



# Expectations, Work Planning, & Performance Reviews



**Hospitality Resources**  
INTERNATIONAL

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### Performance Management

Recognizing that a hospitality organization is a collection of diverse business enterprises, each with its own requirements, disciplines, and knowledge for success, General Managers must rely on department heads to run their operations with high levels of professionalism, efficiency, and service. But to ensure that this is consistently done with a quality that meets customer/guest/member and ownership's expectations, the general manager must exert his or her authority to guide subordinates toward a common vision, specific goals, and a coordinated timing of initiatives across departmental lines.

With this in mind there is probably no more important thing a general manager can do to drive desired outcomes than to prepare detailed work plans for subordinate managers and hold them strictly accountable for results.

But beyond the specifics and timing of work plan elements the General Manager must also spell out in detail his or her expectations for leadership, management disciplines, and organizational professionalism, as well as performance and service standards for the operation. The overall cycle of **performance management**, then, consists of enumerating expectations, driving organizational development through work planning, and providing feedback and measurements of performance by means of periodic formal reviews.

The performance of line employees, while not carrying the same scope and weight of consequence as that of managers and supervisors, is still important in that it most directly affects service and service delivery. So while the work planning requirement is not as significant for line employees, the need to spell out expectations for behavior and performance is still of major concern.

Further, all employees need and deserve feedback on their efforts at work. Such feedback serves as ongoing guidance as to the suitability and sufficiency of their contribution to the collective effort. While it is expected that employees will receive this feedback on a day in, day out basis, it is also customary and appropriate to give them formal feedback during periodic performance reviews.

Lastly, such reviews provide opportunities for helping employees with self- and career-development advice. Such interest by management in each employee's development will yield greater commitment and loyalty to the organization and its performance.

*Note: There are a number of places in this book where specific documents and resources are underlined. These items may be found on the Hospitality Resources International website by using the search feature.*

# EXPECTATIONS

The articles in this section are designed to provide management and supervisory staff with the basic standards by which their efforts will be judged.

### Expectations

Unless your employees inhabit some alternate reality, one in which every one of them intrinsically understands the multi-dimensional requirements of service and has telepathic powers to know how you want them to function at all times, you as a General Manager must spell out your expectations for them.

This is particularly so for your management team. Regardless of background, education, and work experience, you must ensure that they know what you expect of them in all situations. Further, to ensure consistency in the operation and how employees interact with customers/guests/members, managers must have a common understanding of your enterprise's standards, policies, and procedures. This means that you must communicate in detail your expectations for the following:

- Leadership
- How customers and employees are valued and treated
- Organizational values
- Organizational culture and service standards
- Enterprise and departmental organization
- Operational disciplines
- Training, and
- Performance

Without making the effort to define expectations in these critical areas, the enterprise will operate as a collection of tribes, each reflecting the dedication, performance, and example of its manager. Such an operation will be disorganized and conflicted—incapable of rendering consistent service and value to its customers.

Any General Manager with any length of experience and time to reflect upon the realities of our industry will know this to be true, yet who has the time to spell out such a large, complex, and interconnected set of expectations while dealing with the day-in, day-out challenges of a busy hospitality operation?

It is for this reason that, at the culmination of a long career in hotels, resorts, and private clubs, I have attempted to define the expectations I have for those who report to me. While these expectations reflect my approach to leadership and management and may not apply in every case, I believe they offer a large number of proven best practices for any manager who wishes to develop employees to their fullest potential and provide high levels of service to customers.

See [\*What I Expect from My Club Management Team\*](#) on the Hospitality Resources International website for more information.

#### A Discipline of Planning

Managing a hospitality operation without a plan is like driving through a strange land without a road map. Given the size, complexity, and money invested in making an enterprise successful, why would anyone consider operating it by the seat of one's pants? Yet, this is exactly what managers do when they fail to establish a discipline of formal planning. And make no mistake about it, **it is a discipline**—requiring managers and supervisors at all levels to conceive and document their plans for upcoming periods and specific events. It also requires that the General Manager review all planning documents, as well as review progress toward completing those plans on an ongoing basis.

