SIT50416 Diploma of Hospitality Management

SITXHRM006 Monitor Staff Performance

Student Handout
SITXHRM006 Monitor Staff Performance

This unit describes the performance outcomes, skills and knowledge required to monitor staff performance within the framework of established performance management systems. It requires the ability to monitor the day-to-day effectiveness of staff and conduct structured performance appraisals and formal counselling sessions.

The unit applies to senior personnel who operate independently or with limited guidance from others, including dedicated specialist staff or operational supervisors and managers.

It applies to all tourism, travel, hospitality and event sectors.

Elements and Performance Criteria

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<td>Elements describe the essential outcomes.</td>
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1. Monitor staff performance and provide feedback.

1.1. Consult with and inform colleagues about expected standards of performance using appropriate communication mechanisms.
1.2. Monitor ongoing performance through regular performance appraisals and by maintaining close contact with the workplace and colleagues.
1.3. Regularly provide colleagues with guidance and support to enhance their work performance.
1.4. Provide recognition and rewards for achievements and outstanding performance.
1.5. Identify need for further coaching or training and organise according to organisational policies.

2. Recognise and resolve performance problems.

2.1. Identify and investigate performance problems.
2.2. Use feedback and coaching to address performance problems.
2.3. Discuss and agree on possible solutions with the colleague.
2.4. Follow-up outcomes of informal counselling through review in the workplace.
2.5. Organise and conduct a formal counselling session when needed according to required procedures.

3. Implement performance management systems.

3.1. Implement formal performance management systems.
3.2. Conduct individual performance evaluations openly and fairly.
3.3. Complete and file performance management records.
3.4. Agree on courses of action with colleagues and follow-up in workplace.

One of the most effective ways to monitor an employee's performance is with your own eyes.
Monitoring employee performance

Implementing performance management systems invariably involves change. This could mean a change of HRM processes, culture, procedure, operational plans, and possibly mindset. As you introduce performance management systems, it is likely you will become an agent of change. How and when you communicate, with whom you communicate, and what you communicate will need careful consideration before you proceed. The effectiveness of your introduction strategies will become crucial to a successful implementation.

"There are Five Ways to Monitor Employee Performance"

There are five ways to monitor employee performance.

Number 1: Watch employees work. One of the most effective ways to monitor an employee's performance is with your own eyes. Watching an employee perform a task will tell you more about that employee's performance than just about any batch of data removed from the action. Especially if you are having difficulties helping an employee succeed with a particular task, watch that employee while he does the task. You'll find out exactly what's going wrong and how he can do it better.

The second way to monitor performance is ask for an account. In every one-on-one conversation with every employee, you need to be asking for an account of what that person has done since your last conversation: "What concrete actions did you take? Did you meet the clearly spelled-out expectations?" Then you need to listen very carefully, make judgments, and ask more probing questions. Asking for an account is the method of holding a person accountable that will come naturally if you are having regular one-on-one conversations.

The third way to monitor performance is to ask employees to use self-monitoring tools to help you keep track of their actions. They can use project plans, checklists, and activity logs. Employees can monitor whether they are meeting goals and deadlines laid out in a project plan, they can make notations within a checklist as they are accomplishing tasks, they can report to you at regular intervals. Activity logs are diaries that employees can keep, where they can actually note contemporaneously exactly what they're doing all day, including breaks or interruptions. Every time an employee moves on to a new activity, if he or she is using an activity log, the employee makes a note of what he or she is doing and when the activity began.

