



Student: Sophia Rabaiotti

Lecturer: Deborah Jenkins

Student Number: 2318771

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HR Advisory Operational Plan

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An advisory operational plan is a management-focused document that identifies a problem or opportunity and outlines an evidence-based approach to address it. It uses theory and data to justify decisions and translate them into practical actions. The plan sets out key strategies, assigns responsibilities, establishes a realistic timeline, identifies required resources, and defines measurable outcomes to support effective, results-driven decision-making (Indeed, 2025).

1. Project Context

The focus of this advisory operational plan is the Human Resource Management (HRM) function of performance management, which centres on monitoring and improving employee performance. Human Resource Management is the strategic approach to managing people within an organisation to improve performance through recruitment, training, development, motivation, and employee relations (Armstrong and Taylor, 2023).

Performance management is an ongoing process that aligns individual employee objectives with organisational goals through regular feedback, coaching, and performance reviews. This supports productivity, employee development, and continuous improvement, rather than relying solely on annual appraisals. Effective performance management improves communication, employee engagement, motivation, and customer satisfaction, while poor performance is often linked to unclear expectations and limited feedback (CIPD, 2023).

The chosen project is a new 150-bedroom resort hotel in Swansea, developed as part of the Copr Bay development. The hotel will target leisure travellers, couples, and tourists seeking a premium experience, as well as business professionals attending conferences and all those attending events at Swansea Arena or in the surrounding area. It will operate at a premium service level, focusing on luxury accommodation, high-quality customer service, and memorable guest experiences (Nickson, 2013).

Armstrong and Taylor (2023) emphasise that performance management is critical to service quality and guest experience, as employee performance directly influences customer satisfaction, service consistency, and the overall reputation of the hotel. Ensuring clear expectations, regular feedback, and ongoing support is essential to maintaining high service standards and delivering a positive guest experience. It also helps to build an integrated workforce with shared goals, reduce staff turnover, improve target achievement, and enhance internal communication.

2. Problem or Opportunity Identification

A key opportunity for the proposed Swansea resort hotel is to capitalise on rising demand by delivering a high-quality, experience-led service, supporting Swansea's ambition to realise its potential as one of the most vibrant places in the UK to live, work, visit, and study, as outlined in the Copr Bay Swansea regeneration vision (Copr Bay Swansea, 2026).

However, a major operational challenge is maintaining consistent service quality in a 150-bedroom hotel expected to serve around 40,000 guests annually (Swansea Council, 2025).

This issue directly impacts service quality, as variations in employee performance can lead to inconsistent guest experiences. It also affects staff performance, particularly where workload pressures, unclear goals, and limited feedback reduce motivation and efficiency. As a result, guest satisfaction may decline, especially during peak periods or for repeat customers expecting consistent service. As a result, this can damage brand reputation in a competitive tourism market where online reviews strongly influence future bookings.

This challenge is closely linked to tourism and hospitality characteristics, including seasonality, high staff turnover, emotional labour, and service intensity. These factors place pressure on employees and make it harder to maintain consistent standards without effective performance management systems in place (Staff Circle, 2025).

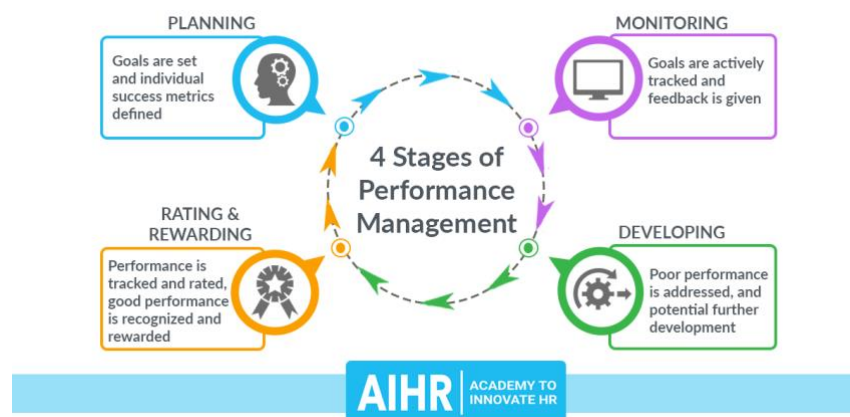
In addition, another key opportunity for the Swansea resort hotel is to use effective performance management systems to ensure consistently high service standards across all departments. By implementing clear performance targets, regular appraisals, and continuous feedback mechanisms, the hotel can improve employee accountability, enhance training needs analysis, and strengthen staff engagement. This would help ensure a consistently high-quality guest experience despite fluctuating seasonal demand and a large, diverse workforce (Armstrong and Taylor, 2023; Nickson, 2013).

