optimally designed and are affordable for our Club and employees.

Staying Ahead Of The Pack ...

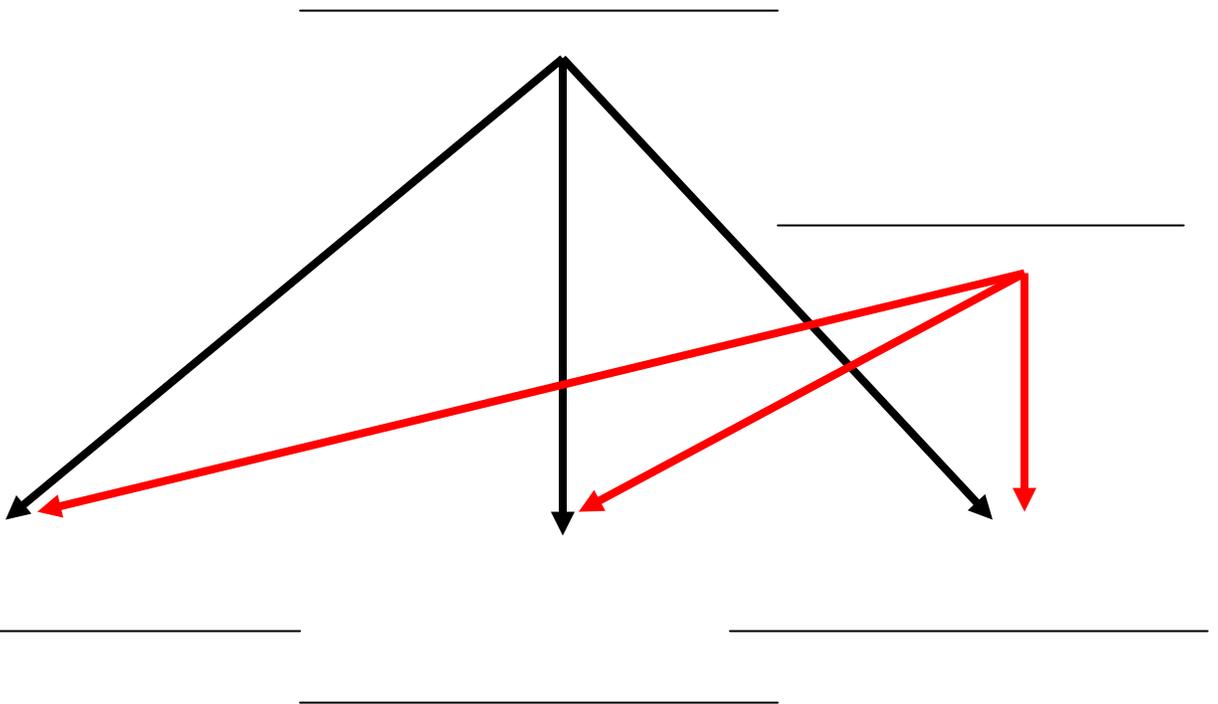
Any "False" answer needs to be fixed (and many, many more – you can take the rest of the quiz back at the Club) because they will cause you (and then your members) unnecessary expense, hurt productivity and the quality of member service.

We will talk about some more of these later in the presentation.

Why Do We Get These Surprises?

- We are so busy we don't have the time to deal with everything properly and we fail to ask for help.
- We don't know there is a law or risk.
- Giving employers unpleasant surprises is an industry in America today – and a profession for some employees.
- We've done things that way before without negative consequence.
- We suffer from the "curse of competency" — we don't know what we don't know!

What Do Members Want?



Staying Ahead Of The Pack

Your members have many, many other options.

Given demographic changes, you will need to be **truly excellent** to maintain your membership base in the future.



To gain strategic advantage you need, you will need to:

- Keep pace with the ever evolving wants of your members (survival), and,
- **More importantly**, take full advantage of those things that, until now, you've taken for granted (true prosperity).

Capital Idea

In your organization, how long does it take to purchase a \$200,000 renovation to your club facility?