The fourth way to monitor performance is to review work in progress on a regular basis. That means you need to check your employees' work carefully in process along the way. If an employee is not responsible for producing a tangible end product, then watching that employee work is the same thing as reviewing the work in progress. But if she is responsible for an end product, then you can spot-check the work that person is doing on an ongoing basis. For example, if the employee manages a database, you might spot-check the records. If the employee writes reports, you could spot-check drafts of reports. If the employee makes phone calls, you could record them and listen to a random sample. If the employee makes widgets, you could check some half-done widgets and see how they look. You can't actually keep track of everything every employee does, but if you check random samples on a regular basis it creates a form of monitoring that will get employees to keep closer track of their own work.
Of course the fifth way to monitor performance is the one that most managers rely on inadvertently: hearsay. Well I call it asking around a little because you are going to get hearsay about how your employees are doing. The question is, do you become proactive about it? Do you go out and gather intelligence? Ask customers, vendors, coworkers, ask other managers about the interactions they’re having with your employees. Always ask questions about your employee’s work, never about the person. Don’t ask for evaluations, but ask for descriptions. Don’t ask for impressions, but ask for details. And don’t believe everything you hear; remember the unverified statement of a third party introduced to prove the truth of the matter asserted is hearsay. But if you’re gathering intelligence, if you’re asking around, the more you keep your ear to the ground, the more you’ll know which sources can be trusted. And of course if you’re doing all five methods of monitoring performance then the hearsay you get won’t be hearsay at all because you’ll have other evidence with which to verify.

**BONUS MANAGEMENT BEST PRACTICE**

Consider the five ways to monitor employee performance (watch employees work, ask for an account, help employees use self-monitoring tools, review work in progress on a regular basis, ask around a little). Rank them in order from 1 to 5 with 1 being the technique you use the most, and 5 being the technique you use the least. Then ask yourself - which techniques could I use more often to help make me a better manager?

http://www.hr.com/en/app/blog/2010/05/there-are-five-ways-to-monitor-employee-performance_g9fn9b80.html

**How to Monitor Staff Performance against Performance Objectives**

Research tells us that clear objectives ‘with effective measures’ can improve staff performance by over 30%. It’s difficult for managers to have ‘effective measures’ in place unless they monitor staff performance against the objectives.

So how can managers **monitor staff performance**? Here are some ideas.

The start point for managers is to identify a range of monitoring methods – so they can then choose the method that’s most effective (and easiest to apply!). For most managers the easiest part of monitoring staff performance is related to the quantifiable objectives. Here are some examples:

**Monitor staff performance against quantifiable objectives**

Methods:

- Sales reports
- Deadlines met
- Error reports
- Accuracy reports
- Documents
- Proposals
- Plans
- Budget forecasts
- Widgets produced
These tend to be the monitoring methods many managers are comfortable with because they’re about what the staff member does. It’s not too difficult to see if the staff member is submitting accurate work or achieving a sales target and these are great monitoring methods for the quantity, quality and time elements of the job.

Where difficulties arise is when these are the only monitoring methods a manager uses because most jobs aren’t just about the ‘what’, they’re also about ‘how’ the staff member does their job. Such as how the staff member:

- works as a team member
- works with customers
- deals with problems
- deals with change and so on

In summary, the staff member’s behaviours

When managers only monitor the ‘what’ of the job they only monitor staff performance for part of the job (and sometimes a relatively small part). If managers only monitor staff performance for part of the job then, usually, that is the only part that the staff member will feel it’s worth focusing on (no surprise there then!) What managers need to do is...

Monitor staff performance against behavioural objectives

Here are three ways to monitor behaviours

1. Observation

Observation is about the manager taking a planned approach to watching their staff member ‘in action’. The idea is that the manager plans to observe the specific behaviours that they have described as performance objectives. For example, if the manager has agreed that one of the performance objectives for teamwork is ‘contributing to team meetings’ then those are the specific behaviours they will plan to observe. It’s about the manager:

- looking at the performance objectives they have agreed that relate to behavioural elements of the job and then
- planning how they will observe those behaviours e.g. paying particular attention to the staff member’s behaviour in the next team meeting

2. Report back

Report back is about the staff member reporting back to the manager on their performance. This is a really useful technique where the staff member is responsible for ‘evidencing their performance against the objectives the manager has agreed with them

A good example would be if the manager had an agreed a performance objective for ‘effective time management’ which included ‘takes action to manage interruptions’. Then the staff member would simply report back to the manager with some examples of when they had taken action to manage interruptions.
3. Feedback

Feedback is about the manager getting feedback from people on the staff member’s performance. This could be from:

- customers
- suppliers
- team members
- other departments

NB! It’s important that managers only look for feedback:

a) As agreed between the manager and the staff member and

b) Described in the performance objectives

For example, an objective related to ‘Client Servicing’ is ‘Client feedback reflects a high level of satisfaction’. This is the feedback the manager and / or the staff member would focus on collecting.

