

# **Developing & Implementing Standards of Performance**

## **Part 1**

**How to develop practical and  
user-friendly SOPs for your  
business**

# Programme Aims

## This two-part programme aims to:

- ▶ Assist tourism businesses to put in place effective and measurable Standards of Performance (SOPs).
  
- ▶ Equip Supervisors/Managers with the tools and techniques to develop, communicate, implement and measure SOPs within the business.



# Programme Objectives



- 1 To upskill Supervisors/Managers in the area of developing, communicating, implementing and monitoring SOPs in order to achieve service excellence.
- 2 To consult and involve staff members in the steps you are taking to manage the risk of Covid-19 for customers and staff in your workplace, so they understand the changes you have in place to work safely.

# Range of Topics

- Managing SOPs in a Covid-19 environment.
- Define a 6-Stage approach for using SOPs to deliver service excellence.



## PART 1

**Stage 1** – Recognise how SOPs can transform your business

**Stage 2** – Involve all your people in the SOP journey.

**Stage 3** – Develop SOPs that will delight your customers.

## PART 2

**Stage 4** – Bring SOPs to life in your business.

**Stage 5** – Measure how SOPs are impacting the customer experience.

**Stage 6** – Strive for service excellence every day.

# Range of Topics

## During and after the Covid-19 pandemic:



SOPs will be more important than ever



Owners and managers must constantly reinforce the SOP message



We must give customers confidence

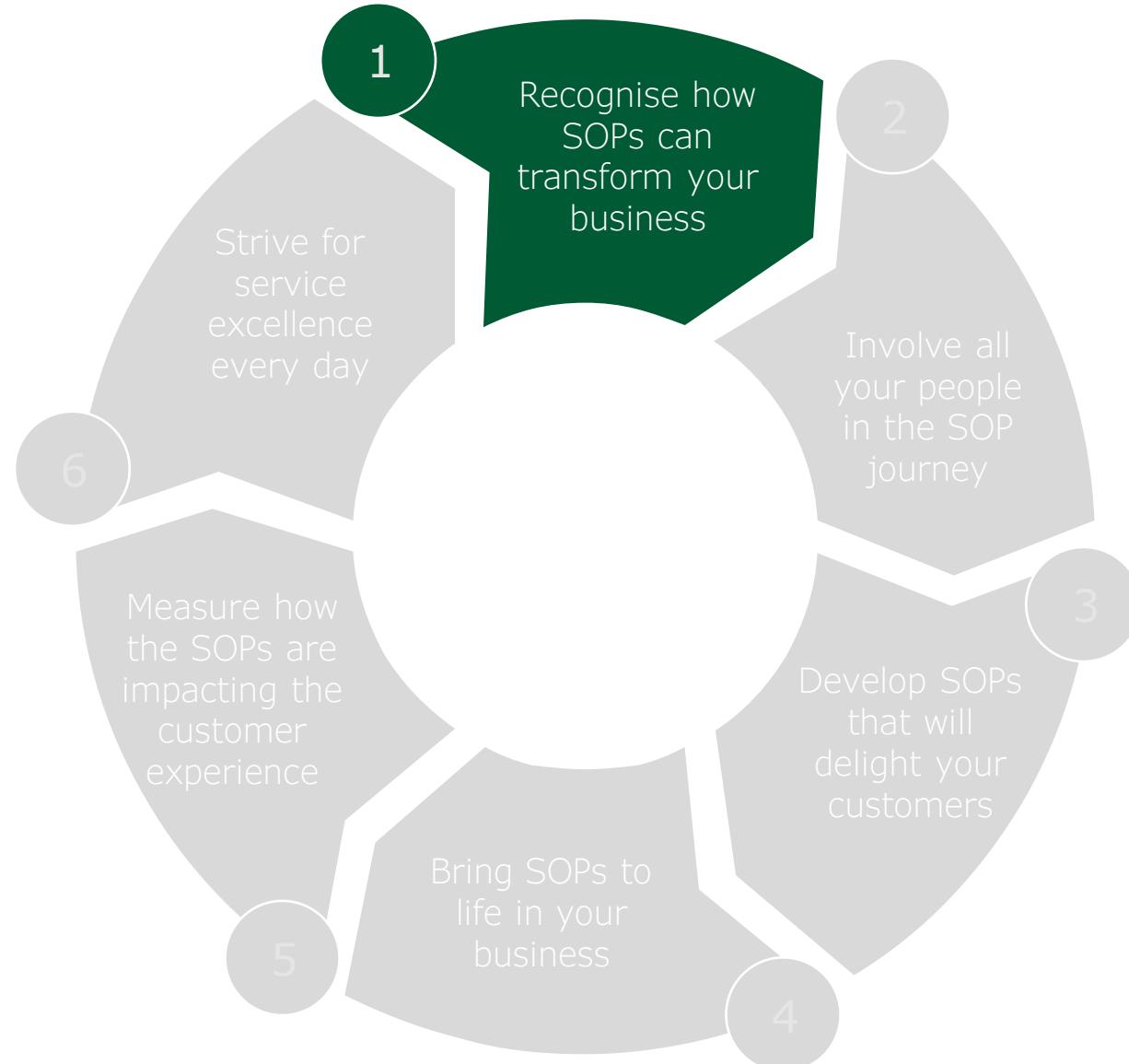
## The 6-Stage SOP Journey



## Stage 1

# The 6-Stage SOP Journey

Recognise how SOPs can transform your business



# Setting Standards of Performance (SOPs)

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## **Stage 1**

Recognise how SOPs can transform your business

# What are SOPs?

SOPs ARE



- Clear, concise and measurable statements describing how a product or service should be delivered.
- An agreed and repeated way of doing something.
- A summary of best practice.
- Designed to meet and exceed customer expectations.



# What Does a SOP Consist of?

**It is important to remember that there are actually two components to an SOP:**



**THE STANDARD**



**THE PROCEDURE**

# Sample SOP

Here is a sample SOP for Complaint Handling:



## Our Standard is

Guest complaints are treated with empathy and concern, and handled in a prompt and efficient manner to ensure a resolution.

And now the procedure to achieve that standard:

