

CMAA National Managers Conference

People Management

Introduction

- Club Managers Leadership and Management Program
- Approach
- What we will cover
 - Allocating Work
 - Assessing Performance

People Management



Allocating Work



Allocating Work

Consultation

People	Work
Strengths and Weaknesses	What needs to be Done
Skills	
Personality & Behavioural Style	What Resources are Needed
Motivations & Aspirations	



Allocating Work

Consultation - Who

- Team/Individuals
- (Other) Managers
- CEO/Board
- HR
- Members
- Suppliers
- Competitors

Allocating Work *Resources*

- Personnel
- Financial
- Physical
- Knowledge



Allocating Work

Considerations

- Efficiency
- Cost-Effectiveness
- Outcome Focused



Allocating Work

Efficiency - Job Design

The 3E's

- Job Enlargement
- Job Enrichment
- Empowerment

3 E's

Allocating Work

Efficiency - Job Design

Benefits

- Increased motivation
- Increased flexibility and responsiveness
- Improved job design
- Improved job performance and productivity
- Strengthened member and supplier relationships

Allocating Work

Efficiency - Job Placement

- Enjoyment
- Bonding with others
- Confidence
- Satisfaction
- Contribute
- Develop
- Motivation
- Productivity

Allocating Work

Cost Effectiveness

- Team Members - Not enough to do, or have too much work allocated to them?
- Physical resources – Have what you need to get work done? Faulty or broken equipment?
- Knowledge resources – Sharing and networking
- Advocacy - Do your employees feel like ambassadors and want to contribute to club success?

Allocating Work

Outcome Focus

“Please serve every member as they come in and don’t let them wait any longer than a few minutes”

“Make sure every member has a positive experience when you are serving them so that they leave 100% satisfied with our product and service”

“Control leads to compliance; autonomy leads to engagement.”

Allocating Work

Position Description

Strategic

- To be the leading club in our region by market share

Operational

- To excel in member service delivery

Work

- To attract, retain and develop quality personnel

Positional

- To make members feel welcome, understood, important and comfortable

Allocating Work

Position Description - Elements

- Job Purpose Statement
- Key Result Areas (KRAs)
- Key Performance Indicators (KPIs)



Allocating Work

Position Description - Job Purpose Statement

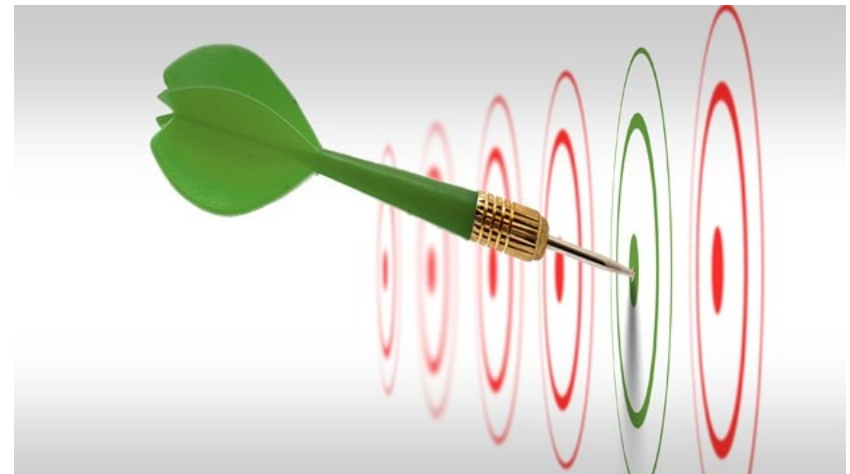
A succinct motivational statement that expresses the main reason a job exists

Allocating Work

Position Description – KRAs (Key Results Area)

Example KRAs for a Duty Manager

- Leadership
- Administration
- Continuous Improvement
- Member Relations
- Rostering



Allocating Work

Position Description - KPIs

Measures of success or achievements in reaching goals for activities, processes or projects.

Targets that quantify and measure important aspects of a job or task and track how well it is being performed.

Goal Setting

Monitoring Performance

Allocating Work

Competence

The “Know How” Areas and Level of Competence

- Performance Standards
- Behaviour Standards
- Key Performance Indicators (KPIs)



Allocating Work

Performance Standards

- Quality
- Quantity
- Timeliness
- Cost-effectiveness



Allocating Work

Behavioural Standards

Code of Conduct - Examples

- Be cooperative, friendly and helpful to colleagues and members
- Clean up after yourself in shared areas
- Help out workmates whenever you have a few spare minutes
- Keep your work area tidy
- Recommend better ways of working
- Make our members glad they deal with us
- Share your knowledge
- Try to finish one task before moving on to another

Allocating Work

KPIs

Example:

A performance standard may be: to provide training so that staff possess the necessary skills and knowledge to do their job.

A performance indicator would make this standard measurable by stating: a job audit will be conducted every 6 months to determine training needs and relevant training will be provided within 4 weeks of identification.

