# The COSAP Staff Performance Training Method

**C**onnect. **O**ver deliver. **S**mile. **A**ttention to detail. **P**assion & Commitment

**Reasons & benefits to install the COSAP Programme**

**Staff**

- Triggers the sub conscious mind of the employee in an easy to understand process that consistently reminds them to maintain operation standards.
- Identifies individual weakness and develops staff's personal performance.
- Concentrates teams or departments to focus on individual goals, missions and procedures.
- Negates the need for over-elaborate, weighty operations manuals.
- Creates a teamwork ethic in achieving and improving standards.
- Allows the team to adapt, manage and change relevancy of COSAP at department level
- Creates a greater staff understanding of other employees' duties within the operation meetings.

**Finance**

- Reduces the owner's overhead cost of staff under- delivery of operational performance.
- Longer term reduction of marketing costs as more satisfied guests become sales agents and promote good referrals about the outlet.

**Marketing**

- Improves the amount of good referrals from happy and contented guests
- Reduces the number of silent customers who don't openly complain but may comment to family and friends and more proactive customers who promote their disappointment on sites like Trip Advisor thereby reducing new customer opportunities.
- Improvement in star ratings and higher local ranking on internet customer feedback sites.

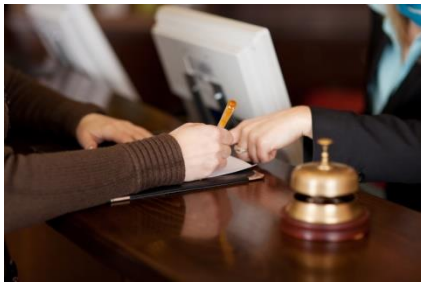
## 1. COSAP Overview

If you are reading this article as a business owner, one of the gnawing factors that may pain you the most is that you are not getting consistency of performance from your staff relative to the employment costs.

The reason I say this is because the only consistent and repetitive action happening in your business right now is that you're paying staff on time, every week or month, at the agreed salary, with payment normally going straight into their bank accounts.

***The problem is that you may not be getting the same commitment from your staff in respect of working for it.***

For example let's look at the guest's hotel experience and a hypothetical amount of total interactions with the staff during the customer's residency...



| | |
|---|---|
| 8 x employees guest interactions | 100 |
| Actual correct interactions | 80 |
| Performance /Weakness Gap | 20% |

The actual interaction performance level is measured by a seasoned professional via a mystery guest **Customer Service and Operation Audit** which has a set reliability goal. The audit results in an actual over or under achievement percentage score of the reliability target.

For example

| | |
|---|---|
| Reliability Score | 85.0% |
| Actual score | 65.0% |
| Performance gap | 20.0% |

Leaving this performance gap to fester will invariably lead to more complaints, bad referrals, hard to eradicate employment issues, or even worse, business closure. Early identification will enable standards to improve.

The reason for such erratic performance gaps is the human factor. It can affect us in so many different ways.eg

- Illness
- Tiredness
- Poor family life
- Comfort zones
- Blame cultures

In the interim period if we want our staff working to optimum payback level what can we do?

Firstly, we need to investigate how we are managing staff. The problem is Owner/Managers are not immune to human error as they allow quality standards to slip. Their attention to detail in re visiting and updating training manuals, managing and checking staff procedures on a regular basis becomes sporadic. These management issues are ultimately filtered via unfocused staff through to the disgruntled guests who then vocalise their displeasure on internet sites like Trip Advisor.

During a recent appraisal session I asked ten staff members including management, if they had read the hotel's operation manual in the past 6 months. All said no. Further interrogation also highlighted that management were not signing off procedure checks, which added weight to the festering culture of apathy.

We need to realise that as humans information overload and assertive management methods without reason can lead to resistance and confusion. We need to take a more common sense approach which employees clearly understand and digest, **but where do we start?**

**Stage 1 - Setting the Operation benchmark**

Firstly you need to ascertain where performance errors are occurring. A mystery guest audit as mentioned above must be conducted by a seasoned trade professional who, with scrutiny, will look at staff customer interactions. An independent view is necessary as it will eradicate any personal preferences that may occur from normal audit processes conducted by the public.

The minimum reliability score to achieve favourable comments on internet customer feedback websites is set in this instance at 85.0% . Assessment will identify the actual score then a calculation can be made on the operation performance gap.

