

Personnel policies (1948)

Employee Service Clubs

*A Report Prepared for
Metropolitan Group Policyholders*

POLICYHOLDERS SERVICE BUREAU

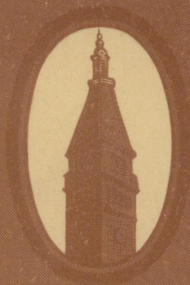
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EMPLOYEE SERVICE CLUBS is one of a number of studies issued by the Policyholders Service Bureau. It is typical of one phase of a program of service provided for companies that insure their employees under Metropolitan Group policies.

For many years the Metropolitan's health publications and services have been helping its policyholders keep well. With the growth of Group insurance came demands for special information -- first on problems relating to the health and safety of employees, then to other phases of industrial relations and on problems of general management.

The Metropolitan accepted these service opportunities as a matter of good business practice. The health and safety of employees is directly reflected in the company's claim experience. Assistance on other types of business management problems helps safeguard premium income by acquainting Group-insured companies with methods and practices that have resulted in more profitable operation and more stabilized employment in other organizations.

When the information gathered for a particular Group policyholder is believed to be of wide interest, it is put into suitable report form and offered to Group-insured companies generally. The present report is typical. Some other reports that have grown out of investigations made by the specialists who comprise the staff of the Policyholders Service Bureau are:

EMPLOYEE SERVICE REWARDS
MONETARY REWARDS FOR LONG SERVICE
VACATIONS FOR INDUSTRIAL WORKERS
VACATIONS FOR OFFICE WORKERS

So far as supply permits copies of these reports may be had by executives who address the Policyholders Service Bureau on their business stationery. Requests for permission to reproduce in whole or in part, material appearing in these reports should be addressed to this Bureau.

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EMPLOYEE SERVICE CLUBS

Employee service clubs have as their basic purpose the promotion of fellowship among their members. They provide a means whereby those employees with long service records develop a mutuality of interest and a measure of personal prestige as a result of continuous, faithful service. Since the sole requirement for membership is length of service, members are drawn from all grades of employees, without reference to job, position, or degree of authority in the organization. Thus, in a spirit of equality and democracy, the service club may become a strong morale factor in promoting friendly relations among the members of the group.

The purpose of this report is to analyze the features of employee service clubs and to provide information on the scope and contents of their bylaws. It is based on material received from a survey of 23 companies in various lines of business whose clubs are believed to have a consistent record of successful operation.

Relationship of the Company to the Club

The company by which club members are employed does not participate in either the organization or the management of the club, as these functions are the sole prerogative of the club members. However, members of management, in their capacity as veteran employees, naturally participate in club activities to the same extent as any other employees. While the company does not influence club policies, it often aids through making available space or facilities for meetings and other similar helps.

Eligibility and Service Requirements

Service requirements for membership in the service clubs

included in this survey, range from 5 to 25 years. There is some evidence that the length of service required for membership is often determined by the age of the employing firm. The table below shows an analysis of those companies whose plans were reviewed.

<u>Years Service Requirement</u>	<u>Manufacturers</u>	<u>Non-Manufacturers</u>	<u>Total</u>
25 years	4	6	10
21 years	0	1	1
20 years	5	2	7
10 years	3	1	4
5 or more years until 25 years	<u>0</u>	<u>2</u>	<u>2</u>
Total	12	12	24

In several instances two or more service clubs exist in the same company. A public utility company, whose service activities were inaugurated in 1919, now has the following clubs:

Women's organization

Five-year club

Men's organizations

Five-year club

Ten-year club

Fifteen-year club

Twenty-year club

Senior club

Some background on the genesis of one club is given as follows:

"In the fall of 1942, we formed a Quarter Century Club composed of men and women who had served the company continuously for more than 25 years. When this list was compiled the oldest in point of service was one man who had worked continuously for 68 years. Three of his brothers have served more than 50 years each."