How to Monitor Staff Performance against Objectives – A Key Principle

The wider the range of methods the manager uses, the more effective the monitoring will be because using a range of methods means they will gain a more balanced view of the staff member’s performance.

This means managers can then give their staff the type of performance feedback that staff tell us they want more of, because they find it constructive and motivational, and which improves performance.

And of course we know – ‘what gets measured gets done’ and it’s impossible to measure without monitoring!


How to Monitor Employee Motivation, Satisfaction & Performance

Monitoring employee motivation, satisfaction and performance takes much more than simply tracking time and attendance.

Monitoring the activities of your employees is a simple task; however, measuring and monitoring subjective matters, including motivation, job satisfaction and performance, take a great degree of skill, innovation and expertise from your human resources department. There are several methods to consider for each measurement, and in many instances trial and error may be the only road to perfecting a system that works well for your organization.
Step 1

Track motivation of your employees through observation of how enthusiastic they are about arriving at the job site, interacting with colleagues and engaging in activities to which they are assigned. In "Measuring Employee Motivation", the author observes, "It seems as though a growing number of senior executives are drawing a link between employee motivation and business success. As a result they are keen to know how motivated staff are, and what causes any lack of motivation." Individuals who exhibit a collegial attitude about working with others generally have high levels of motivation. In addition, the level of motivation among the work force can also be measured by the improvements in performance appraisals, and the quality of work performed. For young staffers new to the work force, the motivated employees will likely be the ones who demonstrate initiative by asking for additional work or more challenging assignments. For seasoned employees, their motivation is obvious in the ways they offer assistance to new employees, and seek ways to improve company processes and procedures for better efficiency and effectiveness.

Step 2

Calculate responses from employee opinion survey results to determine the level of job satisfaction among your work force. Your human resources leader can construct survey methodology that elicits information from each employee about the sense of job satisfaction, which is usually connected to employees' feelings about job security. Outside influences may skew responses somewhat, but for the most part, the responses you receive from an anonymous and confidential survey may prove enlightening for your human resources department and your executive leadership team. The followup activities for any employee opinion survey is creating an action plan to address deficiencies your employees believe can be easily corrected. Another way to improve job satisfaction subsequent to administration of your employee opinion survey is including employees in the resolution of issues discovered in their responses. Share with your employees the timeline and results of the executive team's activities. Your employees will feel that you are genuinely interested in their job satisfaction.

Step 3

Conduct annual performance appraisals to measure employee performance. Your human resources leader develops a performance management program that is best suited to your company business, industry, number of employees and type of work environment. The performance management process actually begins once the employee joins your company and can, therefore, be continuously measured throughout the year. If managers adhere to best practices for providing employee feedback on a regular basis, it is very realistic to have a read on the level of employee performance at any time—not just during the performance appraisal season. Another test for employee performance is obtaining feedback from colleagues willing to share information about employees with whom they work or observe. This type of peer evaluation can be extremely helpful, and it doesn't need to be a complex 360 degree performance appraisal system.

7 Easy Ways to Measure Employee Performance

Productive employees are the lifeblood of every recruiting business, but how do you assess their performance levels? Do they understand your goals and expectations? Are they meeting their personal objectives?

Every company should continually monitor and evaluate their employees; here are seven easy ways to quickly gauge performance and ensure your firm is on the right track:

**Punctuality:** Employees who regularly arrive late for work or are frequently absent from the office are unlikely to be meeting their performance objectives. The underlying issue needs to be addressed here – have they received adequate training? Do they get along with their co-workers and manager? Issues with punctuality mean an employee is not doing their job to their full potential and a negative attitude may also be affecting their colleagues.

**Quality of work:** The timely completion of projects to the desired standard is a key indicator in measuring employee performance. Is the work being carried out average or outstanding? Are they committing maximum effort to projects? Is their attitude affecting their ability to meet your expectations? Do they understand their personal performance objectives? The answers to those questions will help you to understand the root causes of any problems.

**Observe personal habits:** Perpetual bad habits can detract from employee performance. This may include indulging in office gossip, taking unauthorized breaks, disruptive behavior and the use of computers for personal reasons (such as social media, online shopping). In order to prevent these habits from being adopted by their co-workers, you must be clear on what is acceptable in your business and issue an appropriate behavioral code.

