



TOURISM INDUSTRY HR NEWSLETTER

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PEOPLE MANAGEMENT IN THE TOURISM INDUSTRY

IN THIS ISSUE

A Simple Plan to Turn Meeting Blah-Blah into Effective Action - cbsnews.com

If something is important enough to meet about, don't waste your time by not following through!

Here are 4 steps you can take to ensure your meetings come to a productive close and result in effective action. Don't overthink this stuff. The list is simple because the solution is simple.

1. Create an action plan. The plan should include key decisions made, next steps, who is responsible for each step, due dates, Keep it to a page or less.



2. Sent quickly. Get it in the email to meeting participants within 24 hours after the meeting, to ensure momentum is not dissipated.

3. Follow up. As deadlines approach, send reminders to make sure people are on track.



4. Report back. Once all the tasks have been accomplished, inform the group and outline next steps, if any.

Make these steps a part of every meeting you run and you will never again be accused of wasting people's time.



Jim Gertridge - HR Champion - Effective Communication

Read what Jim has to say about managing staff, terminations, absenteeism, training, coaching, and the performance appraisal!

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Tell Tale Signs you are a horrible Boss!

Did you know that the majority of employees leave an organization because of their immediate supervisor or manager? Ensure that you are not one of these leaders, read these signs and adjust accordingly!

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Why Communication is so important

TIAPEI HR CHAMPION

-Jim Gertridge

Q. Communication is important to your business, what are the benefits of good communication?

A. I could give a long list of benefits, but at the end of the day it is this: The better the communication is to your staff, the more smoothly things will run and the more profitable your business will be.

Q. How can poor communication affect your business and your employees?

A. For me this is very basic. If you like to work with unhappy staff and dissatisfied guests, don't communicate with your staff.



Q. Are staff meetings important and or relevant? If so what are the benefits? How often should they be held?

A. I cannot stress the importance of staff meetings enough. Meetings give staff the opportunity to share their wisdom, ideas and challenges with management, which gives them a sense of being a strong part of the operation. Properties that meet often have motivated, happy and informed staff, and a lot less turnover. Guests see this the moment they walk into your property /business. As for when you should meet, I believe as often as possible.

- A daily gathering of all staff working early in the day, 10 minutes with the GM and all supervisors to get brought up to speed with what is

going on in the property, from group/tour arrivals to VIP's, to staff birthdays. Also a great time to share good comments from guests.

- Monthly meetings with their supervisor and GM to review how things are going. Here staff can put on the table some challenges they may be having and with the GM present, maybe even resolve them at that time, if not very shortly after.
- The above two should never replace M.B.W.A (Manage by Walking Around), this is really when you get to know your staff and honest communication really begins.

Q. What are effective ways to communicate with your employees on a regular basis?

A. If you have the resources, a newsletter can be fun and very helpful. Having an "open door" policy is nice, but you have to live up to it, if you are going to say it. To me that means stop everything when a staff member is asking for your time and give them your full attention. I have found M.B.W.A is the best. For the GM that adds challenges as you have staff working 24 hours a day and you do have to find time to see them all each month. Here's a challenge, how well do you know your night auditors? These folks represent us at some of the most challenging times.

Q. Is it important to provide a way to have your employees provide input and feedback? If so what are some effective and innovative ways?

A. You are ignoring a huge resource if you do not have at least some way of having staff share ideas. That can be from Comment Boxes throughout the property for staff to drop notes in, to having contests for the best idea, to rewarding staff with "company dollars" for great ideas that are implemented.

Q. Social media and technology (cellphones and ipods) are everywhere, how should employers handle the use of these in the workplace?

A. You really have to instill the importance of NOT using these during

work hours. If you can provide a company computer in the staff room for staff to check emails, do their online banking etc. during breaks. At the end of the day for those that choose not to respect the "no use during work " policy they have to be managed accordingly.