- Reliability Gap 85.0%
- Actual outlet score 65.0%
- Performance gap 20.0%

The auditor will then compile a list of strengths and weaknesses and then agree with the owner an action plan of when the weakness areas will be improved. During the improvement process more favourable comments on sites like Trip Advisor should be identified, but this may only be a temporary improvement unless management can identify the root causes of erratic performance levels.

**Stage 2 - Identifying the reasons for weakness**

Any gaps in the owner/ operator's own strategy need to be identified and listed before moving on to assessing the employees. Also what improvements in their management standards are required to drive overall performance?

- Operations Plan
- Performance Plan
- Staff operations and procedures Manual
- SWOT Analysis.
- FIMO Score

**FIMO Score**

This is an easy step to take in allowing the owner to broadly assess how the operation is performing in the following areas by marking a score out of ten.

- Finance
- Marketing
- Operations

What is your FIMO score?

## Stage 3 - Setting the Company Goal or Mission

An owner can suffer from not knowing their own personal desires for the business. This lack of owner vision can sometimes lead to not divulging information to staff about what the business is trying to achieve. Mission Statements should articulate what you are trying to accomplish, for example:

**Broad Statement**

"We are passionate about creating outstanding leisure moments for our guests".

**Specific Statement**

- On each and every occasion
- On each and every transaction
- On each and every interaction

Once you have determined the mission, more in depth information about your own personal goals and projects can be outlined by the following

- Orbit Plan
- Key performance indicators
- Key milestones

Once you have set the vision you have now opened the door to creating individual missions within each department that point to your overall goal.

## Stage 4- Set the operation standards overview

Put the current staff manual to one side and Identify five words that broadly encompasses what you would like your staff performance to deliver for example

- **C**onnect
- **O**ver deliver
- **S**mile
- **A**ttention to detail
- **P**assion and commitment

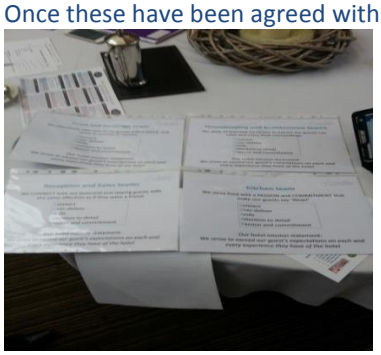
At the next meeting introduce the COSAP methodology to your Senior Management Team and give them a week to remember the five word system and allow them to contemplate the relevancy to their department. Then run a series of impromptu recall tests to ensure this has been learnt by each manager.

## Departmental Missions

The next step is to work with the senior team to concentrate on individual missions for each department. This can be a serious but fun session, for instance if you are adept at thinking outside the box you could incorporate one of the five COSAP words in the department missions for instance.

**F&B**
We attentively take care of our guests with a SMILE, and strive to achieve a 5* service
**Housekeeping**
We have an ATTENTION TO DETAIL mentality, to ensure pleasant room surroundings for our guests
**Reception**
We CONNECT with our potential and staying guests with the same affection as if they were a friend.
**Kitchen**
We serve food with a PASSION and COMMITMENT that makes our guests say wow!

Once these have been agreed with the teams the next move is to make the statement into posters.



You can then position these posters in a prominent position in each department.

**Stage 5 - Embedding the philosophy into your team**

The next stage is to ensure that the five letter system is embedded throughout the team. First ensure that the Senior Management Team are using the five word method effectively. Monitor progress by making a chart and determine how many weeks within which you want all staff to achieve a 100%. The maximum time this should take depends on the amount of employees but 6-8 weeks should be the average.

Each week score each staff member out of 5 and put the score against their name and total up the aggregate score and percentage score. Each member should be tested a minimum of 3 times during this recall period as in some instances their score can go into reverse!!