**Check their attitude:** A bad attitude will often manifest itself in insubordinate behavior. Again, this is indicative of an individual who is unlikely to be meeting their performance objectives. Typically, these employees will not comply with company policies and are likely to display disrespect for your company and co-workers.

**Review personal presentation:** Most firms have a professional dress code appropriate to the job and company culture. Employees who disregard your expectations and present a disheveled or careless appearance reflect badly on your image. It’s likely that their performance will be failing to meet your expectations too.

**Carry out a client survey:** The consequences of poor employee performance will ultimately manifest themselves in customer service. A client survey can quickly identify issues with individuals. A positive response means your employee performance is meeting or exceeding expectations. What is the overall customer service experience of your recruiters and representatives?

**Carry out random checks:** Depending on the nature of your business consider implementing random checks against quality standards. This may include reviewing telephone calls and checking records. While your employees may be aware of this policy, the random nature of the checks can motivate staff to put in a consistent performance.
Evaluating employee performance should be carried out on an on-going basis and encompass all areas of their work ethic and individual achievements. Remember too, that poor performance or negative behaviors can also be symptomatic of an underlying problem with your organization’s culture, so have a plan in place to address any issues you discover.


**Monitoring Employee Performance: What's the Point?**

Imagine this: It’s your performance appraisal meeting. As you enter the room you find your manager frantically scrabbling in her drawer trying to find copies of the performance objectives you last agreed – 12 months ago. She finds the objectives, blows off the dust and you both stare at them blankly? Has that ever happened to you?

Many managers I know do some excellent work agreeing **performance objectives** with their staff then ... nothing. Clearly once managers have agreed performance objectives they then need to agree with their staff how they are going to go about monitoring performance against those objectives.

Why?

**Monitoring Performance = Effective Measures**

Because research tells us that clear objectives **with effective measures** can improve performance by over 30%? Well here’s the part about ‘effective measures’ (and it’s impossible to measure performance without monitoring performance)

**Monitoring Performance = Effective Performance Feedback**

Also by effectively monitoring performance managers gather the information they need to give feedback which is;

- Accurate
- Objective
- Balanced

The type of feedback that staff tell us they want more of, because they find it constructive and motivational, and which improves performance

**Monitoring Performance = A Valued Staff Member**

Also, by monitoring performance, managers demonstrate to their staff member;

- How important they consider their staff member’s work to be
- How much they value their staff member’s contribution to the business

After all, why would a manager you bother monitoring staff performance if they didn’t think that performance was valuable? I guess they wouldn’t. When managers monitor performance they pay attention to their staff’s work and that, in itself, is motivational.
Monitoring Performance – What Does It Actually Mean?

Monitoring performance is a structured, planned activity where both the manager and the staff member collect examples and samples of their actual performance for comparison against the agreed performance objectives.

And a quick word about what monitoring isn’t – it isn’t about checking every bit of the staff member’s work or about following them around. It’s about collecting examples and samples.

Monitoring Performance – Do The Managers in Your Business Need Help?
The skill to effectively monitoring performance is to:
a) Identify a range of easy to use, practical monitoring methods
b) Involve the staff member in monitoring their own performance
c) Design and implement a structured monitoring plan

How to Resolve Serious Performance Problems

As a manager, you need to differentiate between employee problems that simply call for a coaching conversation and those that require a corrective action discussion. Corrective action should only be taken for serious performance issues. These occur when an employee either exhibits behavior that cannot be tolerated or does not live up to agreements made in previous coaching sessions.

Corrective action discussions must be firm and direct – but not punishing – and the tone should be adult-to-adult, not parent-to-child. The manager must clearly indicate that correcting the situation is the employee’s responsibility, not the manager’s. Consequences of continued performance problems should be determined before the discussion and clearly explained to the employee. These conversations should always be held in private.

A “road map” for a successful corrective action discussion can be found in the following A-B-C-D-E-F formula:

A. Awareness of the problem
First, you must clearly describe the difficulties caused by the performance problem, because troublesome employees are sometimes unaware of the effects of their behavior. Let the employee know that these problems now have to stop. If the employee starts to argue, indicate that this is not a debatable issue.