Every enterprise demands a plan. Without a formal, written plan to focus attention and action upon the completion of specified goals within a specified time period, the business will lack clear direction and purpose. By putting plans in writing, the responsible manager formally commits to its accomplishment. Further, there is a common understanding on the part of both the subordinate manager and the General Manager of what will happen and when. Often, the planning and execution of one department will impact other departments or the operation as a whole. Written plans ensure that all managers and department heads are fully informed about where the enterprise is going and when things are supposed to happen. Taking all this into account, planning is not a luxury, but a necessity for efficient operations.

#### Types of Plans

Planning is necessary on many levels and in many settings. Formally, the operation should have the following:

- An annual Enterprise Plan covering a period of 12 months, coinciding with the budgeting cycle. This plan lays out the specific goals to be accomplished during the year as part of efforts toward continual improvement.
- A General Manager's Work Plan for the 12 months covered by the Enterprise Plan. This plan lays out measurable accountabilities for the General Manager and is the basis the GM's performance review.
- Departmental Plans for the 12 months covered by the Enterprise Plan. These plans lay out the goals and objectives of each operating department within the overall guidance of the Enterprise Plan.
- A Work Plan for each department head for the same 12 months. These plans lay out measurable accountabilities for department heads and are the basis their performance reviews.
- Plans for major project and events. These are plans developed for specific major tasks or activities such as purchasing new kitchen equipment, renovating a facility, leasing new golf carts, or preparing for major events or activities.

Having gone through the planning process a number of times, I offer the following advice to all General Managers:

- **Start early.** Procrastination results in poor, disjointed planning.
- **Involve your staff.** Departmental plans for the coming year usually impact the overall Enterprise Plan and budget. Also, since no department works in isolation, one department's plan may affect others—either materially or in the timing of events and accomplishments.
- **Challenge staff.** The General Manager should explain the big picture of enterprise direction and progress and then challenge department heads to work on specific initiatives within their departments, for example,

implementing Benchmarking, setting up Tools to Beat Budget, reviewing departmental training material and plans, Continual Process Improvement.

- **Planning is a process.** No plan is completed after one pass. Back and forth discussion between the General Manager and department heads and among the different departments will further refine plans ensuring a well-integrated enterprise plan.
- **Use planning as a team-building exercise.** Given the preceding tips, I encourage General Managers to use the annual planning process as a team-building process. Call an early planning meeting with all department heads to lay out the purpose, process, and planning timeline. Then establish a series of planning meetings at which each department head presents his or her plans to the rest of the staff for input and feedback. One department head's ideas may spark others to similar accomplishment. Encourage critical review of plans and challenge groups of department heads to work together to work on larger organizational or departmental initiatives.

Lastly, plans must not be a one-time task not to be looked at again. To be truly useful departmental and Enterprise Plans should be reviewed often. I recommend a brief review of plans and accomplishments during the Monthly Review of Operating Statements. This ongoing review and discussion of planning will ensure timely completion of tasks and keep the organization on target to meet all of its annual goals.

**Bottom Line.** The importance of disciplined planning cannot be overstated. Haphazard planning results in haphazard operations and equally haphazard performance.

#### Work Planning for Managers and Supervisors

The job of General Manager is challenging, requiring a broad-ranging skill set covering a variety of management disciplines and operational experience to do well. Yet, too often General Managers get overly involved in day-to-day operations and fail to meet their strategic responsibilities. When this happens, the organization limps along, reacting to the crisis-of-the-day instead of proactively addressing issues through long-range planning.

In some cases the underlying cause of this involvement is weak leadership and managerial development among subordinate managers. The best way to overcome this weakness is to develop subordinate leaders through training, mentoring, and establishing “stretch” work plans. Though it is initially time-consuming to do so, developing department heads into strong leaders and managers will allow the enterprise to routinely function at high levels and the General Manager to focus on long-range matters and strategic issues.

While ongoing training of subordinate managers will improve their skill set, they must also develop the essential discipline of establishing and meeting goals to improve their operations. The General Manager can foster this discipline by doing the following:

1. Insisting upon detailed, formal Work Plans with timelines and milestones for each department head.
2. Requiring department heads to prepare departmental goals and plans for their departments.
3. Ensuring that department heads benchmark their operations to provide objective measures of progress.
4. Giving honest performance reviews based upon measurable, objective criteria.

