



Appendix H

The Personal Plan

The **Personal Plan** is a document prepared by an individual manager, indicating how he or she intends to fulfill assigned management responsibilities over a given period of time. The Personal Plan is designed by the manager after consultation with an immediate supervisor. It may then be used as a guide to performance appraisal at the end of a given time period. Of even greater significance is the use of the plan as a guide to professional development.

This appendix presents the Personal Plan I developed while employed as executive housekeeper for the Los

Angeles Airport Marriott Hotel during the opening year of the facility. The plan indicates areas in which development should occur during the upcoming year of operation.

Note the last paragraph, in which specific goals were established as *results expected*. At the end of the year, the manager and supervisor use the plan to evaluate performance against these results expected; that is, what had been specified as intended action. Once the year is complete, a new plan should be developed for the next performance period.

THE EXECUTIVE HOUSEKEEPER'S PERSONAL PLAN FOR _____
(name)

I. Technical Skills

A. Job and technical knowledge

In order to perform the technical requirements of my position, I plan to do the following:

1. Continue to review all media at my disposal for products, equipment, and techniques. Test and implement new ideas and equipment found worthy of consideration that might improve operational methods and standards and/or decrease costs.
2. Periodically review job descriptions, personal staffing organization, and standard operating procedures (SOPs) to increase effectiveness of assigned employees.
3. Improve effective communications with all members of my staff.
4. Stimulate and effect career progression of qualified personnel. Set the right kind of example for all subordinates. Cross-train to increase potential for this property; increase cooperation and respect of employees for each other and develop skill depth within the department.

II. Administration

A. I will consider my area of responsibility properly administered when:

1. Organization charts and job descriptions are prepared and published for all positions within my area of control.
2. Equitable work distribution and production have been balanced to provide high morale and effective operation.
3. Correspondence, records, reports, and training objectives have been timely and efficiently accomplished.
4. Adequate controls affect increased productivity and decreased operational expenses to the degree that high priority standards will achieve the proper balance against profits for the rooms department.
5. Communications are free and open.
6. Proper creation of responsibilities and delegation of authority will create effective utilization of personnel.
7. Production standards exceed required standards.

III. Managerial

A. My areas of responsibility will be well managed when:

1. Administrative goals have been attained.
2. Wages and controllable expenses are maintained at or less than authorized percent of sales.
3. GRA hours per rooms rented is in control.
4. Turnover rate and employee opinion reflect high morale and efficient operation.
5. Promotions of qualified career progression employees have been made, and success in development of personnel and depth of the staff is accomplished.
6. Standards are attained or exceeded in producing guest satisfaction with minimum guest complaints.
7. Objectives of my Personal Plan have been attained.

IV. Personal Development

A. I will be advancing myself in my present position when I:

1. Have full knowledge of all operational aspects within the areas I control. To improve this knowledge, I intend to
 - a. Learn other technical skills that relate to my present position.
 - b. Obtain knowledge from technically competent personnel who have experience with items of equipment being used.
 - c. Increase knowledge through formal educational opportunities.
 - d. Grasp every opportunity that my spare time will allow to learn other departmental responsibilities.
 - e. Seek out responsibility and critiques and learn by doing.
2. Cross-train in front desk operations to develop my knowledge in areas directly affected by actions in my department.
3. Obtain a general grounding in other areas (food and beverage) not directly related to my present operation.

- 4. Take advantage of every opportunity offered to enroll in training courses available through the company or educational facilities for the advancement of my managerial skills. Continue working toward certification as American Hotel & Lodging Association (AHLA) hotel administrator.
 - 5. Reach my primary goal (promotion) by (date).
- V. Expected Results
- A. I expect to accomplish the following results by the dates indicated:
 - 1. Attain a smooth and coordinated hotel opening for all back-of-the-house operations by (completion of opening).

- 2. Solidify operating targets by (date).
- 3. Institute systems for scheduling, stock control, cost control, inventories, continued formal training of new personnel, linen control, and budget control by (date).
- 4. Stabilize labor turnover at 8 percent or less by (date).

This plan approved and implemented: _____ (date) _____.
Expected performance appraisal date: _____ (date) _____.
Submitted by _____.
Accepted by _____.