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| Approach: **Focusing on Performance** |
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| I Run the sports park and on site we are subject to many different kinds of legislations that we must adhere to as well as operating a very busy and diverse site. Each Supervisor (duty manager) runs the site slightly differently but ultimately we have to be legally compliant in all areas.  We had been subject to 3 external audits (Financial, food hygiene, health and safety) and each one came back with some improvements needed. As the site manager I couldn’t physically be on site all the time nor have the time to be constantly checking everyone's work. It was evident that some Supervisors had strengths and weakness in different areas  I identified 3 supervisors who were particularly weak in each area and allocated them that area of work e.g. Supervisor 1 in charge of financial proceedings, Supervisor 2 in charge of Food hygiene records Supervisor 3 in charge of Health and safety records.  I gave all the supervisors all the information they needed and asked them to send a formal email to anyone who has failed to complete checks, or paper work for that given area- I asked not to be copied in unless they felt it needed raising with me.  This placed a lot of trust in the staff and gave them a shared responsibility for each area.  I then asked each supervisor to perform an audit on a different area to what they were tasked with, thus providing a different view and understanding or what was asked.  The audits came back with vastly improved scores and each supervisor was proud of their work area. This not only got a job done but each supervisor developed and thrived off the extra responsibility. Each one learning the importance of each area, whereas before they just identified tick boxes on a sheet.  This was difficult for me, ultimately the running of the site is my responsibility, and it's me that ends up having to explain the sites failings so handing over responsibility to the supervisors was pretty scary. ***I placed a large amount of trust and freedom into the staff and they actually excelled and gained motivation by the added responsibilit***y. Essentially the responsibility was always there for them but just wasn’t taken as seriously as it was after the exercise. This could have gone horribly wrong as I was placing a lot of responsibility on a staff member that I had deemed weak in that area, so the stakes were high for me.  The Initial resistance with some minor worries about work load from 2 of the supervisors but it eventually became a bit of a competition and even 'banter' between them stating they 'didn’t want to get told off'' for not completing the records correctly. All 3 supervisors stated that they learned a lot doing the exercise and all 3 have a stronger understanding of the work areas now.  I feel the success of this approach was the element of competition and responsibility, being in the sports industry supervisors became naturally competitive and wanted to 'win'  The team is naturally outgoing with great customer service skills and do a very varied role, unfortunately this can be to the detriment of important administration tasks that are not seemingly as important as running a smooth operation. I had to heighten the profile of the 'boring stuff' to ensure it was done to a legally compliant level. This approach worked well with this group. |