When the General Manager ensures the development of formal work plans for each department head, both the General Manager and the department head know what the goals are and when they are to be accomplished. Establishing timelines and milestones allows the General Manager to monitor progress toward completion of goals.

Department heads must have an opportunity for input to ensure buy-in to their individual plans. A good way to do this is to require each department head to bring his or her own draft plan to the initial planning meeting. The General Manager can then agree or disagree with plan elements and offer inputs to meet overall enterprise requirements. Back and forth discussion will determine the final plan.

The agreed upon plan is then detailed in writing with priorities and timelines by the department head. Both parties sign and date the plan. The General Manager monitors progress on plan completion and performance at the Monthly Review of Financial Statements meeting with each department head. When this is done, there should be no surprises when performance reviews are conducted.

The final step in the process is to review plan accomplishments during annual performance reviews. While the General Manager must make allowances for changing circumstances that may have affected the completion of any plan elements, he must also hold subordinates accountable for their failures. Ultimately, the success of the enterprise depends on it.

There is probably no more important thing a General Manager can do to drive desired outcomes in a hospitality operation than to ensure the development of detailed work plans for subordinate managers and hold them strictly accountable for results.



# Hospitality Resources INTERNATIONAL

## Expectations, Work Planning, and Performance Reviews

Hospitality Resources International

Work Plan—General Manager

Employee: John Smith Rater: Bob Jones

*\*Enter Major Goal weighted % in green shaded cells, Sub Goal weighted % in blue shaded cells, Ratings in yellow shaded cells, and comments in white sections..*

Weighted %	Major Goals	Discussion
<b>I.</b>	<b>20%</b> <b>Board Relations</b>	
	40% <i>Communication</i>	<i>In conjunction with the Board, develop a formal monthly report of operations to be attached to the monthly financial statement.</i>
	60% <i>Board Satisfaction</i>	<i>Implement a more robust benchmarking program in areas currently not being benchmarked, specifically utilities, personnel, payroll, and golf course maintenance.</i>
	100% <i>Must equal 100%</i>	
<b>II.</b>	<b>25%</b> <b>Financial</b>	
	40% <i>Revenues</i>	<i>Target a 4.2% growth in revenues.</i>
	40% <i>Expenses</i>	<i>Target a 1.2% reduction in expenses. Food cost target is 36.2% and Beverage cost target is 26.0%.</i>
	20% <i>Budget Accuracy</i>	<i>Budget must be within 2% of actuals results for the year.</i>
	100% <i>Must equal 100%</i>	
<b>III.</b>	<b>20%</b> <b>Membership</b>	
	25% <i>Member Satisfaction (Survey Results)</i>	<i>Develop a "Wow" plan to continually impress and exceed member expectations. Achieve or improve upon last year's level of member satisfaction as measured by survey results.</i>
	30% <i>Enrollment</i>	<i>Develop a plan to increase memberships: 8 golf, 20 sports, and 16 social.</i>
	20% <i>Retention</i>	<i>Keep total resignations below 15.</i>
	15% <i>Quality &amp; Quantity of Communication</i>	
	10% <i>Committee Development &amp; Involvement</i>	
	100% <i>Must equal 100%</i>	

# Hospitality Resources INTERNATIONAL

## Expectations, Work Planning, and Performance Reviews

Hospitality Resources International

Work Plan—General Manager

Employee: John Smith

Rater: Bob Jones

*\*Enter Major Goal weighted % in green shaded cells, Sub Goal weighted % in blue shaded cells, Ratings in yellow shaded cells, and comments in white sections..*