B. Behavioral expectations
Next, specifically describe the improvement that you expect and what “good performance” will look like. For example, don’t just ask the employee to “be more cooperative” – tell him specifically how, when, and with whom he is expected to cooperate. Give examples to illustrate your points. Make it clear that these changes need to take place immediately.

C. Clear consequences
If poor performance continues, then something unpleasant needs to happen to the employee. Before this conversation, you should have agreed with your own boss on what these consequences will be. Consequences can range from a change in work assignment to a demotion to termination. Tell the employee exactly what will happen next if he fails to improve.
D. Decision to change
You must now ask the employee to make a decision: is she able and willing to change her behavior? This is not a rhetorical question or a gimmick. She really needs to consider whether change is possible. If necessary, she can think about it overnight and give you her decision the following day. If she decides that change is not possible, then she should be given a period of time in which to find another job.

E. Employee involvement
If the employee agrees to change, then she needs to create an action plan. Exactly how is she going to meet the expectations that you have outlined? Ask her to put the action plan in writing. Be sure that she is specific about how she plans to change her behavior.

F. Follow up
Set a time to meet with the employee to assess progress. If he’s doing well, praise his improvement and express appreciation for his efforts. But if no significant change occurs, then enforce the consequences. For this process to work, you must follow through. If you don’t, you send the message that it doesn’t really matter. And you’ll be right back where you started.

It’s been said that “A paycheck doesn’t buy someone’s soul, but it does rent their behavior.” With serious performance issues, you need to change the terms of your “rental agreement” as quickly as possible! Poor performers not only drain their manager’s energy, but also hurt the morale of good employees. Resolving these problems requires some time and attention, but in the long run, it’s definitely worth the effort.


Tips To Quickly Resolve Staff Performance Problems

Identify the Problem(s) First Performance problems can appear in many varieties and for a myriad of reasons. While some are caused by inferior management, the majority of performance problems stem from personal and professional situations of which managers may not be aware. In some cases, your problem employee doesn’t even recognize the source of the problem. Much like a doctor observing the symptoms of a patient’s discomfort and identifying the cause of the problem, good managers must try to first identify the source and type of performance problem to apply the proper treatment. Often, identifying the nature of the problem is more difficult than the cure. Sometimes, installing more discipline solves the problem. In other cases, longer term empathy, counselling, or training is necessary. In all cases, you need to identify the basis for the performance problem in order to fix it quickly and efficiently.

Should the employee’s unsatisfactory performance be caused by a personal problem, your approach should be even more “delicate” in implementation. Humans are complex beings. Even your most direct and straightforward employees may be reluctant to mention or discuss personal issues causing decreased performance. Yet your responsibility as a manager to motivate and deliver maximum performance remains intact. If a personal issue is triggering unacceptable performance, you need to work around sensitive areas to re-focus your troubled staff member. The following five tips to help you resolve performance issues will typically be successful only if you have some confidence in the root of the problem. The treatment and “delivery” will be much more effective if you know the cause of the negative performance.
Please understand one important fact: These tips may quickly resolve performance problems, but quickly does not equal easily. Directly addressing performance problems is neither easy nor comfortable for even the most experienced manager. If your strategy is simply to reprimand and/or terminate the employee having these problems, the resolution may be easier, but may create more problems (with the rest of your team) than it solves.

Your goal should be to rehabilitate the under-performing employee to avoid turnover and spur a quicker return to high performance. This is seldom easy, but usually the best, most productive option. Try one or more of these tips to achieve this goal. Address the problem as soon as it arises or as soon as you are aware of it. Never procrastinate or delay your action. Along with your employee possibly believing under-performance is acceptable, the rest of your team (who will be aware of the performance problem) may perceive that you simply don’t care or you accept this level of performance. Use your conversation or meeting as a positive new starting point. Don’t spend time on negative history, but concentrate on ways to eliminate the unacceptable performance and improve results in the future. Few under-performing employees are unaware of your displeasure in their recent efforts. It is counterproductive to spend time restating the unfortunate obvious. Concentrate on prevention of future issues. You’ll feel better and your employee will appreciate the opportunity to improve going forward.

