

**MINUTES OF BOARD OF DIRECTORS MEETING**  
**DECEMBER 8, 2020**

**Attendance - Erin (until 9:45pm), Justine, Alison, Holly, Stacey, Dave, Tara (Zoom), Dianne (zoom arrival 8:15pm)**

**OLD BUSINESS- ITEMS FROM PREVIOUS MEETINGS TO FINALIZE:**

**Staff Check In (Holly)**

An email was sent to staff asking how they feel in the new situation (COVID). Most are feeling safe. The coaches room may be an issue as it is small and they have been told not to be used as a hang out. Holly set up studio one as it is a larger room and they will have more options for now with two rooms to eat and have a break.

**Other Items to Report**

- Employee review forms due early Jan.
- Annual report from insurance shows while premiums increased we are still spending less than with our previous plan
- The Rec. schedule is open - scheduled with level red in mind provided our Red plan is approved.
- CIT course will start again in Spring. Brooke is contemplating charging a fee for the course which will only be covered by GE if we hire them on and they stay one year. (\$250) This is a reflection of the amount of time and energy invested by Brooke in developing these coaches but she will do up a proposal for us. CIT program information and start date is to be shared with all gymnasts (boys included)
- Salaried staff all taking vacation time in December, need someone from the BOD to be on call during some times for staff in the building to have an emergency contact. Holly will circulate a sign up genius.
- Gym closed Thursday - Saturday both weeks of the winter break

**Documents and Minutes on Website (Erin)**

This has been started but there is something not working right- will coordinate with Daniel from Chimp to figure out what has been missed in the instructions.

**November Minutes**

Justine motioned to approve the November 2020 minutes. Stacey 2nd the motion. All voted in favour and the minutes have been approved. Erin will put them on the website.

**REPORTS FROM BUSINESS LINES AND COMMITTEES:**

**Treasurer's Report**

- CEWS period 7&8 are being reviewed

- \$2400 extra for period 6
- \$19000 for period 7, \$12000 for period 8
- Access to CEBA loan extension coming this week. We are getting an extra \$20K but only have to pay back \$10,000 of it.

#### Grant Committee Update

- No info until March

#### Fundraising Update

- Funscript going well
- Bottle drop, ongoing discussions about the best time to schedule it and more to come in February.

#### **NEW BUSINESS:**

(Submitted within 5 business days before the meeting date and approved by the Chair)

#### **Technology Needs/Software Needs and Tools for our Team (Erin/Holly/BOD 30 mins)**

(adjourned to a later month)

#### **Complaint Procedure and Policy (Dianne/BOD 30 minutes)**

It is clear from our previous member complaint that we need to create a policy so that we can have a smoother handling of complaints for all parties.

General discussion included the following items:

- Complaint must be in writing.
- The GO complaint policy should be consulted
- Discussed that a mandatory part of the written complaint must have an end goal/desired outcome for consideration
- Complaint needs to be public

The Board will use GO's 15 page policy as an outline and discuss it further in January.

#### **Customer Service Training for Senior Staff**

A motion request from a member indicated that it is a good idea to have senior staff trained in customer service, a copy of the motion request is attached to these minutes. The motion has considerable merit but there were concerns expressed. Erin expressed that the training should be more specific to goals that need to be met instead of a mandatory amount of training required.

Further discussion included the different training needs for staff at various levels, and with various strengths and weaknesses. It was also discussed that some training can be implemented at the top and then trained internally.

BOD members are encouraged to come with possible programs including hours and cost.

*Erin motioned that the board commits to implementing customer service training in the new year after identifying specific needs from the completion of the performance reviews in early 2021, and then looking for suitable programs to meet the individual needs. Justine seconded the motion. The motion passed with all in favour.*

Note: Following this Agenda item Erin excused herself from the balance of the meeting due to health reasons.

### **Communication/Social Calendar and Related Documents (Holly/Dianne 20 mins)**

The board discussed the social media calendar, the inclusion of sponsors on our socials and newsletters and the various ways to engage our membership.

The timeline for our monthly newsletter was discussed. The newsletter needs to be approved and shared at the beginning of each month, in a timely manner. Content for January was also discussed.

### **BOD Goals (30 mins- 5 mins per BOD member excluding Erin)**

Erin - To spend the remainder of term working on IT and software needs to increase efficiency and the ability of our team to achieve goals more effectively.

Dave - Short term goal - maintenance list

Long term - Marketing in schools through gym program or lunch programs

Allison - Looking to find ways to increase revenue for our gym and challenged the BOD to brainstorm ideas.

-Have Nicole Henderson come in to teach Tracey more about month end reports. Tracey is not comfortable yet. We need to try to minimize fees but having more done in house.

Stacey - Wants to expand our programming and bring back tumbling and trampoline programs.

Justine - revenue generating

Implement actions on a timeline with due dates achieved, with honesty and integrity

Dianne - continue to expand the team ( correction - Holly to expand/engage coaches for content)

Reducing duplication of work efforts... don't redo things

Implement a chart with strengths of BOD members

Consistent community outreach (Goals set by board and/or ED)

## **REVIEW OF ACTION ITEMS**

Bottle Drive decision and schedule

Holly doing signup genius schedule for vacation time for BOD members to be on call

Members to brainstorm revenue ideas.

