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HR Tourism Learning Network

Today's Objectives



- Knowledge Sharing Session
- **'Survival Tactics** – ideas for dealing with recession fallout'
- Understanding what our Performance Management Expectations
- How to set Goals that stretch performance
- Look at different Performance Standards, Behaviours & Technical Skills
- Establish a positive environment for Performance Management
- What Motivations are needed for Performance Management
- Identify different Performance Management Systems
- How to Address Poor Performance & Corrective Coaching

“

Learning is not compulsory
... neither is survival.

”

W. Edwards Deming



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Performance Management Overview



- 40% of all respondents are from the service sector employers (biggest single grouping)
- 87% of respondents operate a formal performance management process

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Features of Performance Management



- Fewer businesses are carrying out appraisals 65% (85% in 1997)
- Fewer businesses are setting objectives as part of the process 62% (83% in 1997)
- Performance related pay schemes have fallen 31% (43% in 1997)
- 360-Degree appraisal has increased 14% (11% in 1997)
- 62% of businesses use personal development plans (PDPs)
- 36% use some form of coaching in the process
- 37% use the process to aid career management and succession planning
- When designing the process senior management, team leaders and the personnel department are consulted

What People Say



- Performance Management is an integral part of the people management strategy
- Performance Management integrates the goals of individuals with those of the organisation
- Performance Management is an integrated part of the employee-line manager relationship
- People Management is integrated with other people management processes
- Performance Management sets stretching and challenging goals
- Performance Management helps us to express the value of the people contribution in the organisation

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Clarifying Performance Expectations



What are we measuring?



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Performance Management Criteria



1. Competence
2. Achievement of Objectives
3. Quality
4. Customer Care
5. Working relationships
6. Contribution to the Team
7. Productivity
8. Aligning Personal Objectives with Organisational Goals
9. Flexibility
10. Skills & Learning Targets
11. Business Awareness
12. Financial Awareness

Goal & Objective Setting



- 62% use objective Setting
- 78.9% of businesses link team objectives to organisational objectives

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Aims, Goals and Objectives



- **AIM** - A general direction.
- **GOAL** - A specific 'destination'.
- **OBJECTIVE** - Tasks and points of achievement on the way to the goal.



Aims, Goals and Objectives



AIM

- To retire to France within the next 12 months.

GOAL

- To buy a 3-bedroom house in Brittany with a large garden, within 50 miles of Brest airport, within a price range of 250,000 to 300,000 Euros.

OBJECTIVE

- Prepare house for sale and obtain valuation.
- Choose estate agent.
- Research property market in Brittany and draw up list of estate agents.
- Arrange tour of area over the summer holidays.
- Etc. Etc.



Accentuate the Positive



Be Positive in the way the goal is written.

Express as something we want to:

- **Do** or **Achieve** (e.g., climb Mount Everest).
- **Be** (e.g., become a rock star).
- **Have** (e.g., a Porsche 911).

Rather than something we:

- Don't want or want to avoid (e.g., avoid going into the family business).
- Want to eliminate (e.g., kick the smoking habit).



Stages of Goal Setting



- Write down the goal, in detail.
- Set a timescale for achieving the goal.
- Write down why you want to achieve this goal.
- Break down the goal into objectives, with timescales.
- Make the goal visible.
- Achieve and celebrate.



SMART Goals



- Specific.
- Measurable.
- Achievable.
- Relevant.
- Time-Bound.

Types of Performance Management Processes



- 62% use Objective Setting
- 31% use Competence Assessment
- 14% use 360-Degree Feedback
- 6% use Team Appraisal
- 59% give an overall rating for the individual

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Successful Performance Appraisal



- be simple to use both for staff and managers, but effective.
- assess performance in a way that is both transparent and fair.
- assess staff on the range of key skills and behaviours required.
- ensure all roles within the Company are valued. Any appraisal system must acknowledge and recognise the different skills required in different roles.
- help to identify learning and development objectives for individuals and encourage self development.
- encourage a partnership between staff and management



Successful Performance Appraisal in NOT!



- A secret report the employee doesn't see.
- The manager telling the employee what he or she did wrong.
- A meeting to negotiate pay.



Vision & Values



• Organisational

• Business Unit

• Departmental

• Team

• Personal



Company Values...



Team
Spirited

Financially
Strong

Customer
Focused

Socially
Responsible

Innovative



Balanced Score Card



- Developed by Dr Robert Kaplan & David Norton
- Strategic Planning & Management System
- Wider than Financial Measures
- Encourages a Long Term View
- Each of the Four Quadrants relates to and affects performance in the others

Balanced Score Card



The Reviews Process



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- 46% separate the process from pay review
- 53% do not use the process outcomes to influence pay decisions
- 3% have a form of team based pay

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Beliefs Actions Results



Actions determine results



Feelings determine actions



Attitudes determine feelings



Beliefs determine attitudes



Programming determines beliefs





- Line Manager By-In
 - 16% Completely
 - 62% Mostly Useful
 - 22% Indifferent but went through the motions
 - 1% Hostile
- 61% of line managers found the process effective
- 37% of line managers found the process partly effective or ineffective
- 26% of line managers thought the process was bureaucratic

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Who Buys-In to the Process?