Ask your employee for suggestions on how to improve his/her performance. Don’t be surprised if there is a moment of silence, as your staff member may be a bit shocked that you asked. If they know the reason for your meeting, they will initially have a defensive position. It may take a moment for them to realize that you actually care about their ideas to improve performance. Once they realize you sincerely want their suggestions, your problem may already be partially solved. Be very clear that your concerns relate to behavior, attitude, and performance, not personal shortcomings. Discussing an employee’s mother or spouse, off work activities, or political leanings is useless. You must focus on the workplace and your employee’s place and performance therein. Even if you have determined that the source of the under-performance is a personal issue, you should impress on your employee that your concern must be workplace performance, not personal shortcomings or problems. Stress your concern for personal improvement, not in creating a fear motivator. Instilling a sense of fear of continued employment or other career disasters is more likely to diminish, rather than improve, performance.

Your goal is to help improve the performance of your employee and your team, not display your power to make everyone afraid. You may be surprised at how using one or more of these tips can quickly turn around an under-performing employee. If you can identify the source of the problem, you can address the situation with more knowledge and comfort, choosing the best approach to achieve the result you want. Any combination of these five tips should work, but knowing the root cause of the problem allows you to “customize” your approach.

http://www.slideshare.net/yostlis/five-tips-to-quickly-resolve-staff-performance-problems

How to Implement a Performance Management System (A to Z process)

Depending on what kind of changes have been made we will have to prepare a communication and change management plan in order to transfer the organization smoothly from one to another PMS. While the small changes can be covered by simple communication informing about the changes in the system, major changes may even require change of mindset and old habits, which will need a more serious change management plan.
The implementation of a Performance Management System is a project of its own so it should be treated as one. So, as every other project of this character it needs serious approach towards all project elements and phases such as defining, planning, people, resource and stakeholder management, implementation, monitoring, measuring etc..

Among the other necessary elements the project plan should include the following elements and activities:

Analysis of the Present Situation

The first thing to do is screening and analysis of the organization where we want to implement the system. This process will have to give us answers on the following questions:

- Is there a PMS in place? If yes, what kind of a system is it? When was it implemented? How is it connected to the other HR tools and systems?
- What are the current Compensation and Benefits packages? Are they connected to the PMS? Should they be connected to the new PMS? Is there a plan to implement new Compensation and Benefits packages? How are they going to be connected to the PMS?
- What is the Organizational Structure? Lines of reporting? Who is in the new PMS? Who should be in the new one? Who will be the evaluators?
- What kind of Corporate Culture does the organization have? Will that kind of culture support or block the changes? What are people used to?

The answers to these questions will give us the first picture of the current situation in the organization - what they have at the moment, and even more important, what kind of a system can be implemented.

Expectations and First Opinions from Major Stakeholders

The performance management system will affect the company in whole, the owners, the management and the employees. These are the stakeholders in the process of implementation and utilization of the PMS. If any of these stakeholders don’t accept well the new PMS, there will be obstacles in the implementation and utilization of the system.

In that respect you need a stakeholder management plan that will cover all the bases and keep all stakeholders informed and under control during all phases of the implementation.

So the next thing after the analysis would be to organize separate meetings or workshops with the major stakeholders. The answers that you need to get from these meetings are

- What kind of expectations do they have?
- How do they see the PMS?
- What do they want to achieve with it? What do they want to get from it? What do they want to use it for?
- What kind of ideas do they have?
- Are there any directions, limitations or frameworks?

The next thing to do is to draft the general framework of the Performance Management System and present it to the owners, representatives from the Board of directors etc. as well as to the top management in order to see if the ideas that you have are the right ones and that the PMS will meet their expectations and needs. If the previous two steps have been completed correctly (and not
done only in order to check the activities in the project plan) then it shouldn't be a problem to compile a system that will meet the expectations. In this phase you don't need to arrange meetings with all stakeholders all over again.

Designing the Performance Management System

By now you should have all the necessary inputs and information to design the performance management system. Once you have your drafts approved by the major stakeholders it should be easy to put it all in details explaining the process, major elements, rules, frames and directions, stakeholders, inputs and outputs.