What we must do to achieve our Standard (The Procedure)	How do we know we have done it correctly:
<b>1) Respond to guest complaints promptly</b>	<ul style="list-style-type: none"><li>▪ Guest complaints are dealt with immediately and efficiently.</li><li>▪ Service Personnel show genuine concern and attention when listening to guest problems.</li></ul>
<b>2) Determine the nature and severity of the problem</b>	<ul style="list-style-type: none"><li>▪ Service personnel listen attentively, remaining calm and objective.</li><li>▪ Guest is not interrupted or provoked.</li><li>▪ Service personnel seek to identify the real problem and question guest in a polite manner to gain clarification.</li><li>▪ Service personnel never argue with guest.</li><li>▪ Complaint is summarised back to the guest, to ensure that the problem has been clearly identified.</li></ul>
<b>3) Offer an apology to the guest</b>	<ul style="list-style-type: none"><li>▪ Once the problem has been clearly identified, service personnel apologise to the guest and thank them for bringing it to their attention.</li></ul>
<b>4) Outline proposed action to resolve the problem to the guest</b>	<ul style="list-style-type: none"><li>▪ Service personnel explain to guest what action can be taken to resolve problem.</li><li>▪ Service personnel check that guest will accept proposed action.</li><li>▪ If problem requires attention from a more senior manager, explain to guest the steps that will be taken.</li></ul>
<b>5) Take agreed action quickly to resolve problem</b>	<ul style="list-style-type: none"><li>▪ All action agreed with guest is taken quickly and efficiently.</li><li>▪ Guest is kept informed at all times and not left waiting unduly.</li><li>▪ Guest is checked for satisfaction with action taken and once again thanked for bringing the complaint to our attention.</li></ul>

# Why do you Need SOPs in Your Business?

Without an agreed way of delivering your product or service, your customer experience will be inconsistent.



## Other reasons include:

- Employee and Customer Safety
- Compliance with regulations, especially for COVID-19
- Direction and consistency
- Communication
- Accountability
- Organisational knowledge
- Performance Management
- Efficiency

# What are the Benefits of SOPs for your Business?



SOPs help you to deliver service excellence and build a great customer experience.



Great experiences make customers feel valued, they trust you, which builds loyalty and a positive market reputation.



This in turn contributes to increased profitability.