Selecting a Name

Although the use of the word "veteran" in the names of employee service clubs is most popular, various interesting and descriptive names are also found. The following is a fairly representative list:

Quarter Century Club
Twenty-five Year Club
Twenty-Year Club
Ten Year or More Service Club
Five-Year Club
The Veterans' Association
The Pioneer Club
Old Timers' Club
Old Guard
Early Settlers' Organization
Gold Button Club
Senior League
The Stand-By Club
Stick-With-It Club
Athletic and Social Club

Insignia and Rewards

Many clubs have found that insignia add materially to the feeling of prestige of the members. Service buttons or pins of attractive design are popular in this connection. These generally are of silver or bronze and bear some indication of the length of service of the wearer. In the opinion of many company executives, the cost of providing insignia to eligible employees in recognition of their service is more than repaid in terms of cooperation, interest in work, and loyalty to the company.

One company whose employees have two clubs, with eligibility of 10 and 25 years respectively, furnishes a pin, which changes every

five years, to members of the former club. A gold enameled pin is given members of the 25-year club. A membership card is also supplied.

One company gives annual checks for \$25, the amount being symbolic of the 25-year club. The checks are used as place cards at the annual banquet; and in addition, a box of candy is at each place for the veteran to take home to his family. Another company gives a 17-jewel watch to employees upon their completion of 25 years of service.

Frequency of Meetings

The frequency of service club meetings depends somewhat upon the size of the organization and the location of the members, but, as a rule, there are one or more formal meetings a year. One club holds monthly meetings of officers. In another club the annual meeting, at which dinner and entertainment are provided, is held in the fall of each year. In addition, quarterly meetings are generally held, which mark the occasion for an outing or other informal gathering.

In cases where the service club is the focal point of athletic events, a large number of such activities occur during the year. These, however, are not exclusively service club affairs, although they may enhance the club's prestige.

In companies having employees in several locations, the club members occasionally hold branch meetings. Some companies provide clubroom facilities which enable the service club members to get together informally at times.

The business meeting at which officers are elected takes place either before or after the annual dinner and, in some instances, is part of an annual reunion.

Dues and Funds

Among the 23 companies whose service clubs were reviewed, it was revealed that more than half of them collect no dues; in these the employer provides the annual dinner or luncheons as well as entertainment, and also the service pins, buttons, retirement gifts, and flowers in the event of sickness or death to members or their immediate families.

In one company, in lieu of dues, all service club members who attend the annual banquet are charged \$3. The cost of dinner and entertainment in excess of this \$3 charge, is paid by the company.

In two other firms no dues are required, but a small amount is collected monthly for financing a flower fund. A summary of our findings follows:

<u>Number of Companies</u>	<u>Amount of Annual Dues</u>
15	No dues
1	\$3
1	\$2
2	\$1
4	Not mentioned

The financial arrangements of one manufacturing company are calculated to avoid paternalism and, at the same time, to make the club self-supporting without undue hardship. Club revenues are derived as follows:

1. An initiation fee of 50 cents.
2. Dues of \$3 per year, payable semiannually.
3. All profit derived from an outside company which has a special concession on vending machines located in the plant for candy and soft drinks.

The funds are used for financing refreshments at dances and other meetings, and for sponsoring athletic events.

Retired employees usually are exempt from paying dues. In some cases where the clubs have reached a self-sustaining basis, a small allowance is paid the officers for time spent on club matters.

Entertainment Programs

Social activities of employees' service clubs consist of dinners, outings, theaters, dances, and other forms of recreation. The principal entertainment centers around the reunions at luncheons or the annual dinners, at which new members and those having quinquennial anniversaries are honored. The "get-together meetings" often take the form of a banquet which is held either in the building of the company or in a hotel. Music and vaudeville performances are usually provided by the company. If the dinner takes place in the middle of the day, motion pictures or theater parties are planned for the evening.

Another type of reunion is a week-end excursion to the country or shore, a picnic or a clambake at which the entire day is given over to entertainment and sports. Among the attractions may be a parade, a boat

ride, a banquet, a band concert, and games. At some picnics, contests are arranged and prizes are awarded to winners. Another event on such occasions may be recognition for various things, such as small cash prizes to the veteran with the longest service, the one with the largest family, the one traveling the greatest distance to attend the picnic, and the oldest veteran.