Weighted %	Major Goals	Discussion
<b>20%</b>	<b>People Plan</b>	
25%	Overall HR, Staffing, and Training	Reduce overtime to 6% or less of total payroll. Develop a club-wide training program to include curricula for each position. Implement safety training for all departments.
20%	Safety & Worker's Comp.	
20%	Employee Satisfaction (Employee Survey)	Investigate and present a plan to the Board to provide employees with a 401k Retirement Plan.
15%	Development Plans	Prepare detailed work plans for each Department Head and make them as objective as possible.
20%	Personal Development	
<b>100%</b>	Must equal 100%	
<b>15%</b>	<b>Operations</b>	
20%	Clubhouse Maintenance & Cleanliness	Address the issue of early morning cleanup in a proactive way. Organize the maintenance staff and institute a work order system and methods to benchmark the club's maintenance effort.
20%	Food & Beverage	Rotate Dining Room menus quarterly. Develop better controls for snack operations. Target a 20% margin for the Department.
20%	Golf Operations	Develop an annual plan for golf programming. Have Head Golf Professional work with the Golf Committees to implement.
20%	Golf Course Maintenance	Continue to remedy the drainage problems on the back nine.
20%	Activities	
<b>100%</b>	Must equal 100%	
<b>100%</b>	Must equal 100%	
<b>VII.</b>	<b>Summary of Performance</b>	
The focus for this year should be better organization and training in all departments. In addition, expand the benchmarking program to include all departments.		

John Smith      12/15/xx  
Employee Signature      Date

Bob Jones      12/15/xx  
Rater's Signature      Date

Hospitality Resources International		Employee Development Plan	
Name:	<b>Johnny Staff</b>	Department(s):	<b>Dining Room</b>
Job Title:	<b>Server</b>	Supervisor:	<b>Brad Jones</b>
Development Period:	From: <b>7/10/02</b>	To:	<b>8/10/02</b>
<p>The Employee Development Plan is used to communicate the necessary steps to improve unsatisfactory performance. The plan provides a clear statement of the problem, the steps necessary for improvement, and a time frame to demonstrate the improvements. Lastly, it establishes the frequency of and dates of intermediate reviews to determine progress toward the overall improvement.</p>			
1. Statement of Problem: <b>Failure to follow sidework procedures.</b>			
Specifics Steps to Improve: <b>1. Retrain on sidework procedures. Instruction by supervisor.</b>			
<b>2. Pass written test given by supervisor.</b>			
<b>3. Perform sidework on days scheduled. Supervisor will inspect when completed.</b>			
<b>4. Supervisor will spot check during period.</b>			
<b>5. Supervisor will review progress formally each week during period.</b>			
Time frame to demonstrate improvement: <b>1 month</b>			
2. Statement of Problem: <b>Poor wine sales.</b>			
Specifics Steps to Improve: <b>1. Retrain on wine selling techniques. Instruction by supervisor.</b>			
<b>2. Pass written test given by supervisor.</b>			
<b>3. Apply principles of wine selling.</b>			
<b>4. Supervisor will track sales each week. Target 10% increase each week until sales match rest of staff's.</b>			
<b>5. Supervisor will review progress formally each week during period.</b>			
Time frame to demonstrate improvement: <b>1 month</b>			
3. Statement of Problem: <b>Poor attitude. Sloppy service.</b>			
Specifics Steps to Improve: <b>1. Retrain on table side service techniques. Instruction by supervisor.</b>			
<b>2. Pass written test given by supervisor.</b>			
<b>3. Show interest in work. Interact with guests. Know specials.</b>			
<b>4. Supervisor will monitor progress.</b>			
<b>5. Supervisor will review progress formally each week during period.</b>			
Time frame to demonstrate improvement: <b>1 month</b>			
Frequency of intermediate reviews: <b>Weekly on Friday afternoons - 3 p.m.</b>			
Dates of reviews: <b>7/15, 7/22, 7/29, 8/10</b>			
Supervisor's Signature: <i>Brad Jones</i>		Date: <b>7/10/99</b>	
Employee acknowledges that he/she has received this development plan, understands it, and is prepared to work towards making the improvements noted.			
Employee's Signature: <i>Johnny Staff</i>		Date: <b>7/10/99</b>	

Specify problem, specific steps and time frame for improvement.

Specify date/time for intermediate reviews. Sign and date. Have Employee sign and date.

#### Performance Reviews

Performance reviews are periodic, formal feedback sessions that help measure an employee's contribution to the overall effort. Reviews give important feedback to employees, reinforcing those things they do well while helping them improve in areas where their performance is weak. As such, they are also part of the ongoing training effort of a hospitality operation.