- Research
- Approval
- Financing
- Planning
- Installation
- Maintenance

Human Asset

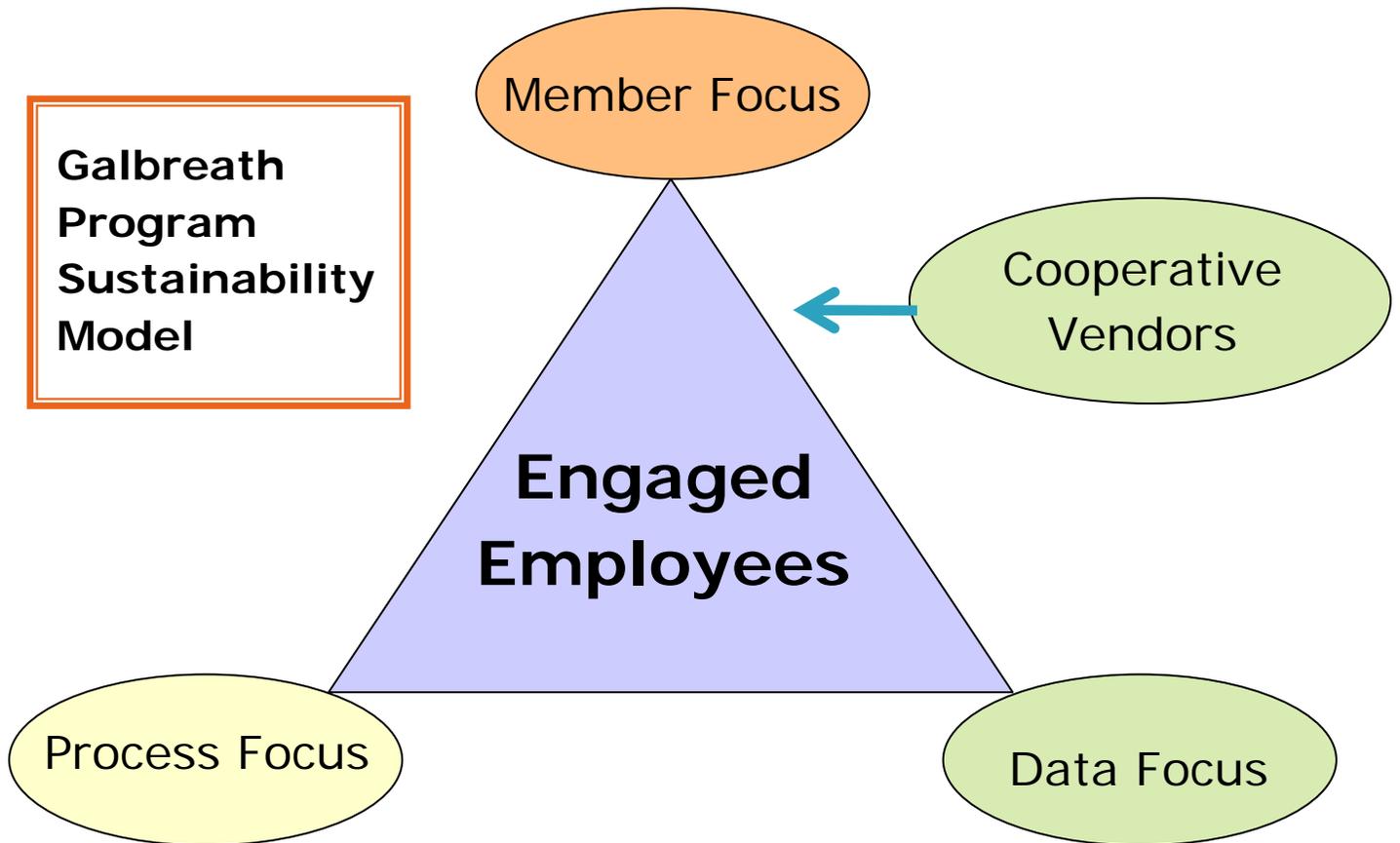
If the average worker made \$40,000 per year, and

- stayed on the job 4 years,
- adding on benefits,
- **you'd spend well over \$200,000!**

The average person is hired with less than a 45 minute interview.

We must start treating our employees as well as we do our equipment and facilities!

How To Get THRILLED Members



**Together, thrilled members.
Apart, less than optimal results.**

Sample Risk #1

Staff Productivity: How Hard Could This Be?

Staff Productivity

"This is not a problem in my club, everyone is working really hard."

This is one of the **biggest** areas of potential gain for most employers.

Statistics indicate that the average employee works 50% of the time effectively.

Hard isn't enough – are they working effectively?

- On the right things?
 - In the right way?
 - At the right time?
-
-

How Would This Help My Club?

What additional value-add (or expense reduction) could you add for your members if you could capture even a part of this back?

So, how do you get this done?

See the Galbreath Program Sustainability Model

- Design jobs to get what you want – outstanding member service at ALL levels and times (**specific** duty, how much time, etc.);
 - Measure each position's actual contribution (see ROIT);
 - Use data to make decisions about performance, not opinion;
 - Engage your employees in processes.
-
-

Sample Risk #5

Americans With Disabilities Act: How Hard Could This Be?

Who is covered:

- An illegal drug user?
- An active alcoholic?
- Someone with end-stage cancer?
- Old "crazy" Joe?
- A hypochondriac?
- The spouse of a person who is a paraplegic?

Using "common sense" when dealing with employment issues will often get you in trouble!

The law doesn't have to make sense.

Sample Risk #6

COBRA Administration: How Hard Could This Be?

COBRA administration is a **very** complex area of law.

Requirements of the Act are very specific and, at times, confusing.

- Who must sign
- Addressing envelopes
- Letter construction
- Mailing letters

Damages, unlike EEOC claims, are totally uncapped.

- Don't do this in house or allow your benefits broker to do this for you (unless they provide you a hold harmless in case they make a mistake).

Find and fix problems!

- If you haven't got the time or expertise to fix these things in your organization, find someone else who does.
- I am sometimes told that "we can't afford ____." You are, in fact, often paying many, many times more than it would cost to fix things.
- Save yourself and your members unneeded stress by starting today to find out what is wrong and to fix it.
- The laws will REALLY be complex after the next election.

Corporate Hood Ornaments

We need to AVOID “corporate hood ornament programs[©]” like:

- FISH
- Corporate universities
- Who Moved My Cheese
- 1001 ways to motivate employees
- The list goes on and on



DANGER—Real People At Work!

Management Couplet

Don't fix anything you **enjoy** worrying about.

- If something concerns you and it can be helped, **help it!**
- One thing is for sure, feeling helpless won't help!
- Look for and celebrate incremental achievements!

DO NOT worry about things you can not fix.

You can't fix them so worrying does you no good.



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