While you have the inputs from the major stakeholders, before you finish the design of the PMS you should **check the details that touch and concern other functional areas in the organization** with the relevant managers from the respective areas. For instance, if you plan the target setting and evaluation process to be done electronically, then IT department should definitely be consulted. If you connect the PMS to bonuses and other rewards, then the Finance director should be consulted etc.

Alignment on Top Management Level and Formal Approval

When the design is finished, before you start the formal approval process for the system it is advisable that the PMS, as designed in the previous phase, is aligned at a top management level. This means to ensure that all the top managers accept it and don't have (major) objections or concerns. This doesn't mean that you need to satisfy the wishes of each and every one of the top managers; but that you need to ensure that there is no major dissatisfaction from certain elements of the system.

After you have ensured that there are no objections, you can start the formal approval process as foreseen in the respective organization.

Information and Change Management

*Depending on what kind of changes have been made we will have to prepare a communication and change management plan in order to transfer the organization smoothly from one to another PMS*

Depending on what kind of changes have been made, i.e. if we have made slight changes to an existing PMS or implemented a completely new system we will have to prepare a communication and change management plan in order to transfer the organization smoothly from one to another PMS. While the small changes can be covered by simple communication informing about the changes in the system, major changes may require change of mindset and old habits, which will need a more serious change management plan.

The basic communication plan should be consisted of detailed information sent to the management and employees of the organization. Bigger changes would require additional trainings, workshops or e-trainings and e-tutorials for the managers; and some e-tutorials for the employees. The HR unit can also organize a series of open character workshops where employees can voluntarily come to hear about the new system etc.

Furthermore, the change management doesn't include only pre-implementation communication and change management but also activities, guidance and assistance from HR department during the first cycle of target setting and evaluation, as well as during the monitoring and feedback processes. This will ensure proper implementation of the new Performance Management System.
Managing employees

Getting your people management skills right can be the most challenging but rewarding part of running a business. When employees perform poorly it can be for many reasons. The situations that require management of people can quite often be the most stressful part of a supervisor or manager’s role.

Communication is the key

Being able to communicate with employees is the key to managing people well! Many employment situations often involve sensitive and difficult to handle matters which can include:

- personal hygiene
- dress or professional image
- personal relationships including sexual behaviour in the workplace
- medical and mental health issues, alcohol or drug related issues
- bullying or harassment, inappropriate language and attitude.

The key to successful people management is to address this sometimes delicate and even offensive behaviour by staff with honesty and openness ensuring that the employee understands how the particular behaviour is affecting their performance in the workplace.

Six ways to improve communication between a manager and employees:

1. Identify which communication methods are ineffective and unproductive and try something different.
2. Take personal communication styles into account and any personal difficulties that parties may be experiencing eg. is their personality that of an extrovert or introvert.
3. Break the issue down in to smaller parts and specifically clarify what are the 'real' issues at hand, focusing on the important issues.
4. Remain focused and clear, and ensure privacy so that that you can establish trust.
5. Have a willingness to explore options.
6. It is important to provide realistic outcomes to parties who may be holding onto perceived best outcome scenarios.

Why do staff under-perform?

There can be many reasons why an employee may be performing badly and this can be personal or work-related. It may be surprising to realise that sometimes these reasons concern factors related to the design of an employee's job and the tasks they are required to perform.

The Fair Work Online website [Fair Work Ombudsman] has a Best Practice Guide to managing underperformance. There can be significant benefits to managing employees and implementing best practice in a workplace is the key to this.
What are some ways to discuss an employee's poor performance?

Employers/managers should organise to have a private discussion with the employee about the problem. It should be in a comfortable, non-threatening environment and take place at a time when neither party will be interrupted. It can be effective to conduct this as a counselling session. However, the matter may also require a formal disciplinary procedure to be followed.

How to conduct an effective counselling session

A less formal way of dealing with a performance issue is to undertake an informal counselling session. This is generally in the form of listening and sharing ideas between the manager/employer and the employee and the manager/employer giving advice direction and counsel.

Counselling at work may help people identify the causes of work-related problems, such as poor performance.

There are many reasons why counselling an employee can benefit both parties.