- Performance Appraisals are Effective Say
 - 60% of Senior Management
 - 58% of Team Leaders & Managers
 - 49% of Personnel Managers
 - 36% of Frontline Employees

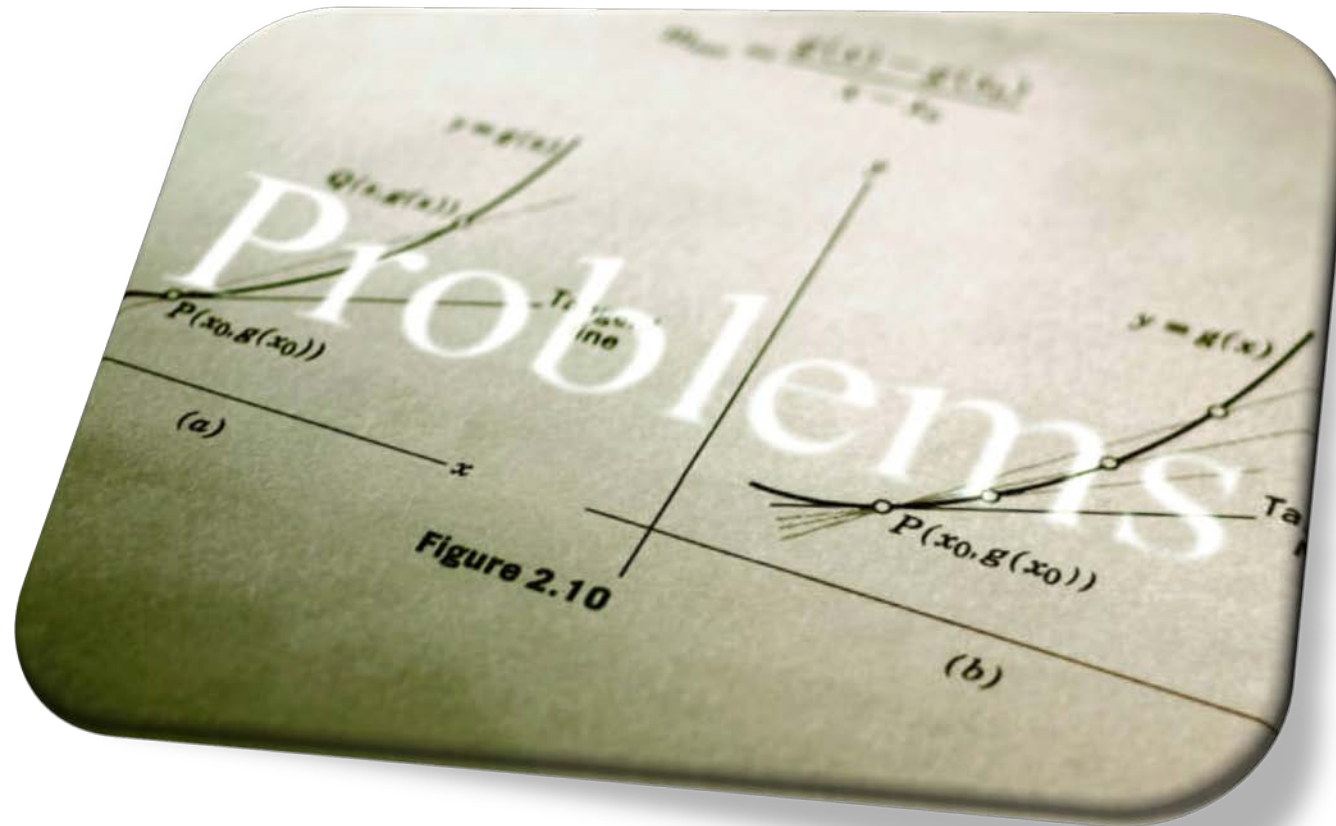
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Managing Poor Performance





- Goal Setting
- Reality
- Options
- What is to be done, When & by Whom?

What Makes A Successful Process?



- Management Buy-in
- Communication of Objectives
- Regular Evaluation
- Simple Processes
- Training
- Alignment with Business Objectives
- Follow-up & Feedback
- Staff Understand the Value
- Trainer Appraisers
- Consistent Use & Fairness

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What Are Positive Outcomes?



- Increased Profitability
- Motivation
- Management Buy-In
- Regular Feedback
- Achieved Performance Goals

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“

We must become the change
we want to see in the world.

”

Gandhi



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