Allocating Work

The Environment

Tools and Equipment

Work Systems and Procedures

Time, Information and other Resources

Team Support

'Acts of God' and Personal Problems

Assessing Performance



Assessing Performance



Assessing Performance

Performance Management Systems

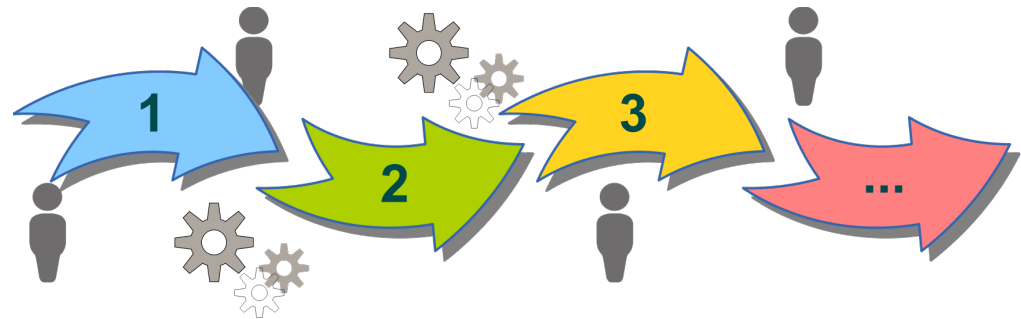
➤ Engage Stakeholders

➤ Define Goals

➤ Establish Standards

➤ Tailor to Suit

➤ Determine Who, When and How



Assessing Performance

Performance Management Systems

- Encourages employees to share responsibility in a reciprocal process
- Begin with written self-appraisal by the employee
- Solicit feedback from colleagues, customers, and direct reports
- Every employee, including senior managers, receives a review
- Provide training for employees about their roles and responsibilities in the process
- Selects review forms that are meaningful and consistent within the club

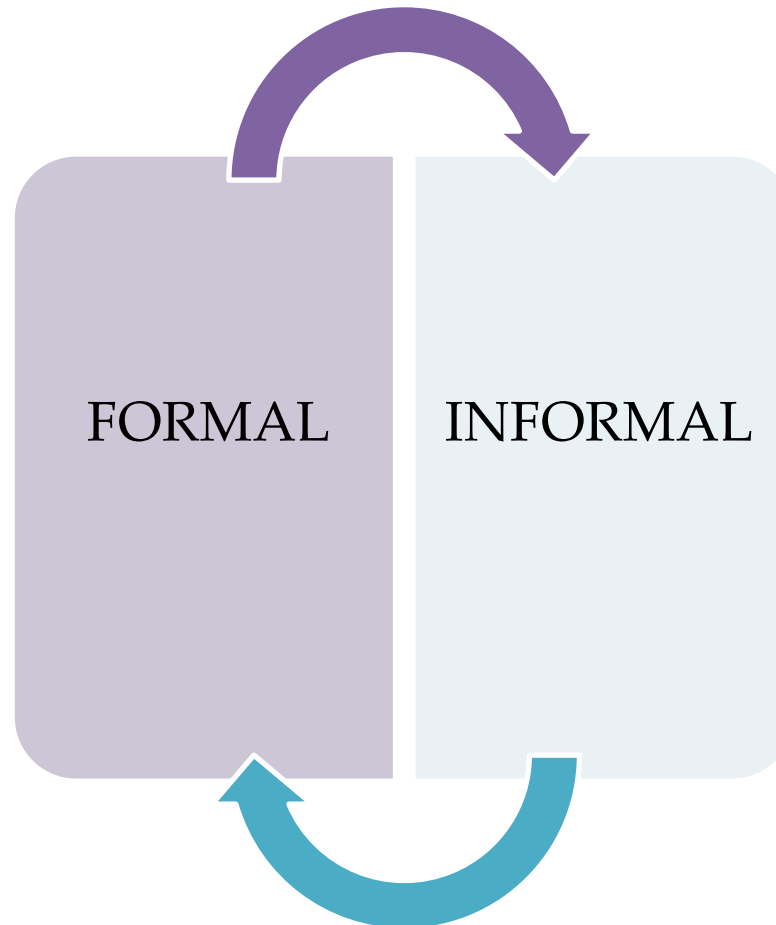
Assessing Performance

Conducting Performance Management

- Careful planning by manager and employee
- Constructive communication
- Collaborative attitude
- Openness to giving and receiving feedback
- Commitment to "continuous improvement"
- High level of accountability and follow-up
- Openness to redefining or readjusting goals

Assessing Performance

Conducting Performance Management



Assessing Performance

Formal Reviews

Three Phases

- Preparation
- The Review Meeting
- Documentation



Assessing Performance

Ongoing (Informal) Reviews

- Frequent Conversations
- Up to date Position Description
- Document Conversations
- Get others Feedback



Thankyou