Managing Workplace Performance

- Workplace performance starts with excellent training for each position
- Frequent feedback (both positive and negative) to all employees makes your job and their job easier
- Management in our industry conducts their work in a fishbowl, be a visible manager who leads by example
- It is the responsibility of management to create an a positive, fun, and healthy work environment, one where employees look forward to arriving at work

Roles and Goals Of Employment

Orientation

- This is the beginning of your internal cycle of service, and sets the tone and attitude for the future
- Pre-employment orientation can deliver the basics: who are we, who are our customers, how do we measure success
- Communicate the culture to the new staff member
- Ease transition anxiety: break the ice, provide mentoring activities, develop confidence levels
- Take care of “housekeeping” details all at once
Training Employees: Primer For Success

- Identify the training outcomes that you desire
- Develop training activities that support those outcomes
- Test the training activities for effectiveness and practicality
- Identify individuals within your operation who can deliver effective training
- Develop measurements of competency for the training activities

Training Employees: Important Questions

- How and where should we deliver training?
- Who should deliver the training?
- What is the total cost of training?
- How can managers support training on a continual basis?
- What tools do we need for delivery?

How & Where of Training Delivery?

- On-the-job training can be effective if it is supported by management and validated via measurement
- Trainers must “buy-in” and receive rewards
- Some training needs to be done outside of the job context
- The transition from on-the-job training should be both gradual and apparent
Who Should Deliver Training?

- Select the individual who can deliver the most effective training
- Select individuals who portray best practices on a consistent basis
- Select individuals who are committed to the company and the training goals!
- Select individuals who will make the employee feel truly welcome!
- Allow these individuals time to be effective!

Training Checklist

- Develop a comprehensive employee handbook, complete with documentation to reduce liability exposure on all levels
- Develop and test training materials that are specific for desired training outcomes
- Use a variety of media and activities to enhance training
- Conduct a detailed, organized tour of the property

Role of Performance Evaluations

- Management goal: No surprises!
- Evaluation needs to be: timely, thoughtful, positive and objective
- Frequency is driven by the situation
- Confidentiality is critical, across all levels
- Focus on accomplishments, opportunities for growth, and ways to improve the workplace
- Take advantage of the moment: identify individual performance objectives, future training and career development opportunities
Managing Difficult Employees

- ID of Problem
- Kill 'em With Kindness
- Isolate and Counsel
- Focus on Behavior v. Person
- Set Goals For Change
- Document All Sessions
- Follow Policy & Procedures
- Conduct ‘serious’ one-on-one sessions with another manager present, in clear-view of others if possible

Sexual Harassment Issues

- Develop Proper Policies & Procedures
- Post A Written Statement
- Provide Regular Training
- Listen and Respond To Indicators
- Maintain Healthy Workplace
- Implement An EAP
- Maintain Zero Tolerance

Terminating Employees

- Should come as no surprise, last resort
- Follow Policy & Procedure
- Look, Listen, and Learn
- Consider Alternatives
- Utilize A Witness
- Safety & Security Issues
- Easier Said Than Done