# How Can SOPs Transform Your Business?



SOPs can transform your business across four critical pillars:

-  Customer Engagement
-  Employee Engagement
-  Process Improvement
-  Performance Management

# Common Pitfalls to Avoid on Your SOP Journey

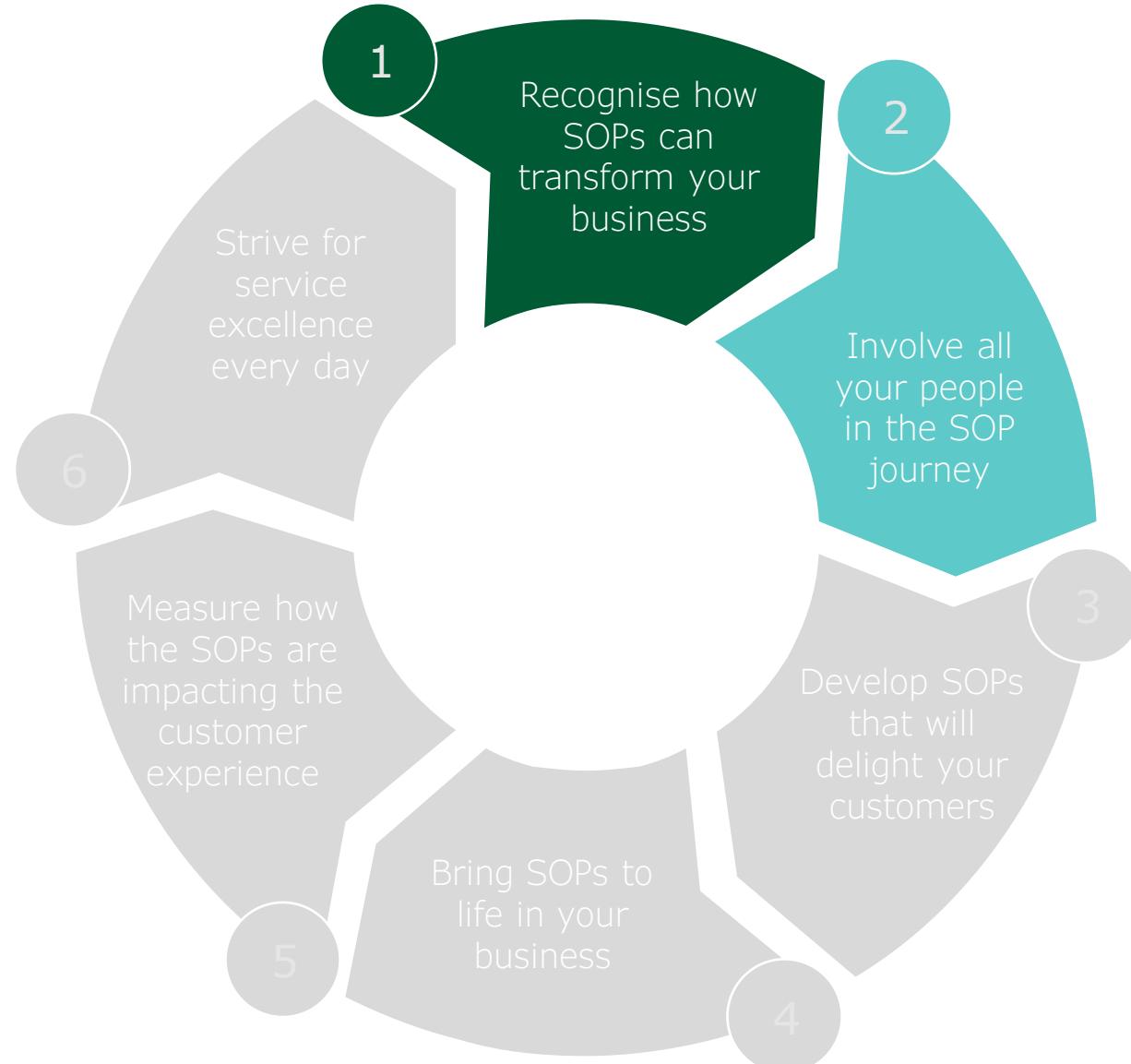
- Wrong Mindsets
- Poor Communication
- Lack of Involvement
- Inadequate Leadership
- Unstructured Process
- Inconsistent Application
- Under Resourced
- No Measurement



## Stage 2

### The 6-Stage SOP Journey

Involve all your people in the SOP journey.



## Setting Standards of Performance (SOPs)

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### **Stage 2**

Involve all your people in the Standards of Performance journey

# Make it a Team Journey

Employees at all levels must play a part in the development, implementation and review of SOPs.