The following is a composite list of the entertainment activities of the service clubs contributing to this survey:

Athletics

Baseball
Basketball
Bowling
Golf
Hiking
Riding
Skating
Skiing
Softball
Squash
Swimming
Table tennis
Tennis
Track meets

Clambakes

Dances

Dinners

Educational Activities

Astronomy
Book collecting
Chemistry

Choral clubs
Dramatic clubs
Etching
Geology
Language courses
Mathematics
Orchestra
Philosophy
Psychology
Reading courses

Entertainments

Band concerts
Music
Vaudeville

Games

Bridge tournaments
Chess tournaments
Domino tournaments
Egg hunts
Pool tournaments

Hobbies

Aviation
Embroidering
Fishing
Flower culture
Fly casting
Gardening
Gen cutting
Hunting
Knitting
Rifle shooting
Social welfare work
Still photography
Tailoring
Trapping
Trap shooting
Woodworking

Picnics

In one organization a hobby promotional committee was organized to develop interest in hobbies, particularly on the part of older members. This helped prepare them for the day when they would retire from business.

A service club officer, who feels that his club promotes good-fellowship among employees and provides the kind of entertainment they like, lists the following regular club activities:

1. Several dinner-dances per year at one of the hotels.
2. Other dances (with refreshments) three or four times a year.
3. Clambakes.
4. Sponsoring of athletic events.

The program of another club is outlined as follows:

1. Dances (four or five a year).
2. Picnic (annually).
3. Golf tournaments for men and women (five or six a year).
4. Domino tournaments.
5. Pool tournaments.
6. Table tennis tournaments.
7. Bridge tournaments.
8. Educational activities (Spanish lessons, reading courses, etc.).

Still another organization describes its program as follows:

"The program consists of a dinner, talks by one or two members of management concerning the company's progress and welfare and other items of interest to the membership at large, after which there is a vaudeville entertainment program of approximately one hour's duration. The attendance at service club dinners is approximately two thirds of the eligible members."

Publicity

In most of the plans of the employee service clubs that were studied, publicity of events is promoted through local papers and com-

pany magazines. Where no magazines are published, bulletin boards are generally used. In some organizations the company mail delivery serves the purpose. Employee magazine articles are devoted to the announcement of forthcoming meetings, and after the reunions the programs are discussed in detail and the service records of certain members are reviewed. Other activities, such as the presentation of medals or the prize winning contestants, are featured with illustrations.

Considerable publicity is given to the annual service club dinner program of one company. Announcements, several months in advance, are made in the employee magazine. The "dean" of the club and the members of his organization create interest through word-of-mouth publicity. Ten days before the dinner each member receives an announcement and a reply card on which he is requested to indicate whether or not he will attend.

Another club publicizes its regular meetings, annual banquets, and "family picnic" by sending personal invitations to all members and through bulletin-board announcements. Individual photographs which are taken of all members attending parties are framed and then displayed in the recreation building.

In another case each club member is notified about a forthcoming dinner through systematic personal contact. After this annual affair a news item is usually published in the company magazine and in certain local papers.

Another company has an announcement sheet, printed one or more times a week, which is available for service club announcements. These notices include business meetings, the election of officers, and the date of the annual dinner. However, a personal invitation to the dinner is sent to active members through the company mails, while retired veterans receive them through the post office. The reply slips are returned to the secretary of the club, and a few days before the dinner, seat numbers are sent to members who will attend. A recent printed program of this club included the menu, listed the events of the evening, gave a history of the veterans club (which was commemorating its 30th anniversary), included photographs of past and present officers, listed the names of persons on both the main and branch offices committees, and gave the names, salutations, and greetings to the newly eligible employees. An account of the annual banquet was given in the next issue of the employee magazine, and photographs of the speakers were included.

Value

It is the general opinion of the contributors to this survey that there is no better way to promote loyalty, increase the morale of employees, improve the relationship between employees and management, and provide a means of contact with retired employees than through the facilities which the service club affords.

One executive said that management of his company feels that morale is greatly enhanced by this recognition of long service. He said

the company's veteran officers consistently attend all club meetings and thereby become better acquainted with the older employees. Thus the fellowship among employees of long service has a beneficial effect on employee relations. Another executive said that the best test of the manner in which the service club is regarded by employees is the fact that approximately 95 percent of the eligible employees are voluntary members.

Organization

Service clubs generally operate under bylaws, approved by the members, which designate the officers and list their responsibilities. Examples are given in the specimen bylaws at the end of this report.

Small Organizations -- The clubs of small companies usually operate as one unit, the club officers directly assuming responsibility for all activities and operations. Ordinarily, there is a close contact between them and the club members, which permits a more personalized operating basis than would be possible in larger units. The qualifications of such officers would be primarily a degree of personal popularity with the membership and an ability to plan and execute successful gatherings.

