

ONLINE COURSE



The Fundamentals of **PEOPLE AND PERFORMANCE MANAGEMENT**



Background and Rationale

Recent research identified that tourism and hospitality professionals have a need for on the job support, management and development as they are encouraged to become effective members of the team. As part of the Fáilte Ireland Employer Excellence Programme the Fundamentals of People and Performance Management has been developed to support this need.

This online, self-paced training course enables learners to engage with the content in a manner that best suits them and their workplace.

The course has been designed with real-time implementation of the learning through a variety of downloadable resources as they progress through the course.

Senior management and business owners are encouraged to provide time and appropriate resources (e.g., a quiet space, a computer, and reflective time and support) to their employees who are taking part in this online course, with a focus on active embedding of the learning with their teams.

In line with S.I. No. 686/2022 - European Union (Transparent and Predictable Working Conditions) Regulations, 2022, where an employer is required by law or by a collective agreement to provide training to an employee so that they can carry out their role, such training must

- Be provided to the employee free of cost,
- Count as working time,
- Where possible, take place during working hours.





Who is this course suitable for?

- **Tourism & hospitality employees newly operating as team leaders, supervisors or line managers with responsibility for supporting team members** regarding induction, training, development, and day-to-day performance management.
- **Existing team leaders and managers** seeking to refresh and further enhance their people management, personal leadership, and communication skills.






*For optimal impact of this learning, not only to individual participants but to the wider business, **it is recommended that all team leaders, supervisors and line managers in the business are encouraged to engage with the course.***

It is a requirement of the Employer Excellence Programme that a minimum of 70% of People Managers registered for the Fundamentals of People Management training complete the online training by the advised time to be eligible for Employer Excellence Certification. More detail can be found here: <https://www.failteireland.ie/Failteireland/media/WebsiteStructure/Documents/tourism-careers/Employer-Excellence-Programme-Guidelines-Final-4.pdf>

Benefits and Impact

-  **Self Paced training** allows participants to access the material on demand and at any time meaning their day to day work will not be affected
-  Benefit from **up-to-date and industry relevant content** for onboarding, managing and communicating with employees.
-  **Equip your teams with knowledge** of best practice people management
-  **Improve your employer brand** by supporting employees with regards to best practice and goal achievement

Course Structure

-  **Three modules**, with 3-4 sections per module, a total of 10 learning units.
-  Total direct learning time of approximately **6 hours**, recommended to be **taken over 3-6 weeks**.
-  Learning format supports **bite-size engagement** – using a mix of video, supporting reading, quizzes & assessments.
-  **60 supporting downloadable resources** provided to guide implementation of learning directly back to the workplace including a sample induction training plan, employee appraisal form, training needs analysis questionnaire and how to give constructive feedback.
-  Senior managers are encouraged to **support participants by checking-in regularly** to reflect on learning, and to identify possibilities for organisational change regarding staff development & performance management, supporting career pathways, and improving staff recognition and retention and employer brand.

Course Content

MODULE 1: EFFECTIVE COMMUNICATION FOR EMPLOYEE ENGAGEMENT

SECTION 1:
Effective Communication
& Inducting New Employees

SECTION 2:
The Process & Communication
of Probationary Management

SECTION 3:
Internal Communication

Module 1 focuses on the initial stages of working with an employee, including effective induction and probationary practices, as well addressing ways to optimise the effectiveness of day-to-day internal communications across the business to support the development of high performing teams.

Supporting resources include:

- Sample induction training plans and records
- Probationary review templates
- Weekly and daily team meeting templates

MODULE 2: PERSONAL LEADERSHIP – COACHING & MANAGEMENT STYLES IN BUILDING OF EFFECTIVE TEAMS

SECTION 1:
Effective Leadership
& Leadership Styles

SECTION 2:
Inspiring Others

SECTION 3:
Building an Effective Team

Module 2 focuses on the participants' personal leadership with others. It investigates different leadership styles and encourages learners to identify and improve their own personal leadership to suit different situations and staff learning needs, while also learning to apply coaching techniques in their day-to-day work. It also addresses ways to motivate and inspire team members, as well as how to create a culture of engagement with the wider community, supporting your Employer brand.

Supporting resources include:

- Motivational techniques;
- Time management tools;
- Self-assessment tool regarding leadership style.

MODULE 3: MANAGING PERFORMANCE DAY-TO-DAY

SECTION 1:
Effective Performance
Management

SECTION 2:
Setting Objectives and
Employee Development

SECTION 3:
Giving Constructive
Feedback & Managing
Difficult Conversations

SECTION 4:
Recognition and Reward

Module 3 supports participants to consider their day-to-day performance management approach and how to build effective strategies and resources in managing not only individual employees but managing team to deliver optimal performance. It looks at the processes involved in goal setting and employee appraisals, as well as how to give effective feedback and manage difficult conversations with staff. It also addresses the importance of recognising and rewarding team members.

Supporting resources include:

- Goal setting templates;
- Appraisal meeting templates;
- Employee recognition guidance materials.

FURTHER INFORMATION:

For further information on sign up and participant queries/support during the programme, email: employerexcellence@failteireland.ie