

UNIT 4: The Travel and Tourism Business Toolkit

THE HUMAN RESOURCES LIFE CYCLE WITHIN THE CONTEXT OF AN HR
STRATEGY.

Performance Management

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.

Performance Management; The Cycle

1. Planning
2. Checking-in
3. Review

Performance Management; Planning

Performance Expectations = Results + Actions & Behaviors

- ▶ Results are often measured through the use of objectives and standards
- ▶ Actions and Behaviors can be measured through the use of performance dimensions.

Performance Management; Planning

Performance Expectations = Results + Actions & Behaviors

- ▶ Results are often measured through the use of objectives and standards
- ▶ Actions and Behaviors can be measured through the use of performance dimensions.

Performance Management; Planning

- ▶ Results (The goods and services produced by an employee often measured by objectives or standards)
- ▶ Actions & Behaviors (The methods and means used to make a product and the behaviors and values demonstrated during the process. Actions and Behaviors can be measured through performance dimensions.)

Performance Objectives

- ▶ **S**pecific
- ▶ **M**easurable
- ▶ **A**ttainable
- ▶ **R**elevant
- ▶ **T**imely

Performance Dimensions vs Competencies

- ▶ Performance dimensions focus on the actions that need to be taken by anyone doing that job to get the work done
- ▶ In contrast, a competency is a cluster of knowledge, skills and abilities that describes a general trait that an employee has or should have to perform a job. While competencies relate to the individual, performance dimensions relate to the job.

Since competencies focus on an employee's traits they are useful in hiring and development. Performance dimensions, which focus on the job, are useful for performance management and review.

Performance Dimensions; Characteristics

- ▶ Customer Service Orientation
- ▶ Teamwork
- ▶ Effective Communication
- ▶ Valuing Diversity
- ▶ Analysis and Problem-Solving
- ▶ Decision-Making and Results Orientation
- ▶ Adaptability
- ▶ Fostering a Safe and Secure Environment

Performance Expectation; Finalizing

- ▶ Specific work products (tangible evidence that can be reviewed without the employee being present)
- ▶ Reports and records, such as attendance, safety, inventory, financial records, etc.
- ▶ Checklists that can be completed by a client or supervisor listing specific, observable criteria that need to be met in order for an expectation to be considered complete. Criteria usually require a “yes” or “no” answer, such as: “implement a new program by [x] date.”
- ▶ Direct observation
- ▶ Rating scales that define, as precisely as possible, behaviors at different levels of performance (behaviorally anchored rating scales).
- ▶ Commendations or constructive or critical comments received about the employee's work

Performance Management; Check-In

Once performance objectives and standards are established, you should observe an employee's performance and check-in with them regularly, providing feedback.

Performance Management; Check-In

Effective observation and feedback can:

1. Strengthen communication between you and the employee
2. Help the employee attain performance objectives and meet standards
3. Increase employee motivation and commitment
4. Maintain and increase the employee's self-esteem
5. Provide support

Performance Management; Review

Some goals of the performance review process are to help the employee:

- ▶ Feel positive about the job
- ▶ Feel appreciated for specific contributions
- ▶ Benefit by specific, constructive feedback
- ▶ Keep informed about current and future performance objectives
- ▶ Keep motivated to do well and to develop
- ▶ Stay involved as a participant in the process

Performance Management; Linked Systems

- ▶ *Strategic planning*
- ▶ *Total compensation.*
- ▶ *Individual and team development.*
- ▶ *Succession planning.*
- ▶ *HR technology systems.*

Performance Management; Elements

1. Goal Setting
2. Performance Review
3. Performance Improvement Plans

Training and Development

Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles.

Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role.



Training and Development; Design

1. Identify Business Impact
2. Analyze Skill Gaps
3. Layer Training Methods
4. Evaluate Effectiveness and Sustain Gains

Training and Development; Benefit

- ▶ Improved employee performance
- ▶ Improved employee satisfaction and morale
- ▶ Addressing weaknesses
- ▶ Increased productivity and adherence to quality standards
- ▶ Reduced employee turnover

Succession Planning

It's a strategy for identifying and developing future leaders at your company — at all levels. Succession plans are used to address the inevitable changes that occur when employees resign, retire, are fired, get sick, or die.

Succession Planning; Steps

- ▶ Be proactive with succession planning
- ▶ Keep an open mind
- ▶ Make the vision known
- ▶ Offer regular feedback to protégés
- ▶ Provide training to peak performers
- ▶ Do a trial run of your succession plan
- ▶ Use your plan to develop a hiring strategy

Bibliography

- ▶ <https://www.thebalancecareers.com/use-training-and-development-to-motivate-staff-1917833>
- ▶ <https://www.allencomm.com/what-is-employee-training-development/>
- ▶ <https://2020projectmanagement.com/resources/project-management-training-and-qualifications/the-importance-of-training-and-development-in-the-workplace>
- ▶ <https://managementhelp.org/training/basics/reasons-for-training.htm>
- ▶ <https://www.roberthalf.com/blog/management-tips/7-steps-to-building-a-succession-plan-for-success>
- ▶ <https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/managing-successfully/performance-management>