Large Organizations -- Service clubs of companies operating in several localities generally have club branches. One club, for example, has a separate unit in each of the company's 10 warehouses, and 10 additional club units in the three factories.

Another club has separate officers for the home office club and three principal branches, these units being primarily independent of each

other. The home office organization has two committees under the club officers. The first is an executive committee, consisting of a chairman and five members. The second committee, called the fellowship committee, consists of 35 heads of home office club divisions, called "chapter chairmen," and a general chairman. The chapter chairmen are responsible for meetings of their respective membership groups, while the officers and executive committee assume the leadership for general gatherings. Thus, the large membership of this club has a sense of cohesiveness of the entire unit without sacrificing the personalized element of their relationships.

Club Bylaws

The following is a summary of the subjects covered in the bylaws studied:

Subjects commonly covered:

- Membership eligibility and induction
- Purpose of the Employee Service Club
- Designation of officers
- Election and Term of office of officers
- Duties of officers
- Meetings of members
- Dues
- Changes and amendments in bylaws

Subjects sometimes covered:

- Active and honorary membership
- Appointment of committees
- Quorum for the executive committee
- Bond for the secretary-treasurer
- Fiscal year of organization
- Unit organization
- Filling of officer vacancies

Application cards
Membership cards
Club expenses and receipts
Insignia
Publicity
Delinquents
Expulsion

Several specimen copies of bylaws are reproduced below.

CONSTITUTION OF THE ____ TWENTY-FIVE YEAR CLUB

ARTICLE I

NAME AND OBJECT

Section 1. This Club shall be known as "THE ____ TWENTY-FIVE YEAR CLUB."

Section 2. The object of the Club is to promote sociability and good-fellowship among the long-service employees of _____.

ARTICLE II

MEMBERS

Section 1. Any employee or former employee of _____ who shall have given twenty-five (25) years of continuous service as a regular five-day employee, shall become a member of the Club automatically upon the completion of such twenty-five (25) years of continuous service. Any person who, although not such an employee or former employee, shall have worked at _____ for an equivalent period, as determined by the

Personnel Division of _____, and who shall be approved for membership by the Personnel Division of _____, shall become a member of the Club. The term "continuous service" as used herein shall have the same meaning as used by _____.

Section 2. New members will be formally inducted into the Club at the annual meeting of the members following the completion of such twenty-five (25) years of continuous service. Only those members who have been formally inducted into the Club shall be entitled to become members of the Board of Governors, to hold office, to be appointed to any committee, or to vote at any annual election.

Section 3. If the Board of Governors shall at any time consider that any member has committed any act which is prejudicial to the Club, such member may be expelled from membership in the Club by a vote of two thirds of the Board of Governors present at any meeting of the Board of Governors but not less than a majority of all of the members of the Board of Governors then in office.

ARTICLE III

MEETINGS OF MEMBERS

Section 1. The annual meeting of the members shall be held in the month of _____ on a date determined by the Board of Governors or at such other date as the Board of Governors may determine. The annual banquet of the Club shall be held concurrently with the annual meeting of

the members. A quorum shall consist of not less than __ members.

Section 2. Special meetings of the members may be called at any time by a majority of the Board of Governors.

ARTICLE IV

MANAGEMENT

Section 1. The management of the Club shall be vested in a Board of six (6) Governors, who shall be elected by the members of the Club as hereinafter provided and who shall hold office for a term as hereinafter provided and until their successors are elected and shall qualify.

Section 2. The officers of the Club shall consist of a President, a Vice-President, and a Secretary-Treasurer, who shall be elected by the Board of Governors from among their own members at their first meeting after the annual election of Governors, to hold office for a term of one year and until their successors are elected.

Section 3. At its first meeting after the annual election of Governors, the Board of Governors may elect honorary officers who shall hold such title for the ensuing year.

Section 4. Should any vacancy among the officers occur by reason of death, resignation, or otherwise, the same may be filled by the Board of Governors.

Section 5. No member shall be eligible to serve two successive terms as Governor. However, after a break in service as Governor of a

year or more, past Governors shall be eligible for renomination and election.

