



ANNUAL REVIEW OF SALARIES AND WAGES

Ray Burniston looks at options when it comes to the annual salary review.

Secretary At Work: February 2002 *(reviewed November 2011)*

Like many of us I have sat through a committee meeting when the annual review of salaries and wages is discussed. Trying to operate within a committee of up to a dozen members can be very difficult. Recently I was sent a resolution put before an extraordinary meeting in which one of the items put forward by disgruntled members was for general membership alone to have the sole authority to set salaries and wages for the club staff. You can imagine if passed this would make the club impossible to manage.

At many clubs, the Green and House sub-committees will make recommendations to the main committee. These are discussed by the finance committee and then finally by the main committee. Often changes are proposed by committee members, who may have some particular axe to grind about a member of the staff.

At other clubs the overall figure of any increase is agreed and the secretary/manager and treasurer or finance officer then meet and decide the final amounts based perhaps on assessments and general performance.

One club, which had a history of poor staff relations over many years, decided to go down a completely different path several years ago. Having reduced the committee down from around sixteen to eight members they set up a salaries review sub-committee. This had three parts to it and worked along the following lines.

1. To review staff salaries and performance levels (other than the Secretary/Manager and Heads of Departments ie Course Manager). The sub-committee consisted of the Secretary/Manager, Finance Director and the appropriate Head for the section being reviewed.
2. To review Heads of Department and the Secretary/Manager. The sub-committee consisted of the Chairman, Finance Director, Director appointed by the Board and one Club Member (at least ten years as a member of the club) nominated by the Board and voted in at the AGM. This person would under normal circumstances hold the post for five years.

3. The Professional being self-employed was reviewed at six monthly intervals on the performance of his duties and general financial position of his business by a sub-committee consisting of the Chairman, Finance Director and the Secretary/Manager.

The two sub-committees under 1 and 2 were given full powers to implement any changes only subject to the financial restraints set by the main board. Having been in operation for some four years the system has seen an improvement in staff morale and resulted in very little movement of staff. Prior to implementing this policy, few staff stayed at the club for more than 18 months to two years. The selection of a suitable club member had been difficult but the club was successful in getting a member in a senior management post who was prepared to attend the two meetings a year and had made a substantial contribution to the club during this time.

If appropriate, using these guidelines, this policy could benefit many clubs who have problems in this field.