

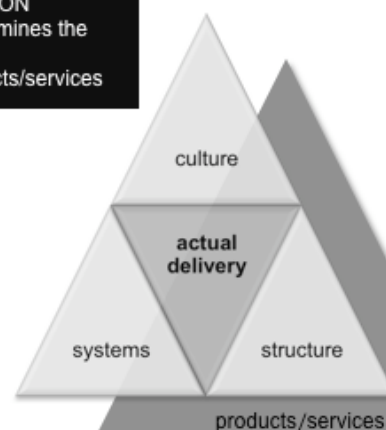
THE ORGANISATION FRAMEWORK

The total organisation framework makes up the entity that the employee operates within.

The components of this framework are

- i) the organisation's structure: hierarchy, organogram, geographical location of staff.
- ii) The organisation's systems: formal methods of communicating and organising work e.g. handovers, policies and procedures, operational manuals
- iii) The organisation's culture: assumptions and consequent behaviours adopted as the approach to decision-making in the organisation (mostly unconscious).

2. The ORGANISATION FRAMEWORK determines the actual delivery of the organisation's products/services



The importance of this is that you cannot separate one of these parts from the other. Like an ecosystem, change in one will either lead to change in the others OR lack of change in the others can mean that change in the one doesn't work or even backfires. Also, the interaction between these three components is what leads to your unique signature on your product or service delivery.

EXAMPLE

In a meeting it is decided that the guiding department needs to be more effective in making guides and trackers accountable for their performance. In the Head Guide's words "people must either fit in, or.....". The HR Manager is tasked with providing a template for the Head Guide and his Assistant to use when dealing with difficult staff. The HR Manager finds a template from a course she went on and gives it to the Head Guide.

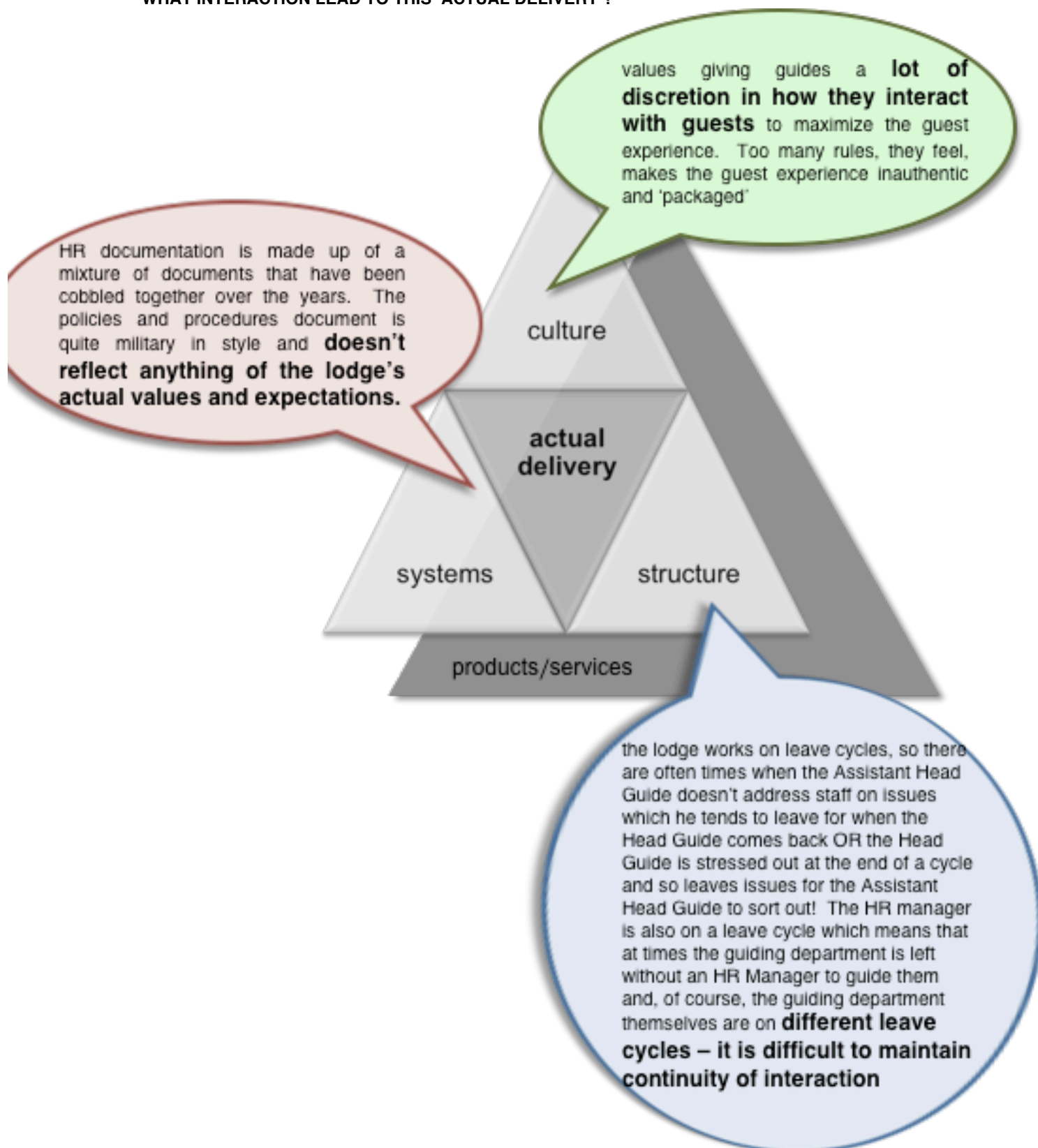
ACTUAL DELIVERY

The guiding management team tries using the templates when addressing the guides on their performance issues but it doesn't seem to be working.