ARTICLE V

ELECTION OF GOVERNORS

Section 1. On or before January 1st of each year, the President shall appoint a Nominating Committee consisting of three (3) members of the Club who are not Governors, which Committee shall nominate the candidates for the Board of Governors at the next annual election.

Section 2. On or before January 15th the nominating Committee shall meet and nominate four (4) candidates for the Board of Governors.

Section 3. The election of Governors shall be by ballot mailed to members as hereinafter provided. The President and the Nominating Committee shall prepare ballots, upon which shall appear the names of the four (4) candidates nominated pursuant to Section 2 of this Article V and shall cause such ballots to be mailed to each member on or before the 7th day of February. Any such ballot which is returned after the last day of February shall be invalid and shall not be counted.

Section 4. At each annual election two Governors shall be elected to fill the offices of the two Governors whose terms will expire at the end of such year.

Section 5. Vacancies in the Board of Governors occurring between annual elections of Governors may be filled for the unexpired terms by vote

of a majority of the remaining Governors at any meeting of the Board of Governors.

ARTICLE VI

MEETINGS OF GOVERNORS

Section 1. Meetings of the Board of Governors shall be held whenever called by the President, or in his absence by the Vice-President, or on the written request of two or more members of the Board of Governors or on the written request of at least thirteen members of the Club. Every such written request must contain a statement of the reasons therefor and the purposes of such meeting.

Section 2. The Secretary-Treasurer of the Club shall give notice of each meeting by delivering the same personally or by mailing, telegraphing, or cabling the same, at least two (2) days before the meeting, to each Governor, but such notice may be waived in writing by any Governor. The notice shall state the time, place, and objects of the meeting. At any meeting at which every Governor shall be present, even though without any notice, any lawful business may be transacted. Three members of the Board of Governors shall constitute a quorum for the transaction of business, but if at any meeting of the Board of Governors there shall be less than a quorum present, a majority of the Governors present may adjourn the meeting from time to time.

ARTICLE VII

DUTIES OF OFFICERS

Section 1. The President shall preside at all meetings of the Board of Governors. He shall appoint all committees and shall sign all official papers of the Club. The Vice-President shall, in the absence or refusal of the President to perform his duties, perform the duties of the President. The Secretary-Treasurer shall keep a record of all transactions of the Board of Governors; shall keep, in such form as may be directed by the Board of Governors, a correct account of all receipts and disbursements of any funds which may come into the possession of the Club, and shall submit a statement thereof at such time as may be directed by said Board of Governors; and shall perform such other duties as pertain to his office.

ARTICLE VIII

AMENDMENTS

The Board of Governors of the Club may amend or revise the constitution of the Club in whole or in part by the vote of not less than two thirds of all of the members of the Board of Governors then in office.

ARTICLE IX

ADOPTION OF CONSTITUTION AND ELECTION OF FIRST BOARD OF GOVERNORS

Section 1. This constitution shall become effective upon its adoption by a vote of not less than three fourths of all the members of the Club.

Section 2. Notwithstanding anything herein to the contrary, six (6) Governors shall be elected in 1945 by ballot mailed to members as hereinafter provided.

Section 3. A committee of three members shall cause a copy of this constitution to be mailed to each member, together with a ballot upon which the member may vote for the adoption of this constitution. Such ballot shall also contain the names of twelve (12) candidates for Governors. A member desiring to vote for a member or members other than such twelve (12) candidates may write in the name or names of such members on his ballot. Such ballot shall be mailed to members on or before August 1, 1945, and any ballots which are returned after September 1, 1945, shall be invalid and shall not be counted. The two candidates receiving the highest number of votes shall hold office until their successors are elected in 1949; the two receiving the next highest number of votes shall hold office until their successors are elected in 1948; and the two receiving the next highest number of votes shall hold office until their successors are elected in 1947.

Section 4. The Board of Governors at their first meeting after their election in 1945 shall elect officers to hold office until their successors are elected in 1947.

____ TWENTY-YEAR SERVICE CLUB

Constitution and Bylaws

Article I - Name

Section 1. This organization shall be known as the "____ Twenty-Year Service Club."

Article II - Object

Section 1. The objects of this Club are as follows:

- (a) To promote a friendly spirit of cooperation among the members for their mutual benefit and enjoyment.
- (b) To sponsor and promote various recreational and social activities. To send floral offerings in case of illness of a member, or death of a member, husband or wife of member.
- (c) To band together for their common good those employees of the company who have served for twenty years or more.