3. Academic Theory & Literature

Performance management theories in Human Resource Management provide principles that guide how managers motivate, support, and develop employees to improve performance through clear goals, incentives, and a positive working environment. According to Indeed Editorial Team (2025), these theories help enhance employee development, productivity, and engagement by ensuring employees feel valued and supported. Key theories include Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, which explain how motivation is influenced by both basic needs and job satisfaction. Goal-Setting Theory, Expectancy Theory, and Self-Determination Theory also support this approach, with Self-Determination Theory highlighting autonomy, competence, and relatedness as key factors that drive motivation and employee performance.

360-degree feedback provides a more balanced evaluation of employee performance, while Transformational and Situational Leadership theories show how managers can adapt their approach to motivate and support staff effectively. Learning Curve Theory further demonstrates that performance improves over time through experience and development. Additional relevant frameworks include High-Performance Work Systems, which integrate human resource practices such as training, appraisal, and reward systems to enhance performance (Armstrong and Taylor, 2023); Human Capital Theory, which views employees as assets whose skills can be developed (Aguinis, 2019); the Service-Profit Chain, which links employee performance to customer satisfaction and profitability; Talent Management theory, which focuses on developing and retaining high performers; and the Psychological Contract, which influences motivation through employee expectations of fairness and support.

The proposed Swansea resort hotel will also apply a four-stage performance management cycle consisting of planning, monitoring, reviewing, and rewarding/developing employee performance (AIHR, n.d.; Personio, n.d.). During the planning stage, managers and employees will agree clear KPIs and service objectives linked to organisational goals. Monitoring will involve regular feedback and coaching, while the reviewing stage will use appraisals and 360-degree feedback to evaluate performance and identify development needs. Finally, reward and development strategies such as incentives, recognition, and training opportunities will support employee motivation, retention, and continuous improvement.



(AIHR, n.d., 4 Stages of the Performance Management Cycle)

The benefits of performance management theories include higher employee engagement, improved productivity, and better staff retention. Employees gain clearer goals, stronger motivation, and greater ownership of their development, leading to improved performance. In the proposed Swansea resort hotel, these theories and frameworks will support Human Resource Management practices to enhance staff performance and ensure consistent, high-quality service delivery in a service-intensive hospitality environment (CIPD, 2024).

4. Advisory Operational Plan: Performance Management

Objectives

To implement a structured performance management system at the Swansea Resort Hotel that ensures consistent service quality, improves employee performance, and enhances guest satisfaction by aligning with day-to-day operations with the hotel's strategic goals and premium service standards. This will also support the wider Swansea Council regeneration scheme by contributing to local economic growth, community development, and the return on public investment in the Copr Bay area (Copr Bay Swansea, 2026).

Key Actions / Strategies

The Swansea Resort Hotel will implement a structured performance management system embedded within daily operations to ensure consistent service quality, continuous improvement, and alignment with strategic objectives. It will incorporate SMART Key Performance Indicators (KPIs) and Objectives and Key Results (OKRs), which define what the organisation aims to achieve and measure success through specific, measurable outcomes, linked to key service measures such as guest satisfaction, response times, and operational standards. This will be supported by a continuous cycle of planning, monitoring, reviewing, and development. Key actions include aligning individual performance objectives with hotel standards, providing daily supervisory feedback, and conducting weekly check-ins alongside monthly or quarterly formal appraisals. The system will also utilise 360-degree feedback, targeted training to address performance gaps, and reward and recognition schemes to enhance motivation and employee engagement (Hot Stats, 2024).

Strategies	Description
KPIs & OKRs	Set clear, measurable targets linked to guest experience (e.g., satisfaction scores, response times)
Continuous Feedback	Regular coaching, 1:1 check-ins, and real-time performance discussions
Performance Reviews	Quarterly formal appraisals supported by 360-degree feedback
Training & Development	Ongoing staff development, induction, and cross-training
Reward & Recognition	Incentives such as employee awards, bonuses, and non-financial rewards

Responsibilities

The performance management system at the Swansea Resort Hotel will be led by the Human Resource Manager, who is responsible for designing and overseeing the framework and ensuring consistency across all departments. Department Managers in Front Office, Housekeeping, and Food & Beverage will set KPIs, monitor performance, and conduct formal reviews. Supervisors will manage day-to-day performance by providing immediate feedback and operational support during shifts. Employees will be responsible for achieving KPIs and actively engaging in feedback and development activities. Senior Management will ensure the system remains aligned with the hotel's overall strategic objectives and service standards (Personio, n.d.).