- the templates are filled in incorrectly, information is left out etc.
- guides addressed on performance issues are muddled and confused – they are called for 'counselings' and given 'written warnings' which contain rules and phrases taken from the policies and procedures document which sound alien and feel irrelevant to what they are doing. They are left more unsure as to what their parameters are and become uncertain in their interactions with guests. Poor feedbacks start to increase. The team now gets defensive when problems occur rather than openly addressing things.
- The guiding management team is frustrated by the process of trying to address their staff on performance issues when their policy and procedure document doesn't really reflect what they want from their team.
- The HR Manager is tired of poorly completed and often inappropriate 'written warnings' (which aren't actually valid) being slid under her door while she is on leave. The invalid warnings don't hold weight, the staff start to think they are a joke. The guiding management see the whole process as ineffective.

The whole performance management system never takes off and instead takes on a bad name.

WHAT INTERACTION LEAD TO THIS 'ACTUAL DELIVERY'?



WHAT COULD HAVE HAPPENED INSTEAD

The solution was not a quick template. The solution was to design an integrated performance management system, which took into account all aspects of the organizational framework. This performance management system could have included:

- **Linking the culture and the system:** a policies and procedures document that was built almost from scratch, taking into account the true expectations of the guiding team. A military style policies and procedures document and job profiles may not have been best for this team. A competency based, more outcomes focused document(s) may have been more reflective of the actual nature of the team (remember, they are not protocol focused, they are more concerned with a happy guest at the end of the day).
- **Linking systems to each other:** The guiding management team should have received several training sessions in how to use performance management tools – starting from induction, training and good job profile building, through to informal and then formal communication with staff who are not performing as desired. Also, they need to be trained in the specific expectations that their lodge has for their staff, according to their customized policies and procedures document.
- **Linking system to structure:** A system of accountability should have been designed to prevent the head guide and assistant head guide of ‘palming off’ responsibility to each other for managing poorly performing staff. A specific method of handing over such cases and accounting for their follow up even across leave cycles should be designed.
- **Linking system to system:** The HR Manager should implement a system to keep managers accountable for quality performance management interactions with their staff. This could include listing this as a key performance area in manager and assistant manager job profiles, developing a feedback system, using this feedback to train and track managers in their improvement which is in turn fed to the GM, putting together management guides, including training in performance management for new staff members during the induction process: the list is endless!
- **Linking culture and system:** The HR Manager could have redesigned the template to be more user friendly and relevant for the guiding staff.

POSSIBLE ACTION POINTS GOING FORWARD

- Engage in a regular, comprehensive **HR audit** that makes a point of looking at how the different parts of the *organisation framework interact* with each other and that looks at *content and quality of practices*, not just the fact that they occur (further examples provided at the end of this document).
- **Don't unquestioningly use generics** that you pick up from anybody. Make sure everything speaks the same language and works for your staff. If someone gives you a form for written warnings that they have lying around somewhere, don't just use it as is. Change the branding on it to reflect your company. Add more detail to it if you need it.

Each organisation is unique – make sure you take time to consider what it is that makes it unique. Then reflect that uniqueness in the framework that your employees work in.

MORE EXAMPLES TO CONSIDER

- **Training:** A lodge wishes to increase its level of training because it sees this as a 'good thing' to tick off a list of 'good things' to do. However, the culture, or paradigm around training, is that training is something that happens a few times a year and that stays in the training session. It is not viewed as an ongoing, everyday occurrence. Therefore systems don't change either. All that is measured is the hours of training. But what about including systems to monitor quality of training, content of training, follow up of training, on-the-job training, assessments to measure behaviour change, requirements of managers to carry out training to a certain standard in their job profile, requirements of staff to participate in training, what about the contractual issues of conducting training during working hours?
- **Recruitment:** Do your recruitment practices (systems) follow your cultural requirements? Have you looked at ways to, with some degree of reliability and with validity, measure those traits that make top performers in your particular organisation successful. You may speak in your organisation of 'identifying and nurturing talent and personality/attitude' but to what degree is this reflected in your people management systems? Did you know that 'potential' is one of THE hardest things to recruit for, as proven by studies? Does what you mean by 'potential' reflect what your assistant manager sees as 'potential'? Do you train your managers in how to conduct effective interviews?
- **Integration:**
 - Are all the different components 'speaking the same language'. If not, what are the reasons for this? Do you need to take a good hard look at your culture and be brave enough to reflect what it is in your policies and procedures, not what you think it should be in order to fit in? Does your culture need to change? Do your systems need to be updated? Does your structure fit what you want to achieve (e.g. if you want a flat structure, have you rehashed your job profiles to reflect this?)
 - Make sure the way your contract is worded reflects the feel of your company. If you devise an induction, make sure it reflects what is important to your company and works with your specific way of working. If that means that your welcome letter to new staff contains jokes, then why not? If you are putting together documentation for staff who aren't particularly literate, can you use pictures, shapes, colours, and other visual cues to make it easier for them?