Develop personal performance and maintain working relationships

Note: This section is in two parts

Maintain and develop personal performance

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PART 1

Maintain and develop personal performance

Introduction

It is important to maintain and develop personal performance in your job because this will enable you to perform your duties to a higher standard, develop your personal performance and understand the contribution that you make to the success of the business that you work for.
Job description

In order to maintain and develop personal performance in your job you will need to know what your employer expects from you and what your limits of responsibility are. You will also need to know how to go about obtaining advice in relation to specific tasks and activities in your job. The starting point for this is usually your job description.

A job description is usually a written document, typically consisting of descriptions of the work activities that are performed in a job. They normally also contain information about other job-related aspects such as working conditions and tools and equipment used. The descriptions can be very detailed or very brief.

A job description sets out how the employee will fit into the organisation. It defines the overall purpose of the job and the main tasks to be carried out, and is likely to include:

- The job title: must give both the jobholder and other people a clear idea of what work is involved.
- Responsible to: the job title of the person the jobholder reports to.
- Responsible for: the job titles of any other staff who report to the jobholder.
- Job purpose: a clear description of the main objectives of the position.
- Duties: the main tasks that the jobholder will carry out, together with an indication of the range of decision-making.
- Conditions of service: pay, holidays, benefits, etc.

A job description will also allow you to know your personal limits with regard to your everyday work tasks, for example, which machines you can use, where you can use those machines, the maintenance that you can carry out on the machines you use, and from whom you should obtain advice in relation to specific tasks and activities. Your line manager will give this information to you during the early weeks after starting your job or in the course of your job. This will form part of your induction programme when you start a new job.
The table below indicates the layout of a typical job description for an Assistant Greenkeeper:

### JOB DESCRIPTION

<table>
<thead>
<tr>
<th>JOB ROLE:</th>
<th>Assistant Greenkeeper</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLACE OF WORK:</td>
<td>Pleasant Valley Golf Club</td>
</tr>
<tr>
<td>LINE MANAGED BY:</td>
<td>Head Greenkeeper</td>
</tr>
<tr>
<td>REPORTING TO:</td>
<td>First Assistant Greenkeeper</td>
</tr>
</tbody>
</table>

**MAIN PURPOSE OF JOB:**

*To carry out the maintenance of the golf course to the highest standards as directed by the Head Greenkeeper.*

**KEY TASKS & RESPONSIBILITIES:** (may include)

1. Carry out the whole range of greenkeeping tasks as instructed by the Head Greenkeeper or the First Assistant.
2. Ensure that all tasks are exercised with due consideration to the health & safety of yourself and others.
3. Report to the First Assistant or Head Greenkeeper on an ongoing basis with regard to the condition of the course. Adverse conditions such, as signs of disease must be reported without delay.
4. Show due courtesy and consideration to golfers at all times whilst allowing golfers right of way after 0830 hours each day.
5. Assist seasonal staff by contributing to their training and knowledge.
6. Ensure all designated tasks are completed safely and to carry out risk assessments where necessary.
7. Check on the general condition of any machine before use, reporting to the mechanic any suspected faults.
8. Monitor and report to the mechanic any machine nearing or past the scheduled service date.
9. Check the oil and fuel levels of any machine before use.
10. Leading other staff and/or contributing to the effectiveness of the greenkeeping team.
11. Participating in personal professional development following appraisal of individual needs.
12. Undertake other tasks as assigned by the First Assistant Greenkeeper, which are subject to the Head Greenkeeper’s approval.
Contracts of employment

In addition to a job description, all employees have a contract of employment, which forms the basis of the employment relationship. In simple terms, an employee agrees to work for an employer in return for wages. A contract is made when the offer of employment is accepted. A number of rights and duties, enforceable through the courts, arise as soon as this happens.

However, most rights and duties, particularly statutory ones, apply only when the employee starts work; and a number of them require specific periods of service to have been worked. For instance, there is a service qualification of one year for most unfair dismissal claims to an Employment Tribunal.

Most employment contracts need not be in writing to be legally valid; a verbal agreement can be sufficient. However, writing down the terms of the contract can minimise later disagreements. The Employment Rights Act 1996 requires employers to provide most employees, within two calendar months of starting work, with a written statement of the main terms of the contract. Further details of contracts of employment can be obtained from the Department of Trade and Industry leaflets PL700 and PL700A Written statement of employment particulars. You can also visit their website, www.dti.gov.uk/er for the latest updates.

