

	<b>RESOURCE LIBRARY – HUMAN RESOURCES</b> <b>Performance Counseling</b>	<i>CODE:</i> 04.01.055 <i>EDITION:</i> 1 <i>PAGE</i> 1 OF 2
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OBJECTIVE:目的:

- To ensure underperforming employees are given every opportunity to improve their performance before starting with the disciplinary procedure.  
确保在开始执行纪律处分程序之前给表现不好的员工提供每个改善其绩效的机会。
- To maintain morale and motivation and project the hotel as a fair and reasonable employer.  
保持员工士气和工作积极性，使店成为一个公平、合理的雇主。

APPLICATION:应用:

Is the responsibility of the immediate manager to ensure performance is consistently high at all times and to conduct either performance counseling or disciplinary action.

直属经理的责任是确保任何时候都保持始终如一的高绩效，并进行绩效辅导或纪律处分。

Performance counseling as opposed to disciplinary should become a regular part of the management of a team of people.

与纪律处分相反的绩效辅导，应成为管理一组人的常规部分。

The Personnel Manager should monitor disciplinary actions per department to determine if there is more opportunity for managers to do feedback and counseling prior to disciplinary action being taken.

人事部经理应按部门监督纪律处分情况，以确定实施纪律处分之前管理人员是否有更多的反馈和辅导机会。

Performance counseling does not form part of the disciplinary procedure and should not be recorded or held on file for later use.

绩效辅导并不构成纪律处分程序的一部分，不宜记录或存档供以后使用。

STATEMENT OF POLICY  
政策声明

1. We believe that good performance counseling can prevent later disciplinary action.  
际酒店认为，良好的绩效辅导可以防止以后的纪律处分。
2. An employee whose conduct is normally of a high standard but who shows out of character symptoms such as: inconsistent punctuality, mood swings, minor mistakes etc. must be given constructive feedback immediately by their immediate manager.  
通常有高标准的行为、但却出现不严格守时、情绪波动、小错误等品行特征的员工，必须立即通过其直属经理给予建设性的反馈意见。
3. If performance does not improve it may be an indication of a larger problem such as financial problems, health issues, career difficulties etc. A one-to-one counseling session should be arranged by the immediate manager to determine the root -cause.  
如果绩效没有改善，则可能表明有经济问题、健康问题、职业生涯困难等更大的问题，直属经理应安排一对一辅导讲座，以确定根本原因。

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4. In such counseling sessions the manager is to listen more than lecture and use specific facts to draw attention to the symptoms of the problem.  
在此类辅导讲座中，经理要聆听更多的演讲，并利用特定的事实吸引大家对问题征兆的注意。
5. The objective is to support the employee to ensure normal high standards are restored as quickly as possible.  
辅导讲座的目的是支持员工，以确保尽快恢复正常的标准。
6. If there appears to be no particular underlying reason for the performance drop, then it should be made absolutely clear that performance must be improved without delay in order to avoid a drop in service standards and consequently future disciplinary action.  
如果有，似乎没有什么特别的绩效下降的内在原因，则应非常明确地表明，必须毫不迟延地改善绩效，以避免服务标准降低，因而受到将来的纪律处分。
7. Performance counseling has no place in instances where there was a deliberate breach of rules or in cases of gross misconduct in such instances disciplinary action must be carried out.  
在蓄意违反规则或严重失职的情况下，公司不会在进行绩效辅导，在这种情况下，必须进行纪律处分。