Owners and managers must lead the journey and be ultimately responsible

Employees like to be included in decision-making about their work so involving them boosts motivation levels

Not including employees would mean missing out on their knowledge about service delivery

When employees are involved in setting SOPs, they are far more likely to try to implement them

By involving everybody in the business you are helping to build team spirit



# How to Excite and Engage Your People About the Journey



- ▶ Create a buzz about the journey
- ▶ Start with 'why' not how
- ▶ Keep things real and meaningful
- ▶ Show 'quick wins' and maintain momentum
- ▶ Be creative, make it fun
- ▶ Don't drown in paper
- ▶ Tackle concerns or negativity early

## Stage 3

### The 6-Stage SOP Journey

Develop SOPs that will delight your customers.



## Setting Standards of Performance (SOPs)

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### **Stage 3**

Develop Standards of Performance that will delight your customers

## Recap - Elements of an SOP

We already highlighted that an SOP has two elements:



**THE STANDARD**



**THE PROCEDURE**

Lets' look at how you can begin drafting your SOPs

## Influences on SOPs

What might influence the setting of SOPs?



Star rating



Customer



Legislation



Skill level of staff



The company

# Constraints on SOPs

What constraints can affect SOPs?



-  Time
-  Communication
-  Staffing levels
-  Cost
-  Unwillingness to embrace change
-  Language barriers

# **Actions Required to Develop Your SOPs**

Four actions to develop your SOPs

1

Decide what SOPs you want

2

Choose a format for your SOPs

3

Set the Standards

4

Write the Procedures

Remember, make sure everyone is involved in writing the SOPs!

# Action 1 - Decide What SOPs you Want

SOPs can be defined for:

**Tasks**

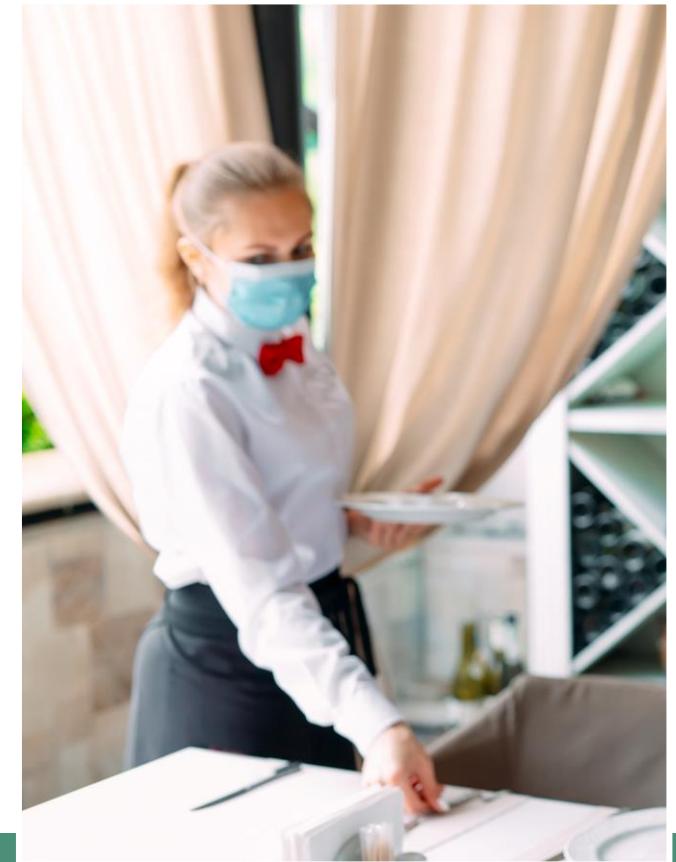
For example: making an Irish coffee, making a bed, pouring wine, or setting a table for breakfast, greeting a guest, check-in etc.

**Areas**

For example: this could be a bedroom, a cellar, a stillroom or a changing room.

**Activities**

For example: this could be purchasing of goods, dealing with complaints or the service of food.



## Action 2 - Choose a format for your SOPs

You can choose your own format for SOPs. We'll use one approach here which you can adopt, or follow your own if you prefer.

<b>Our Standard is:</b>	
<b>What we must do to achieve our standard:</b>	<b>How do we know we have it done correctly?</b>



Add row and insert photograph if necessary

## Action 3 - Set the Standards



### What is a standard?

A standard may be described as the *measurable outcome* required for a particular task or activity, in order to adhere to legislation, engage employees, or delight the customer.

## Action 3 - Set the Standards

### Tips for Writing Standards

Here is a sample standard for Greeting and Seating a guest:



#### Our Standard is

All customers are greeted in a timely and friendly manner, then seated in a professional and polite way.



## Action 3 - Set the Standards

Here are some more sample Standards to consider, with examples of measurable words used:

### Example 1

A safe, hygienic environment will be maintained in accordance with all relevant legislation and regulations.