It can be a positive measure that prevents termination and formal disciplinary action, it can also reduce the turnover of staff and the costs associated with replacing and training new staff. It shows that manager or employer has a commitment to the employee and their performance in the role.

Counselling can form the first step before commencement of formal disciplinary procedures. It is important for the manager or employer to record the fact that the meeting took place and any course of action that was decided upon.

Some suggestions to follow when counselling employees:

- Advise the employee the specifics of the behaviour and how the behaviour is affecting their work.
- Be specific and compare current performance to expected performance or behaviour. Give examples.
- Avoid comparing the employee with other employees.
- Show empathy – explain your understanding of the situation.
- Be a positive listener – let the employee know your understanding of the situation.
- Establish how and when to follow up on commitments for improvement. There should also be a date set to review.
- Close on a friendly note ensuring that anything raised in the discussion will be kept confidential.
- Encourage the employee to keep open lines of communication for future discussion.

What if counselling doesn't solve the problem?

An employee may not achieve the desired improved standard immediately after the counselling session. It may require a period of adjustment and time to steadily improve.

The employer/manager must be committed to the counselling process and reward and recognise the employee’s efforts to improve.

If the employer or manager is facing a situation where an employee may be dismissed, it is essential that they document and substantiate their actions.
The decision for the employer/manager to make is at what stage the benefit of counselling has been exhausted and when formal disciplinary proceedings should commence.

Sometimes an employee’s performance or conduct issues may be as a result of personal circumstances such as sickness or family difficulties etc. If their supervisor becomes aware of these during a counselling session it may be appropriate to refer the person onto a GP or other suitable health professional for specialist assistance. An employer should take these factors into account before deciding on an appropriate course of action.

**Disciplinary Procedure**

A disciplinary procedure is a more formal method of dealing with performance issues at the end of which the employee may be terminated.

Employers are obligated to go through a process which is considered fair and reasonable. Employers and employees can check out what is considered as harsh, unjust or unreasonable on the Fair Work Online website [Fair Work Ombudsman] but the following information may also help:

- Employees who are performing unsatisfactorily will be counselled so they understand the standards expected of them. They will be offered assistance and guidance in achieving the expected standards.
- Confidential records of any counselling undertaken will be made. The employee will be shown and given a copy of the written records and will have an opportunity to comment on its contents. This can be done either in writing or orally. The record will only be placed on the employee’s personal file when the employee has been given the opportunity of responding to the record and adding any notations regarding the contents of the record.
- Employees whose performance or behaviour is unsatisfactory will be given adequate time to demonstrate a willingness to improve. If at the end of this period the employee shows no willingness to improve in the opinion of the employer, a final warning in writing will be issued to the employee. This notice will inform the employee in writing that disciplinary action up to and including dismissal may be taken if the employee does not cease the unsatisfactory performance or behaviour immediately.
- The employer also has the right to summarily dismiss an employee for serious and wilful misconduct.
- At every stage of the disciplinary process, the employee has the right to have another employee or union representative present as a witness.

**How many warnings should an employee be given before disciplinary action occurs?**

There is no hard and fast rule. The supervisor should give the employee a number of chances to improve their behaviour or conduct. But do not issue a large number of warnings as this could give the impression that his or her conduct is not really serious and will not merit dismissal.

In general, three warnings would be considered adequate. It is suggested the supervisor makes sure that their employee realises the number of warnings to be given will not be open-ended.

**Workplace policies**

It is a good idea for employers whether small, medium or large, to have clear policies or a Code of Conduct when it comes to managing difficult employees.

These policies help provide direction to staff on what can be expected if they are being counselled or disciplined over their performance at work.
Fair Work Commission, when hearing unfair dismissal cases, have highlighted the importance of having clearly expressed policies that include allowing the employee the opportunity to respond to issues raised as well as allowing a support person to be present.

When terminating an employee, a small business employer can utilise the Small Business Fair Dismissal Code [Fair Work Ombudsman].

**What happens if an employee lodges unfair dismissal?**

An employee may believe that their dismissal was harsh, unjust or unreasonable, in which case they may lodge an unfair dismissal claim. A claim can be lodged with Fair Work Commission and the employer will have the opportunity to show that they have followed a process for dismissal which included counselling and disciplinary action.