The following details must be included in the written statement:

- the employer’s name
- the employee’s name
- the job title or a brief job description
- the date employment began
- the place of work and the address of the employer
- the amount of pay and the interval between payments
- hours of work
- holiday pay entitlement
- sick pay arrangements
- pension arrangements
- notice periods
- where the employment is not permanent, the period it is expected to continue
- where the employment is for a fixed term, the date when it is to end
- grievance and appeal arrangements
- disciplinary rules (currently where there are 20 or more employees, although this threshold will be removed under the dispute resolution provisions contained in the Employment Act 2002, probably during 2004)
- any collective agreements which directly affect the terms and conditions
- where the person is required to work outside the UK for more than one month: the period he/she is to do so; the currency in which salary will be paid; any additional remuneration payable by reason of working outside the UK; and any terms and conditions relating to his/her return to the UK.
The following is an example of a written statement:

<table>
<thead>
<tr>
<th>Written statement of employment particulars</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. You (Name of employee) .......................................................... began employment with (Name of employer) .......................................................... on (Date employment started) ..................</td>
</tr>
<tr>
<td>2. *a) Your previous employment with (Name of previous employer or employers) .................. does count as part of your period of continuous employment which therefore began on (Date period of continuous employment commenced) .................................. or</td>
</tr>
<tr>
<td>*b) Your previous employment does not count as part of your period of continuous employment *delete (a) or (b) as appropriate</td>
</tr>
<tr>
<td>3. a) You are employed as a (job title) .......................................................... or</td>
</tr>
<tr>
<td>b) A brief description of the work for which you are employed (Brief work description) ..........................................................</td>
</tr>
<tr>
<td>4. a) Your place of work is (Address of workplace) .......................................................... or</td>
</tr>
<tr>
<td>b) You are *required/permit to work at the following places (Give details) .......................................................... *delete as appropriate – advisory handbook employing people and the address of your employer is ........ (Address of employer) ..........................................................</td>
</tr>
<tr>
<td>5. Your pay will be (Particulars of scale or rate of remuneration, or of the method of calculating remuneration)</td>
</tr>
<tr>
<td>6. You will be paid (Particulars of intervals at which remuneration is to be paid) ..........................................................</td>
</tr>
<tr>
<td>7. Your hours of work are (Particulars – including details of any normal working hours) ..........................................................</td>
</tr>
<tr>
<td>8. Your holiday entitlement is (Particulars – including entitlement to holiday pay and public holidays. You must give enough information to enable entitlements, including accrued holiday pay on termination, to be precisely calculated) ..........................................................</td>
</tr>
<tr>
<td>9. a) In case of incapacity for work (Terms and conditions relating to sickness or injury and any provision for sick pay) .......................................................... or</td>
</tr>
<tr>
<td>b) Particulars of any terms and conditions relating to incapacity for work due to sickness or injury, including any provision for sick pay, can be found in (Refer to provisions of some other document which the employee has reasonable opportunities of reading in the course of his or her employment or which is made reasonably accessible to him or her in some other way) ..........................................................</td>
</tr>
<tr>
<td>10. a) Particulars of pensions and pension schemes are (Particulars) .......................................................... or</td>
</tr>
<tr>
<td>b) Particulars of terms and conditions relating to pensions and pension schemes, can be found in (Refer to provisions of some other document which the employee has reasonable opportunities of reading in the course of his or her employment or which is made reasonably accessible to him or her in some other way) ..........................................................</td>
</tr>
<tr>
<td>11. a) The amount of notice of termination of your employment you are entitled to receive is (Period of notice) .......................................................... or</td>
</tr>
<tr>
<td>The amount of notice you are required to give is (Period of notice) .......................................................... or</td>
</tr>
<tr>
<td>b) Particulars of the amount of notice of termination of your employment that you are entitled to receive and are required to give are contained in (Refer to relevant legislation or the provisions of any collective agreement directly affecting the terms and conditions of the employment, which the employee has reason. able opportunities of reading in the course of his or her employment or which is made reasonably accessible to him or her in some other way) ..........................................................</td>
</tr>
<tr>
<td>12. a) Your employment is permanent – subject to 11 above, to general rights of termination under the law .. and to the following (Details of any other rights of termination) .......................................................... or</td>
</tr>
<tr>
<td>b) Your employment contract is for a fixed term and expires on (Date) .......................................................... or</td>
</tr>
<tr>
<td>c) Your employment is temporary and is expected to continue for (Period of likely duration) ..........................................................</td>
</tr>
</tbody>
</table>

This should be used only as an indication of the likely duration.
13. The collective agreements which directly affect the terms and conditions of your employment are (Details identifying the relevant agreements and indicating, where the employer is not a party, the persons by whom they were made) .................................................................