The purpose of any performance review is to obtain the best possible performance from each employee by positively reinforcing desired skills and behaviors while developing his full potential by coaching and constructively correcting those behaviors that need improvement. The basic concepts behind achieving optimum performance from each employee are to:

- Set goals and expectations the first day of employment and adjust and reinforce them during the entire period of employment.
- Coach along the way, correcting when necessary and reinforcing positive performance.
- Ensure that any performance review is not a monologue by the supervisor; rather it should be a dialogue between the employee and supervisor to reach a mutual understanding of what optimum performance is and how to achieve it.
- Set goals for the next session and discuss how to accomplish them.

Prior to a performance review, a supervisor must explain to an employee the criteria by which his performance will be judged. This is only fair, as everyone deserves to know those things by which their work will be evaluated. The perfect time to share and explain the Performance Review form is upon hiring when the supervisor provides the employee a job description and explains the functions of the position, as well as his or her expectations for the new hire's performance.

#### Performance Review Principles

- Reviews must be based on specific facts, not generalities. Rating managers should keep notes throughout the review period on the quality and deficiencies of an employee's work (see Staff Notes below for more information). If this is done, a manager will be able to provide a meaningful review based on actual fact and will be able to give relevant examples to the employee to ensure he understands.
- Reviews should be honest, fair, and candid. No rating manager should attempt to avoid conflict with an employee by giving an overly positive evaluation. Such an evaluation could be used as evidence of the enterprise's satisfaction with his work in a wrongful termination case.
- Rating managers must make it clear to employees that it is their responsibility to influence management's perceptions of their work. If they make no effort to influence these perceptions and their rating manager has negative perceptions, the manager should never feel hesitant or uncomfortable telling them so.
- If managers make on-the-spot corrections and hold counseling sessions when necessary to correct an employee's work, a negative review should never come as a surprise to the individual.
- Performance reviews must include an opportunity for the employee to give feedback as well. A performance review should be a dialogue with nothing finalized until the session is ended.

# Hospitality Resources INTERNATIONAL

## Expectations, Work Planning, and Performance Reviews

Hospitality Resources International

Employee Performance Review

<b>Employee Information:</b>				
Name: <b>Emma Sweet</b>	Review Type: <i>(circle one)</i>	<b>Introductory</b>	<b>Annual</b>	Discretionary
Job Title: <b>Server</b>	Employee Status: <i>(circle one)</i>	<b>Full Time</b>	Part Time	Seasonal
Department: <b>Food &amp; Beverage</b>	Supervisor:	<b>Brad Jones</b>		
Review Period From: <b>1/1/07</b>	To: <b>12/31/07</b>	Date:	<b>1/15/08</b>	

<b>Ratings</b>					
	1 = Unsatisfactory	2 = Below Standard	3 = Meets Expectations	4 = Exceeds Expectations	N/A = Not Applicable
<b>Job Performance</b>					
1. Understands and completes all assigned duties	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Quality of work (consider accuracy, thoroughness, timeliness)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Quantity of work, productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Abides by standards, policies, and procedures for position	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Makes sound decisions relating to work	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Works well with others	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Completes assignments cheerfully and promptly	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Works well without supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Is employee a team player, assisting others when necessary?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Communication skills with supervisor and co-workers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Engagement with customers (outgoing, friendly, courteous, helpful)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
12. Makes good decisions independent of supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Takes ownership, accepts responsibility for actions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Leadership ability, others look up to as a leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
15. Takes care of enterprise property and equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Has an "eye for the business," attention to details	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments: Emma is very good with customers. She judges their desire for engagement perfectly and charms them with her outgoing personality. Sometimes her focus on interacting with customers can detract on her focus on details.</i>					
<b>Initiative</b>					
17. Is proactive and self-motivated, performs tasks without being told	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Anticipates customers' needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
19. Offers ideas for improvement, searches for ways to better the operation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments: Emma's excellent service ethic has developed into an almost sixth sense of anticipating customers' needs.</i>					

HRI Form 114

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*About the Author*

Ed Rehkopf is a graduate of the U.S. Military Academy and received a Masters of Professional Studies degree in Hospitality Management from Cornell's School of Hotel Administration. During his long and varied career, he has managed two historic, university-owned hotels, managed at a four-star desert resort, directed operations for a regional hotel chain, opened two golf and country clubs, worked in golf course development, and launched a portal web site for the club industry.

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