

ONLINE COURSE

# The Fundamentals of **PEOPLE AND PERFORMANCE MANAGEMENT**



## Introduction to the Course

# Background and Rationale

Recent research by Fáilte Ireland identified 40,000 vacancies in the industry, with a quarter of those vacancies at senior level. Furthermore, 1 in 3 employees in the industry have no previous experience in Tourism & Hospitality, thus requiring on the job support, management, and development as they are encouraged to become effective members of the team.

In response to this need, Fáilte Ireland has developed this online, self-paced training course. The online format enables learners to engage with the content in a manner that best suits them and their workplace, with an emphasis on real-time implementation of the learning 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.



## Who should attend?

- **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.***



## 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.
- **Online self-directed format** allows learner to set their own pace of engagement, and allows for minimal disruption to day-to-day job requirements.
- Additional time **required to support active implementation of learning** in their daily work.
- 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.



## Benefits and Impact

- The **self-paced** allows participants to access the material at **a time that suits them and your business**, meaning day-to-day work will not be affected.
- Managers will benefit from **up-to-date, industry-relevant content** relating to onboarding, managing, and communicating with all employees.
- Senior **employees will be equipped with knowledge of best practice in people management**, and confident in their roles as people and performance managers.
- Businesses will benefit from an **improved employer brand**, as employees are actively supported and rewarded regarding best practice and goal achievement.



# 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: [business.supports@failteireland.ie](mailto:business.supports@failteireland.ie)