Role	Responsibility
Human Resource Manager	Design, implement, and monitor the performance system
Department Managers	Conduct appraisals and track KPIs
Supervisors	Provide daily feedback and coaching
Employees	Engage in goals, feedback, and development activities

Timeline

The performance management system at the Swansea Resort Hotel will be implemented in phases to ensure effective delivery and continuous improvement. During Months 1–2, the focus will be on designing KPIs, developing the performance framework, and establishing the appraisal system. Months 3–4 will involve staff training and full rollout across all departments. In Month 5, the first formal performance review cycle will be conducted to evaluate employee performance and system effectiveness. From Month 6 onwards, the system will move into ongoing monitoring, continuous feedback, and regular refinement to ensure sustained improvement in performance and service quality (CIPD,2024).

Phase	Activity	Timeframe
Phase 1	Design KPIs, policies, and performance framework	Months 1–2
Phase 2	Staff training and system rollout	Months 3–4
Phase 3	First performance review cycle	Month 5
Phase 4	Evaluation and system improvement	Month 6 onwards

Resources Required

The successful implementation of the performance management system at the Swansea Resort Hotel will require a range of key resources, including performance management software for KPI tracking, appraisals, and reporting, alongside a dedicated training and development budget to support staff upskilling. Significant HR and management time will also be needed for coaching, supervision, and performance reviews. In addition, reward and recognition schemes such as incentives, bonuses, and awards will be essential to maintain motivation and engagement. Reliable data systems will further be required to monitor employee performance and guest satisfaction effectively (Aguinis, 2019).

Resource	Purpose
Performance Management Software	Track KPIs, feedback, and appraisals
Training Budget	Staff development and induction programmes
HR & Management Time	Coaching, monitoring, and reviews
Reward System Funding	Incentives and recognition schemes
Data Systems	Track guest satisfaction and performance metrics

Expected Outcomes

The expected outcomes of the performance management system at the Swansea Resort Hotel include improved service consistency across all departments, higher employee motivation, engagement, and accountability, and increased guest satisfaction leading to more positive online reviews. It is also expected to reduce staff turnover and improve retention, strengthen alignment between employee performance and the hotel's luxury service standards, and enhance overall operational efficiency in a high-demand hospitality environment. Collectively, these outcomes will contribute to a stronger brand reputation within Swansea's competitive tourism and hospitality sector. Effective hotel employee performance management focuses on maximising revenue and efficiency through data-driven decisions, staff training, and exceptional guest experiences (Heskett et al., 1994).

5. Impact on Service, Hospitality & Guest Experience

The implementation of a structured performance management Advisory Operational Plan system is strongly recommended for the proposed Swansea resort hotel to ensure consistently high service standards in a competitive tourism and hospitality market. A clear, continuous performance management approach will support both operational efficiency and guest experience quality.

The plan will enhance staff capability and engagement by setting clear KPIs and providing regular feedback, including quarterly performance reviews and ongoing goal tracking. It will also identify development needs through appraisals and targeted training. This ensures employees understand expectations, continuously develop their skills, and remain motivated and engaged in delivering high-quality service.

It will strengthen service consistency by applying standardised performance criteria across all departments, supported by ongoing monitoring and feedback. This allows early identification and correction of performance issues, ensuring a reliable and consistent guest experience.

The system will reinforce the hotel's customer service standards by embedding organisational values and expectations into performance management processes.

Employees will be assessed on both results and behaviours such as professionalism, teamwork, and customer focus, ensuring alignment with the hotel's service expectations.

Finally, it will improve guest satisfaction and loyalty by ensuring consistently high service delivery from well-trained, accountable, and supported employees, resulting in improved guest experiences, stronger satisfaction ratings, and increased repeat bookings.

Overall, effective performance management is essential to achieving operational excellence and sustaining a premium brand reputation within Swansea's growing hospitality and tourism sector (CIPD, 2023).

6. Risk & Evaluation

There are potential risks and limitations to consider when implementing an advisory management plan for performance management. Manager bias may lead to unfair or inconsistent employee evaluations, while inconsistency between individual KPIs and organisational goals can reduce overall effectiveness. In addition, poor leadership styles may negatively impact staff motivation and engagement, which can reduce performance quality. Seasonal demand and high staff turnover in hospitality may also disrupt consistency in performance tracking and employee development. Also lack of feedback, unclear performance goals and infrequent reviews.

To address this, the hotel should use a structured performance management system based on clear KPIs, regular feedback, and consistent appraisal processes. Best practice examples, such as The Ritz-Carlton, demonstrate how continuous feedback, staff empowerment, and ongoing training can significantly improve service quality and guest satisfaction (Blandino, 2016).

Overall, although there are risks, these can be managed through clear communication, regular feedback, and strong leadership. Aligning KPIs with organisational goals will improve consistency, reduce bias, and support better staff performance, leading to continuous improvement in service quality and guest satisfaction.

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