**COSAP Recall Scores [Example]**

| Reception | | | | |
|---|---|---|---|---|
| John | 5 | 5 | 5 | 5 |
| Rachael | 3 | **4** | 4 | 5 |
| Lucy | 2 | 2 | 5 | 4 |
| **Actual score** | 10 | 11 | 14 | 14 |
| **Target score** | **15** | **15** | **15** | **15** |
| **Total %** | **66.60%** | **73.30%** | **93.30%** | **93.30%** |
| Sales | | | | |
| Jo | 1 | **3** | **4** | **5** |
| **Actual score** | 1 | **3** | **4** | **5** |
| **Target Score** | **5** | **5** | **5** | **5** |
| **Total %** | **20.00%** | **60.00%** | **80.00%** | **100** |
| Housekeeping | | | | |
| Wendy | 0 | 0 | 2 | 4 |
| Joan | 3 | 3 | 3 | 5 |
| Susan | 3 | 3 | 3 | 4 |
| Jenny | 5 | 5 | 5 | 5 |
| **Actual score** | **11** | **11** | **13** | **18** |
| **Target Score** | **20** | **20** | **20** | **20** |
| **Total %** | **55.00%** | **55.00%** | **65.00%** | **90.00%** |
| **Actual total score** | 22 | 25 | 31 | 37 |
| **Target total Score** | **40** | **40** | **40** | **40** |
| **Total %** | **55.00%** | **62.50%** | **77.50%** | **92.50%** |

The target is obviously to get all employees to a total score of 100.00%

## Stage 6 - COSAP Department Relevancy

What we are trying to achieve is alerting the subconscious part of the brain to keep performance at the forefront of the employees' focus. **COSAP does not have to be rigid in its formation.** The relevancy can be changed to any word set or words as long as it has the desired effect of remembrance.

For instance the original, generic COSAP (below] might not be as relevant in the kitchen as, say, Front of House. Instead of '**C**onnect' you could use '**C**ohesion'; you could change '**S**mile' to '**S**tandards' or '**S**tyle' and '**P**assion & Commitment' you could change to '**P**resentation':

| **Generic** | **Kitchen** |
|---|---|
| Connect | Cohesion |
| Over deliver | Output |
| Smile | Style |
| Attention to detail | Attention to detail |
| Passion & Commitment | Presentation |

## COSAP Installation Process:

1. Set Reliability goal: Customer Service & Operation Audit
2. Identify weakness and performance gaps
3. Create an action plan
4. Review operations: systems, processes & procedures
5. Review Performance: Appraisals & Job descriptions
6. Review company goals and communicate to staff
7. Set COSAP Method
8. Begin COSAP recall process
9. Set individual department COSAP relevancy
10. Reset new system procedures by department
11. Review training programmes: skill gaps
12. Reassess Reliability goal: improvement gap
13. Check improvements on customer feedback site(s) such as Trip Advisor.

## The COSAP Method is supplemented by:

- Operation and Performance Plan
- Organisation plan – shaping the right team
- Managing Change
- Interview & appraisal method
- Force field analysis – breaking the clique
- Training programmes – develop skill; improve behaviour & build consistency.

*Aiden Stevens an independent owner of a 3 star Worcestershire hotel commented "the COSAP Method has given my staff clarity and focus and consistently reminds them of what we are trying to achieve at department level and as a business entity".*

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**"Well done everyone! Really nice TA reviews and great demonstration of COSAP!"**

**"Wonderful dining experience"**

The food was excellent and the atmosphere very friendly and welcoming. We would particularly like to thank our waiter Martin, who we found to be extremely courteous, helpful and attentive during our evening. As well as eating good food, their staffs like Martin who make you want to go back. We would definitely recommend dining here and shall be returning soon :-)

**"Lovely Remembrance Reception"**

Not only is the hotel exceptionally nice as a location, but the staff were all very professional, friendly, courteous and respectful. They were immediately responsive to our on-site increase in numbers of attendees and the cold buffet we had selected was delicious and well presented

**"Wedding Reception"**

We would like to say a big thank you to everyone . Our wedding reception was perfect just how we wanted it. Luke the food was amazing, so many guests said it was fantastic, even saying it was the best beef they have ever had.

**"Charity Event"**

The staff were, without exception, friendly, approachable and helpful. Nothing was too much trouble.

**"Accommodation for Wedding nearby"**

The hotel could not have been more helpful for us and our guests. All the staff from the manager to the chamber maids were pleasant, friendly, helpful and nothing was any trouble. The rooms, the food, the service were all excellent. Cannot recommend it enough.

**"Great room, lovely meal"**

We were provided with our own music player and we're able to select our own music. Had combination of Sunday roast and bar meals. All food lovely and served piping hot. Waiter was really nice and looked after us all very well. Would definitely return.

***"COSAP embedding a culture of Quality throughout your team"***

***For more information on how you can improve your staff performance  Contact Lester Pyatt 07931 238211***