**It is made measurable by these words:**

A safe, hygienic environment will be maintained in accordance with all relevant legislation and **regulations**.

### Example 2

All maintenance problems will be reported, and corrective action taken in a fast and efficient manner. Maintenance issues must not be allowed to interfere with daily business.



**It is made measurable by these words:**

All maintenance problems will be **reported**, and **corrective action** taken in a fast and **efficient** manner. Maintenance issues must not be allowed to **interfere** with daily business.

## Action 4 - Write the Procedures

Now that we've explored setting standards, let's shift our focus to writing the procedure.



THE STANDARD

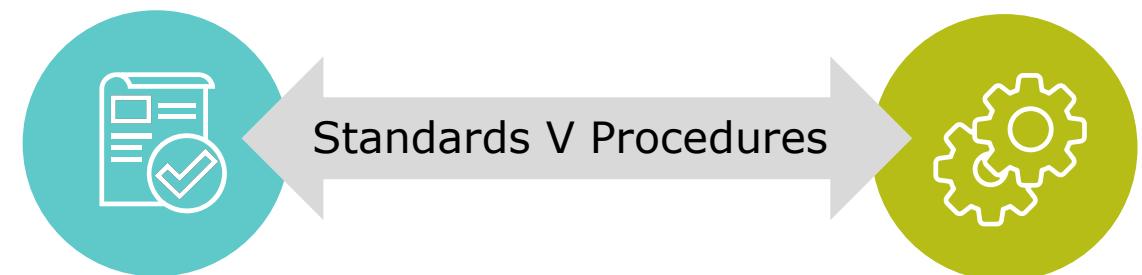


THE PROCEDURE

## Action 4 - Write the Procedures

A procedure is what must be done  
to achieve the standard

Once you have finalised your  
standards, then you need to write  
a procedure for each one



## Action 4 - Write the Procedures

### Tips for writing procedures

A procedure breaks down the completion of that task into clear, logical steps.

#### **Our Standard is:**

All customers are greeted in a timely and friendly manner, then seated in a professional and polite way

<b>What we must do to achieve our standard (The Procedure)</b>	<b>How do we know we have done it correctly?</b>
1. Acknowledge and greet customers as soon as they arrive, with a smile	
2. Offer to take coats	
3. Lead customers to the table and ensure they are happy with table allocated	
4. Seat customers, present menus and drinks list	
5. Offer to take a drink/water order	

## Action 4 - Write the Procedures

On the right-hand side, for each step in the procedure you can list the 'quality' points that tell you this step is completed correctly.

This is very helpful when you use the SOPs as training tools, or for later measurement of SOPs.

### Our Standard is:

All customers are greeted in a timely and friendly manner, then seated in a professional and polite way

What we must do to achieve our standard <b>(The Procedure)</b>	How do we know we have done it correctly?
1. Acknowledge and greet customers as soon as they arrive, with a smile	<ul style="list-style-type: none"> <li>▪ All customers will be welcomed within one minute of arrival</li> <li>▪ All employees welcome customers with a smile, good eye contact and an interested facial expression</li> <li>▪ Employees use the correct greeting</li> <li>▪ Customers are addressed by their names (if known)</li> </ul>
2. Offer to take coats	<ul style="list-style-type: none"> <li>▪ Coats are treated with care and stored safely &amp; securely</li> </ul>
3. Lead customers to the table and ensure they are happy with table allocated	<ul style="list-style-type: none"> <li>▪ Walk slightly in front of the guest leading them to their table</li> <li>▪ Ask if table chosen is suitable</li> </ul>
4. Seat customers, present menus and drinks list	<ul style="list-style-type: none"> <li>▪ Chairs are withdrawn to allow guest to sit easily</li> <li>▪ Clean menus are opened and presented to each guest and inform of any specials or "off" dishes</li> <li>▪ Clean wine list is presented to the host and offer of assistance is made with selecting wines, if required</li> <li>▪ Any wines unavailable are explained</li> </ul>
5. Offer to take a drink/water order	<ul style="list-style-type: none"> <li>▪ Ask if any pre-dining drinks are required before leaving table</li> <li>▪ Water is offered and served to customers</li> </ul>

# The 6-Stage SOP Journey - Part 1 Summary



# Take Action

Based on what you have learned from this video, develop or redevelop your SOPs



**Part 2**  
**How to get the most from  
your SOPs to deliver service  
excellence**



# **Developing & Implementing Standards of Performance**

**Part 1**

**Thanks for  
watching**