14. *a) You are not expected to work outside the UK (for more than one month) delete words in brackets if they are inappropriate. .................................................................................................................................................. or

*b) You will be required to work in (Details of work location outside the UK) ..........................................

for (Period of work outside UK, where more than one month) ..................................................................................

You will be paid in (Currency) .................................................................................................................................

and will be entitled to (Details of any additional remuneration payable to the employee, and any benefits to be provided, because he/she is required to work outside the UK) ..................................................................................

The terms relating to your return to the UK are (Details) ............................................................................................

*delete (a) or (b) as appropriate ................................................................................................................................

15. a) The disciplinary rules which apply to you are (An explanation of the rules) ..........................................................

Appendix

Advisory handbook employing people

or

b) The disciplinary rules which apply to you can be found in (Refer to provisions of some other document which the employee has reasonable opportunities of reading in the course of his or her employment or which is made reasonably accessible to him or her in some other way) ..........................................................

16. If you are dissatisfied with any disciplinary decision which affects you, you should apply in the first instance to: (Name of the person an employee application should be made to, or position held, e.g.: supervisor) ..............

17. You should make your application by (Explain how applications should be made) ...........................................

18. If you have a grievance about your employment you should apply in the first instance to (Name of the person an employee grievance should be raised with, or position held, e.g.: personnel officer) ...........

19. You should make your application by (Explain how grievances are to be raised) ..................................................

20. a) Subsequent steps in the firm’s disciplinary and grievance procedures are (An explanation of the steps) ........................................................................................................................................................................

or

b) Subsequent steps in the firm’s disciplinary and grievance procedures are set out in (Refer to provisions of some other document which the employee has reasonable opportunities of reading in the course of his or her employment or which is made reasonably accessible to him or her in some other way) ........................................................................................................................................................................

21. A contracting-out certificate under the Social Security Pensions Act 1975 *is/is not in force for the employ-

ment this statement is being issued for ..........................

*delete as appropriate
Induction

Induction is the process of introducing new employees into the workplace, making them feel a valued part of the organisation, ensuring that they are motivated and start making a contribution as soon as possible. During the induction you will meet other workers and be shown the skills that you must learn to do the job effectively. Generally, the first few days at work will simply involve observation, with an experienced employee showing the ‘new hand’ the ropes. A good employer will encourage you to undertake training and/or education to learn new skills and get new qualifications. The importance of induction to employees can be summarised by the following:

- to make you feel valued and help you settle in
- to give you the information you need about the company
- to give you the information you need to do your jobs
- to enable you to meet colleagues with whom you will be working
- to put to rest any fears you may have about starting a new job

A mentor or coach can also be appointed to help you settle into your new job role. You may also obtain advice and guidance from your supervisor (line manager), mentor, work colleagues and other more experienced staff.

If you do need to obtain advice in relation to specific tasks and activities the correct procedure would be to speak with your mentor or a more experienced colleague in the first instance. They should be able to help you, as it is more than likely that the advice you seek is related to specific jobs that you are carrying out. If they are unable to help you or you need advice about personal matters you will have to speak to your supervisor. If they are unable to help you then they should be able to refer you to a specialist advisor or counsellor if the advice you seek relates to a personal matter. Often advice from a third party can give you an independent and impartial view on a particular problem. This could well be a member of the personnel department if the company you work for has one, or a friend.

Supervisor/mentor – seeking advice

The supervisor and mentor play critical roles in the induction process, ensuring that new employees settle into the organisation and feel motivated and committed to their jobs and to the organisation so that they are ready to make a valued contribution as early as possible. Their roles extend beyond the induction process supporting and guiding employees throughout their employment as required. The two roles can be considered to be quite separate.