Q. There are many factors involved in good communication, can you provide some tips on how to be an effective communicator?

A. First of all – be a good listener. It's important to get your message out, and as important to hear what you staff is saying. Be Respectful. Be Concise, don't ramble, everyone is busy. Make sure everyone understands the message. Keep it light, tell a joke, but keep it tasteful.

Q. With the increase of Newcomers working in the tourism industry, what are some effective ways to communicate to ensure the employee understands?

A. Sometimes passing on the message in writing can assist in making sure you are understood. Having a "buddy" within their department can be very helpful as they can review what was said after the meeting while they work.

Q. Today's workforce is multigenerational. Is one form of communication effective in today's technological world?

A. For me this is a tough one to answer. There is no better communication than "face to face". Staffs of all ages are using public sites to chat, and often forget that it can be read by anyone. I feel some managers misuse technology to review what is being said, and all too often reading between the lines takes place and issues arise that need not. At the end of the day, everyone has to realize, if they work for someone, are not happy then talk to the manager, if that doesn't work, go to owner. Give the employer a chance to resolve the issue. If there was one safe way to communicate with your staff would be via a company website using intranet, with passwords.

Safety Matters!



Did you know? There is now someone from the department of environment, labour and justice who's role is to assist Employers and provide independent advice, assistance, representation, and training in the following areas: Claims Management; classifications and assessments, workplace health and safety and appeals. Please contact Employer Advisor, Patricia McPhail @368-6132 or email pmmcphail@gov.pe.ca for any questions or concerns!

What is Workplace Bullying?



Workplace Bullying is often swept under the rug and can be very common in the tourism industry! It is the tendency of individuals or groups to use persistent aggressive or unreasonable behavior against a co-worker or subordinate. Workplace bullying can include such tactics as verbal, nonverbal, psychological, physical abuse and humiliation. This type of aggression is particularly difficult because, unlike the typical forms of school bullying, workplace bullies often operate within the established rules and policies of their organization and their society.

FAST FACTS

35% Workers

Say they have felt bullied at work, up from 27% last year. 16% of those workers suffered health related problems as a result of bullying in the workplace.

55% of communication

Is done through body language. 38% is tone, voice and 7% is through spoken words. Remember this and watch your body language when speaking with employees!

FOR MORE INFORMATION

Please contact Andrea, HR Advisor at 566-5008 or email aboehner@tiapei.pe.ca

Tell-tale signs YOU are a horrible boss!

by Eric Jackson - Forbes.com



No one starts out their career trying to be a horrible boss. Yet, it's amazing what a vast majority of folks seem to accomplish this feat with

absolutely no training whatsoever.

Maybe we're born bad bosses. It just comes naturally. Hopefully, you can shake off some of the worst traits. The first step for any addict is recognizing his or her problems. So, start by reviewing the list below.

1. You give your direct reports little to no guidance.

Plans? Who needs them? You work in a very dynamic industry/company. You prefer to make decisions on the fly — in the moment. Long term planning and telling your team what they're trying to accomplish this year individually and as a group? That's something they did back in the 70's before email.

2. You are supposed to do performance reviews every year but manage to skip them. When HR has forced you to do them, you don't tell your people anything constructive.

General Criteria	Position-Specific Criteria
Personality dimension: Flexible and easy to get along with, a	tenacity: understands craft, systems and processes.
1 2 3 4 5	1 2 3 4 5
Communication skills: Listens, understands and expresses him-	management: writes goals and assignments
1 2 3 4 5	1 2 3 4 5
Attendance and promptness: Observed engaged working hours, in comm-	to detail: we is all aspects of assignments/workflow
1 2 3 4 5	1 2 3 4 5
Initiative: Works without close supervision, initiates im-	...execution: Relates to client needs, both spoken and unspoken.
1 2 3 4 5	1 2 3 4 5
Organization and time-awareness: Sets and observes own priorities for the best use of his/her time.	Creativity: Seeks innovative solutions.
1 2 3 4 5	1 2 3 4 5

Should we just skip it this year?

