



The HR Department

BE BETTER ADVISED

Golfclub Risk Improvement Programme



GOLFCLUB RISK IMPROVEMENT PROGRAMME OR GRIP FOR SHORT

HELPING CLUB MANAGERS

Often General Managers are faced with a myriad of HR issues in managing club staff – from green keepers to office staff & catering and even to volunteers. It could be time off work for maternity or parental leave. It could be handling the process of an injury to a staff member in a fair and thoughtful manner. It could be a performance issue. It could be a sensitive issue where a difficult conversation has to take place.

These are often not easy or intuitive. What process should be followed? What rights does each party have? What does the current legislation say? Are there statutory requirements in employment law?

To help with this aspect of the job, the Golsure scheme now includes a professional HR advisory service provided by The HR Department, a company specializing in providing 'straight talking human resource (HR) advice and support' without the cost of hiring a full-time HR manager,

HOW DOES GRIP HELP?

As a valued client of Golsure, the GRIP service offers Clubs a specially adapted HR compliance service along with comprehensive support options.

- Access to HR Department Advisors who collectively have many years experience in advising SME and sports club clients on legal and employment related matters.
- Phone support service to provide clarification of HR related queries is available during standard office hours (9.00am to 5.30pm, Monday to Friday) exclusively to policyholders as a benefit under the Golsure Combined insurance scheme.
- Access to high quality HR documentation which can serve as an initial guidance. These templates are accessible through The HR Department website and will include guidance notes on such topics as:
 - Contracts of employment – full-time, part-time, fixed term/purpose
 - Grievance & Disciplinary Procedures
 - Recruitment Templates – interview questions, feedback forms, references checks, medical assessment forms, sample job specifications
 - Exit interview template
 - Leave Policies – Maternity, Parental, Adoptive, Carers, General leave, Sick leave, Force Majeure, Compassionate Leave, Jury Duty.
 - Bullying & Harassment Policy
 - Equality Policy
 - Internet, e-mail, social media and Phone Use Policy
 - Hygiene Policy
 - Working Time Policy
 - CCTV and Data Protection policies
 - Social Media Policy
 - Up-to-date Documentation on procedures for a variety of circumstances
 - Regular emails detailing changes to legislation or court judgements that affect sports clubs
 - Periodic seminars on best practices when dealing with the "people" issues

The intention is for you as General Managers to have complete comfort in knowing you can be fully HR compliant. The HR Department has extensive experience working within sports clubs, and understands those needs and challenges.

CONFIDENTIALITY

This is a completely confidential service between you as the club representative and the HR Department. For all intents and purposes, it is your in-house HR service. Matters discussed and advice given/received are entirely between you and The HR Department. Whether you use the service for getting a better understanding of rights under a leave policy/decision or whether the advice sought relates to a much more serious/sensitive circumstance, confidentiality is assured.

The HR Department will provide Willis Towers Watson Ireland with some high level figures and broad feedback to allow an assessment of how the service is being used – number of calls, number of hours used, types of topics discussed, – it will help to determine how useful the service is and give insights of how GRIP can be improved. Periodically through Golsure Email communiques some of those insights will be shared with you our policy holders.

WHY ARE WE PROVIDING GRIP TO GOLF CLUBS

In all likelihood, not many golf clubs have a full time human resources expert on staff. Yet all clubs have employees of one sort or another. Sometimes General Managers are in place but even they cannot be up to date with all employee rights and employment legislation that abound. At other times there may be someone on committee or an individual member who knows "a little" about managing employees and through good intentions offers some advice.

However a little knowledge is a dangerous thing, especially when it comes to employment law.

Hence when an employment-related suit is taken against a club (and this does happen) and it is not handled properly, the courts have little choice than to find in favour of the employee. The following are some real life scenarios from golf clubs in the UK where employment issues resulted in financial penalties.

Grounds Man Wins Tribunal for Unfair Dismissal

Warwick Golf Centre grounds man in the UK was forced to resign because he refused to work an extra seven hours a week without pay. He won his case for unfair dismissal at an employment tribunal in Birmingham and was awarded nearly £14,000 for unfair dismissal. **DATE:** 2011

Bullying Award against Aldeburgh Golf Club for £50,000

The tribunal heard that a female employee had been employed by the club in 2008 and had received no complaints about her work until a new club secretary took over in April 2012. He immediately started finding fault with her work. The Club Captain who rejected the complaint saying he did not regard the behaviour as "bullying and there has been no physical violence towards you." The judge said the club had failed to investigate properly, describing their investigation into the alleged conduct as "irrational and unreasonable". **DATE:** 2008

Golf Club Bar Manager Wins Unfair Dismissal Case

A judge has ruled in favour of a bar manager at a Welsh golf club who argued he was unfairly dismissed following claims he had falsified weekly bar statements. The employee, was suspended from his job at Bargoed Golf Club after the annual accounts showed a deficit in the region of £5,300. He believed he was treated unfairly as he was not allowed entry to the disciplinary hearings with a solicitor. In summary, the judge said it was "puzzling" why the club's treasurer did not notice the issue from January 2013 to September 2013, despite signing off the bar statements each week. While he rejected Mr McGuigan's argument that the club had wanted to get rid of him, employment judge Davies ruled in his favour. **DATE:** 2014

ABOUT THE HR DEPARTMENT

The HR Department was founded in 2001 out of a recognised need for 'straight talking human resource (HR) advice and support'. Our goal is to provide HR management solutions to suit long and short-term strategic business needs. We believe that if a strong HR infrastructure is implemented within companies, it greatly reduces the risk of HR related issues, which can have disastrous consequences for any business. We believe in prevention is better than cure and we achieve this through effective listening to our clients needs, giving timely advice and offering bespoke solutions for immediate issues and at the same time setting up structures to failsafe the business from reoccurrence and additional risks.

For all phonecall support queries please use the following details:

The HR Department Ltd,
49, Hollybank Avenue Lower
Ranelagh, Dublin 6

Phone: 01-6852360
Fax: 01-6852532
Email: dbell@thehrdepartment.ie
Website: www.thehrdepartment.ie