The supervisor

The supervisor is the employee’s immediate line manager. They are usually the first point of contact for sorting out work problems both on a departmental level and sometimes on a personal level. They issue instructions to their staff and deal with any potential disciplinary situations. A supervisor will ensure that you know exactly what is expected of you in relation to the standards and how you should carry out your duties. They will decide what jobs you have to do on a daily, weekly and longer term basis. Once the supervisor is happy that you are able to undertake your duties to the required standard you will be given more responsibility and be expected to take the initiative as required. The supervisor will also discipline you if problems occur due to negligence or dereliction of duty.
The mentor

A good mentor provides a model, commanding respect through his or her performance rather than through rank. He or she treats the employee as a person of individual worth. The mentor will discuss and suggest rather than tell, focussing on the learner’s behaviour rather than personality. In assigning development tasks, the mentor will stretch new staff, but within their capabilities. Finally, he/she will encourage new staff and support them in dealings with seniors.

The correct procedure for obtaining initial advice and guidance would be to speak to your mentor on a one-to-one basis. In most cases you should be able to receive sufficient support to overcome a particular problem. You may also receive guidance and advice via a formal meeting with your mentor or supervisor for example, during a performance appraisal or a team meeting. A disciplinary meeting may be called if your performance is repeatedly below the standard expected and you will be able to clarify issues raised during this.

You could clarify concerns in a formal way by means of writing a memorandum to your line manager, a colleague or to your personnel department. Another way of raising concerns is to produce a technical report. This could be used where there may be problems with the condition of the greens on the golf course. You could produce a report with recommendations for action, or simply produce a technical report that leaves questions to be answered by individuals with more experience than you.

Seeking advice

The correct procedures for seeking advice is by requesting help in advance if possible, or at a convenient moment to avoid unnecessary disruption to work activities. The risks involved in not obtaining advice where you are unclear about specific tasks and activities may put other workers and members of the public at risk of injury. Machines, equipment or facilities may also be damaged if the correct advice is not sought. You could also put yourself at risk to serious injury if you choose not to seek guidance for example, say in using a machine that you have not previously used.
Procedures for determining and agreeing personal development needs and personal targets

The procedures in the workplace for determining and agreeing personal development needs and personal targets are usually appropriate to the individual organisation but will include some form of staff performance development and appraisal scheme. Appraisal is the process of giving employees an opportunity to receive high-quality, specific feedback about their performance in their job. It should set out to provide you with an opportunity to discover what you need to know to do your job more effectively and to motivate you to do the job effectively.

Many organisations have well-established procedures for collecting and recording information to be used in evaluation of staff. These are called appraisal schemes and the line manager normally implements them. The appraisal scheme usually requires individual managers to identify areas of strengths and weaknesses in job performance, perhaps identifying training and other employee needs. It also enables an individual to record his or her perceptions of the organisation and to contribute to outlining a career path. The organisation should make time available for well-organised and structured appraisal interviews. The appraiser will need to be trained in the appraisal process. A structured form to the appraisal should be taken, and this may contain such questions as:

- what were your most important objectives/achievements during the last year?
- what were/are your major problems?
- what do you consider to be your main objectives during the coming year?
- in your present post, how do you feel you could improve your current contribution to the work-team?
- what action might be taken to bring about this improvement?
- Future career and other development opportunities?

Personal performance should be reviewed regularly, as it allows both employee and employer to assess progress, set targets and discuss problems. The person being appraised will feel that the company at least knows what his or her hopes and plans are. A skilled appraiser would do many of the following:

- Agree on challenging targets with the appraisee.
- Emphasise targets and goals rather than criticise performance.
- Evaluate previous performance by reference to specific cases and examples rather than generalities.
- Make a point of taking an individual's criticism of the organisation seriously rather than trying to 'sweep it under the carpet'.
- Focus the interview on real job behaviour and not performance.

A formal staff appraisal is usually undertaken on an annual basis. However, informal discussions with your line manager may take place on an informal basis with a general review of performance and organisational expectations.
SWOT analysis

One of the most powerful tools for analysing your current situation and how you need to change is by using a SWOT analysis. SWOT stands for:

- Strengths
- Weaknesses
- Opportunities
- Threats

This helps you to identify your strengths and weaknesses, the opportunities available to you, and threats to you achieving or working towards these opportunities. This is achieved by carrying out a simple brainstorming activity, and writing down your strengths, weaknesses, opportunities and threats.

The simple idea that lies behind a SWOT analysis is that you need to:

- take advantage of your opportunities and
- overcome or avoid your threats by
- taking account of your weaknesses.

You can carry out a simple SWOT analysis using the table below:

<table>
<thead>
<tr>
<th>WRITE YOUR OWN STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STRENGTHS</strong></td>
</tr>
<tr>
<td><strong>OPPORTUNITIES</strong></td>
</tr>
</tbody>
</table>