

Tough People, Tough Issues,
Tough Times for Club Managers:
Effectively Handling Conflict

presented to the
Club Managers Association of America
80th World Conference

by

Professor Gary A. Hamilton, J.D.
California State University, Pomona

Today's Objectives

- Learn how to deal with conflict situations in club employment
- Recognize sources of potential conflict
- Develop appropriate conflict resolution techniques

Common Conflict Situations: The Big Three

1. Sexual Harassment
2. Performance Evaluation
3. Discipline and Discharge

Sexual Harassment: The Basics

1. Requiring employees to submit to sexual advances in exchange for a job benefit (quid pro quo)
2. Creating a hostile, threatening, intimidating work environment

Sexual Harassment: Who's Doing What to Whom?

- Supervisors
- Co-workers
- Members/guests
- Vendors

What's Harassment Look Like?

- Physical advances
- Verbal advances
- Humiliating or demeaning people because of their sex
- Jokes, comments, flirtatious behavior
- Pictures, gestures, etc.

Key Harassment Concepts

- Behavior must be “unwelcome”
- “Welcome” is different from “consent”
- Behavior must be “pervasive”

Dealing with Harassment

- Beware of “tangible employment actions”
- Develop a written non-harassment policy
- Establish a workable complaint procedure

Dealing with Harassment

- Investigate alleged harassment while respecting employee privacy as much as possible
- Determine appropriate discipline

Who can Evaluate Performance?

- Self
- Supervisor
- Member/guest surveys
- Peer
- Multiple evaluations are best

Building a Foundation for Evaluation

- Job descriptions
- Clear performance standards
- Communicate performance standards

Foundation for Evaluations

- Solicit employee input into job description and evaluation form
- Emphasize *behavior* (what employee do), not *traits* (what employee should be)

When to Evaluate

- More evaluations generate more motivation, less conflict
- Every day? (“Catch them doing something right”)

Where to Evaluate

- Office
- Neutral, private space
- Praise publicly, criticize privately
- Avoid interruptions, distractions
- Be prepared

Evaluation Pitfalls

- The Halo effect
- High, central, low tendencies
- The “recency” effect
- Negative vs. positive information
- Moving beyond established criteria

Interviews

- Focus of major topics
- Use as many examples as possible
- No “surprises”

Interviews

- Future plans; goals for improvement
- When will we review progress?
- Summarize major points of interview *in writing*

Documentation

- Establish goals and work plans
- Employee ‘signs off’ to acknowledge discussion, goals, timetables
- Provide an opportunity for response/comment

Disciplinary Procedures

- Continuous review of rules and disciplinary procedures
- Too many rules?
- Employee participation in review process

“Progressive” Discipline

- Verbal warning
- Written warning
- Suspension
- Termination

Before Discipline

- Do they know your “culture” and expectations?
- Do they know the penalty?
- Does penalty match the offense?
- Are there special circumstances?

During Discipline

- Review facts
- Determine areas of agreement, disagreement
- Explain how their actions affect others
- Hear employee's side

During Discipline

- Determine disciplinary action, improvement plan
- Tell them if termination is a possibility
- Have an “appeal” process

Document Discipline

- Frequency of offense
- Seriousness of offense
- Consistent treatment

Termination Considerations: The Golden Rule

“Suspension
pending investigation...”

Termination Considerations

- Length of service
- Reaction of other employees
- Ease of replacement

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