Erin to ensure all minutes get on the website

*Dave motioned to adjourn the meeting. Stacey 2nd the motion and all voted in favour.*

**Meeting adjourned.**

## APPENDIX A

### Gymnastics Energy - December 2020 Board Meeting Member Proposal – Customer Service and Improved Treatment of Staff

#### Background:

While the Energy board is working hard to navigate a world with COVID, if the business believes it will survive through the pandemic, it should also start to think beyond the short term and take action against things other than the pandemic that are a threat to the business in the medium to long term. In this report, specifically the suggestions are around how to improve the brand, culture and reputation of the gym through better customer service and improved treatment of non-management staff.

As the board and members know, after many years of positive registration revenue growth revenues declined materially in 2018-2019 due to decreased registration (despite double digit positive growth in the fiscal years immediately prior). This financial change coincided with a material decline in customer engagement and a worsening perception of the gym as measured by social media engagement (significantly down), the average online review scores (dropped a full point from ~4.5 to less than 3.5 on Google) and a large number of dissatisfied customers leaving and taking their business elsewhere (another club or another sport).

**In order to successfully continue to operate as the pandemic ends, Gymnastics Energy needs to invest time NOW to work for improvements to customer service, more positive employee experiences and repairing the damage done to the club's reputation both in the local and gymnastics community.**

While formal courses may be expensive, books and free online videos (Ted Talk) can be an inexpensive way to make this happen, along with board monitoring of team progress against pre-set goals.

The new mission, vision and values are a great start on this road, but to gain traction with customers, Energy needs the right leaders in place and those leaders at need to live, breath and positively embrace these concepts.

#### What does great customer service look like?

Disney is known to be a leader in customer service and the principles employed there can be easily adapted and implemented into any business model, even a smaller not for profit. To help solution the issues at Energy, our family is starting things off by **donating a copy of The Customer Rules (by Lee Cockerell, former Disney executive) to the office staff for them to read.** The first and key rule in the introduction is simply *BE NICE*. We all teach it to our kids, but sometimes lose sight of the fact its also a powerful management tool. The hope is that with this book as a starting point, staff that deals with

customers and that manage employees will be able to have more tools in their toolbox to service customers in a positive way that improves the gym's reputation.

Here are some key concepts from the book that can help Energy:

- Rule #3 - Great service follows the law of gravity (pg 9-12) – start from the top of the organization and ensure leaders are offering great service to customers.
- Rule #5 – Ask yourself, what would mom do (pg 19-23)– includes basic things we teach kids that also need to be applied for good customer service -- like don't lie, always keep promises, say sorry, try to see things from the other person's point of view and treat others as you would want to be treated.
- Rule #9 – Hire the best cast (pg 37-41) – “you need to hire skilled, passionate, can-do people who are committed to giving each and every customer the best possible experience.”
- Rule #14 – Treat customers the way you would treat your loved ones (pg 61-67) – this applies even if the customers are “a jerk”, “make your blood boil” or are generally annoying to you. “Make each of them feel special anyway – not because its noble, but because your career and company will benefit from it”
- Rule #20 – Be a wordsmith – language matters (pg 95-98) – “The words you use when you speak to or about your customers should signal respect and concern, as if each customer were the most important person in the world”
- Rule #22 – Always be the giving one (pg 105-110) – “Service is when people give of their time, their energy and their compassion, with little or no expectation of receiving equal value in return”
- Rule #30 – Be relentless about details (pg 139-143) – concepts here include giving employees proper breaks and ways to safely report issues without any fear of reprisal, as well as having management walk through the various areas of the organization with checklists to ensure everything is as it should be.
- Rule #33 – Never, ever argue with a customer (pg 154-158) – Quotes from this chapter include:
  - “The only emotions (staff) should display to an angry customer are empathy and compassion.”
  - “Take responsibility for the problem. Don't blame, don't explain, don't make excuses”
  - “Make it easy to complain. Have a hotline, a service desk or an email account manned by real people who are trained to resolve complaints”
- Rule #34 – Never say no, except ‘no problem’ (pg 159-163) – No should be “the very last resort. Don't say it until you have exhausted every reasonable way to satisfy the customer”
- Rule #35 – Be flexible (pg 164-167) – “treat every customer – and situation – as an individual, and an important one at that.” Consistent rules are important, but some situations need compassion and empathy, as well as creative solutions, to be solved properly.
- Rule #36 – Apologize like you really mean it (page 168-171) – “telling a customer ‘I'm sorry’ is necessary, but by itself is not enough. How you say those magic words matters just as much.” Leadership and office staff need to ensure they are being genuine and avoiding non-apologies (e.g. I'm sorry you feel that way is not taking responsibility for your action; its placing blame on the customer for their feelings).

### **Conclusion and Next Steps:**

Some tangible examples of issues in the last couple years are provided in the appendix as the best way to learn from past mistakes is to acknowledge them and strive to not make them again. In summary these include: *treating the best customers worst, incorrect application of employee discipline by management, ESA violations, a mentality of blaming customers instead of problem solving, challenges recruiting staff due to a negative gym reputation, poor communication, lack of follow-up on parent requests, ambiguity on athlete decisions, perceived favouritism and avoiding a clique mentality / group think in key decision makers.*

Getting the gym through the pandemic matters, but the business was suffering financially and reputationally before the pandemic and those issues are equally as important to resolve.

**Member motion that the board dedicate at least 25 hours (or more!) per employee between now and June 2021 for Holly, Tracey and Program managers undertake customer service and employee rights training, with some form of logging their progress (courses taken, any improvements witnessed). Future state, this would be reduced to 1-2 hours per month on going training to serve as a reminder of the importance of good customer service and appropriate and respectful treatment of employees.**

***NOTE:** The attached appendices (3 pgs) do not need to be reviewed for the motion, but are provided for board members who are more detailed-oriented or don't understand the issues as referred to in summary form.*