Article III - Membership

Section 1. Members of this Club shall consist of and be limited to the employees of _____ and its subsidiaries.

Section 2. Employees shall become eligible to membership in this Club only after having been continuously employed by _____, or its predecessors for at least twenty years.

Breaks in the continuity of employment due to military service or to temporary layoff of not more than six months' duration, due to slack seasons, shall not be considered in determining period of employment.

Section 3. Membership in this Club shall automatically cease upon termination of employment with the company except in case of retirement of a member from active employment, in which case he may continue as an honorary member at the discretion of the Club.

Section 4. Former employees of the company who, after at least twenty years of continuous employment with the company, have retired from active employment prior to formation of this Club, may also become honorary members of this club.

Section 5. The Personnel Director of _____ shall be an honorary member of the club.

Article IV - Organization

Section 1. The officers of this Club shall consist of a President, Vice-President, and Secretary-Treasurer.

Section 2. In the meeting preceding the annual election, the President shall appoint a nominating committee to consist of three members, who shall nominate candidates for the offices of President, Vice-President, and Secretary-Treasurer. These nominations shall be presented at the annual meeting, at which time nominations from the floor may also be made by the membership. The officers then elected at the regular meeting held in June shall hold the office for a period of one year.

Section 3. The Treasurer of the _____ Employees' Association shall have custody of all funds of the Club for the specific use of the Club.

Article V - Funds

Section 1. Dues in this Club shall be 10 cents per month, but in no event to exceed 25 cents per month.

Section 2. All dues and assessments are payable to the Secretary-Treasurer on or before the regular monthly meeting.

Article VI - Duties of Officers (and Committees)

Section 1. The President shall preside at all meetings of the Club and shall have general charge of and control over the affairs of the club. He shall appoint all committees and shall be ex-officio a member of all committees.

Section 2. The Vice-President, in the case of absence of the president, shall perform and be vested with all of the duties and powers of the President.

Section 3. The Secretary-Treasurer shall keep minutes of the proceedings of all meetings of the Club. He shall have custody of all documents of the Club. He shall keep accounts of all monies received and shall deposit them with the Treasurer of _____ Employees' Association. He shall keep accounts of all disbursements to be made by the Treasurer of _____ Association upon proper authority of the

President of the Club. An annual salary shall be paid to the Secretary-Treasurer of an amount to be determined by the membership.

Article VII - Meetings

Section 1. Regular meetings of the Club shall be held the first Friday in each month, except when this day falls on a legal holiday, when it shall then be held the following Friday.

Section 2. Special meetings are subject to call by the President.

Article VIII - Amendments

Section 1. Amendments to this constitution may be adopted by a favorable vote of two thirds of the members present at a regular meeting.

CODE OF REGULATIONS

The name of the Club shall be The _____ Quarter Century Club.

PURPOSE

The purpose of the Club shall be to perpetuate a spirit of good fellowship among _____ and to strengthen morale throughout the Company.

MEMBERSHIP

Every active employee in the service of The _____ Company who has now completed, or in the future attains, a continuous employment record of 25 years or more, shall automatically become a member of this Club.

All present Company annuitants and future annuitants shall become associate members, without voting power.

MEETING

The annual meeting shall be held in the month of October each year. Other special meetings of the members may be called whenever deemed necessary by the President or a majority vote of the Board.

UNIT ORGANIZATIONS

The members of this Club shall be organized according to Company Sales, or other units or a combination of such units.

The officers of each unit shall consist of a Chairman, Vice-Chairman, Secretary and Treasurer to be elected by the unit members annually during the month of September.

The terms of office shall be for one year, beginning immediately following election.

BOARD OF REPRESENTATIVES

The State Board of Representatives shall consist of the Chairman of each unit or combined units of the company and the General Secretary.

OFFICERS

The officers of the State Board shall consist of a President, three Vice-Presidents, Treasurer and Secretary, all of whom except the Secretary,

shall be elected by the Board from their own members.

The Secretary shall be appointed annually by the Board from the membership at large. The term of office shall be one year or until a successor has been duly elected.

DUES

There shall be no dues assessed in the State organization.

AMENDMENTS

These regulations may be amended by affirmative vote or written approval of two thirds of the members.

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