Ugh. Performance reviews? Is it that time of year again? They're such a waste of time. You've got to actually sit with each of your people in your office and actually talk to them not about you, but them. There's too much on your and their plates to waste time on that. Surely, you can push them off a few months. Fair Evaluation System for Employees!

3. You like to bully your reports. You hate it when your team members get too uppity or lippy.

What is it with this younger generation today? You've got to take some of these people down a peg or two so they know their place. It's especially important to do this with people who attended a more prestigious college than you or seem to



have some halo over them based on something they did in their prior job.

4. Whenever possible, you rip off and take credit for the work of others — presenting it as your own.

Look, the way you see it, your team members work for you. So what's theirs is yours. And when you've ripped off your peers' ideas, you once had a thought of that idea before so-and-so made a presentation on it anyway. So, it's not really her idea, as you see it.

5. You put down your team members in front of others and never give them any credit

This is about running a tight ship on your team. You can never let any of your people get too big a head on their shoulders. When they screw up, they need to know it — and everyone else on the team needs to know it so they don't make the same mistake and

so that they never want to get yelled at publicly. Intimidation brings out greatness.

6. **There's constant turnover in your group. People are constantly quitting or being asked to transfer out**

Change is good. New blood on the team helps bring in new perspectives. So what if some people left? They weren't up to the challenge of what you're building here. It's not for everyone. It takes a special person to be able to work under you.

7. **You're the king or queen of micromanaging.**

You see it as a positive to be constantly looking over the shoulders of your team. In fact, you often say that "[Steve Jobs](#) was a micromanager too" or "I'm just really detail-oriented and that's been a big part of why I'm successful."



8. **You've raised your voice more than once in the past month.**

Listen, that's the way you grew up. At your dinner table, you had to raise your voice to be heard. So what? It's all about everyone is clear about the point you're making.



9. **You're always out on travel and rarely check back in with the group in the office.**



You like to tell people what airport you're currently in and which one you'll be in on Thursday and then Monday. You

have an important job. Otherwise you wouldn't be flying around the world. You'd be sitting in a boring cubicle back at home. It's good for your people to see how important you are through hearing about your travel schedule. If they can't get their work done themselves, then they're not right for your team.

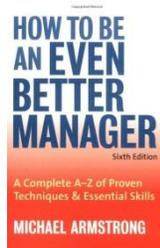
10. **You tolerate bad work, let chronic under-performers go unchecked, and play favorites**

There are a few folks on your team that probably shouldn't be there, but they're old friends and they've been loyal. Hey, doesn't loyalty count for something these days?

11. **You don't update your team or, worse, deliberately keep information from them.**

You operate on a "need to know" basis. Not everyone needs to know. You operate a Department of Defense kind of information sharing on your team. Some are Level 1; some are Level 2 and so on. They just need to keep doing their jobs and you'll handle the big picture stuff.

12. **You've never read an article, let alone a book, about becoming a better boss.**



Who has time for all that self-help mumbo-jumbo? You get results or you're canned. Pretty simple.

13. **You never say thanks.**

But someone you know who read Steve Jobs' biography told you he was jerk boss too, so it's ok.

14. **Most people would say you're a terrible listener but you "just don't understand where that comes from."**

You listen. People on your team are always talking or crying about something. You're not really sure where this whole idea that you're not a good listener comes from. In fact, when someone first told you about that last year, you spent 30 minutes explaining why that simply wasn't true.

15. **You make your people work insane hours and never inspire them in any way.**

All great teams worked hard. So what? Sure



you inspire them. You inspire them by saying you'll fire

them if they don't work all weekend. That's pretty darned inspiring. Why do you need to inspire them anyway? Why don't we just all sit around and sing kumbaya!

FOR MORE INFORMATION

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