



# The Manager's Almanac

**Follow your employees' career journey**  
and discover ways to help them with resources, information,  
and useful tips - all located in this go-to guide for managers.

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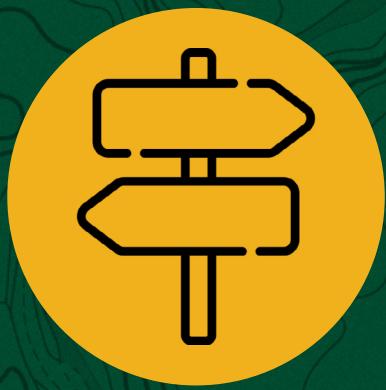
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# Getting Started



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# What is the Manager's Almanac?

Welcome to our almanac for managers at Tripadvisor Group. This almanac is a collection of resources and tools that will guide you in your role as a People Manager.

This almanac has information on ‘what’ is expected of you as a manager, and “how” you’ll demonstrate our core values. Considering both the ‘what’ and ‘how’ is a theme you’ll see repeated during various stops throughout your journey at Tripadvisor Group. It’s the ‘how’ that builds our culture.

**“Culture eats strategy for breakfast.”**

- Simon Sinek

## Being a Manager at Tripadvisor Group

It's not enough to be good at the core elements of management like goal setting and managing performance. You need to be able to find ways to connect with and motivate a workforce that is often remote, has many opportunities in the market, and is increasingly looking for meaning in their work, not just a salary.

Great managers know their teams, not just their strengths and development areas. They know what drives and motivates them, they know what else might be going on in their lives, they know how the members of the team work best together.

This almanac is designed to ensure you're set up for success to meet the basic expectations of your role as a manager, but how far you'll go at Tripadvisor Group is really up to you. We encourage you to set aside time for your own growth and development. We never stop learning, and this is just the start of your management journey with us.

# Don't Forget To Pack!

Below are some of the most important tools you'll need to be familiar with in your role as a manager at Tripadvisor Group.



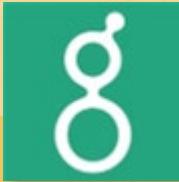
## The Learning Cloud

Your one stop shop for everything learning and training related. From live training to on-demand learning and even interactive learning communities where you can share and learn from others, you can find it all here.



## Workday

Our HR information system, with all core employee records. As a manager you can view information about your team and their performance.



## Greenhouse

Our recruiting platform of choice at Tripadvisor Group. As a manager, you'll use it to partner with recruiting on hiring the best candidates.



## LinkedIn Learning

Our on-demand learning provider. Learn a variety of skills with over 16,000+ online courses taught by real-world professionals.



## Slack / Google Meet

Our online collaboration platforms where we chat, have meetings, share notes, and collaborate.

# Manager Expectations & The Employee Journey

The Employee Journey below depicts each stage an employee experiences during their employment at Tripadvisor Group. It begins with recruiting and hiring a new employee and finishes with off-boarding or transitioning an employee.

As a manager, you have responsibilities to your direct reports and to the organization in each phase. Most of your time will be spent in the developing and managing phases - in fact, the better you are at these, the less off-boarding and re-hiring you will need to do! Click on each item below to learn more about the expectations of your role as it relates to each phase.

## Recruit & Hire

Work with talent acquisition, your business partner, and your team to find and [hire the right candidate](#) for any open job on your team.

## Onboard & Provide Support

Ensure your new hire has the right equipment and systems access. Introduce them to colleagues, share your team goals, and schedule ongoing 1:1 conversations to talk through how you will measure their success.

## Develop Yourself & Your Team

Tripadvisor Group is committed to supporting individual development at all levels. Your job as a manager is to continue to develop yourself while developing your teams.

## Manage Performance

As a manager you are responsible for the performance of your team. Goal setting, coaching, and feedback are all key to successful performance management.

## Off-board & Transition

When an employee decides to exit the organization, or transfer to a different part of the business, it's your responsibility as their manager to make sure it is a smooth transition.

## People In Your Corner

People Operations Business Partners (POBPs) are Human Resource specialists who are embedded in each business unit, and are your partner in all aspects of people management at Tripadvisor Group.

They work in partnership with the larger People Operations department to help you build high performing teams and bring the right resources together to meet the needs and the goals of our employees and the business.

And when things aren't going so well with someone on your team, they are also your partner for navigating the situation. [So, find out who your POBP is](#) and make sure they know as much as possible about you and your team, so they can provide the best support and advice.

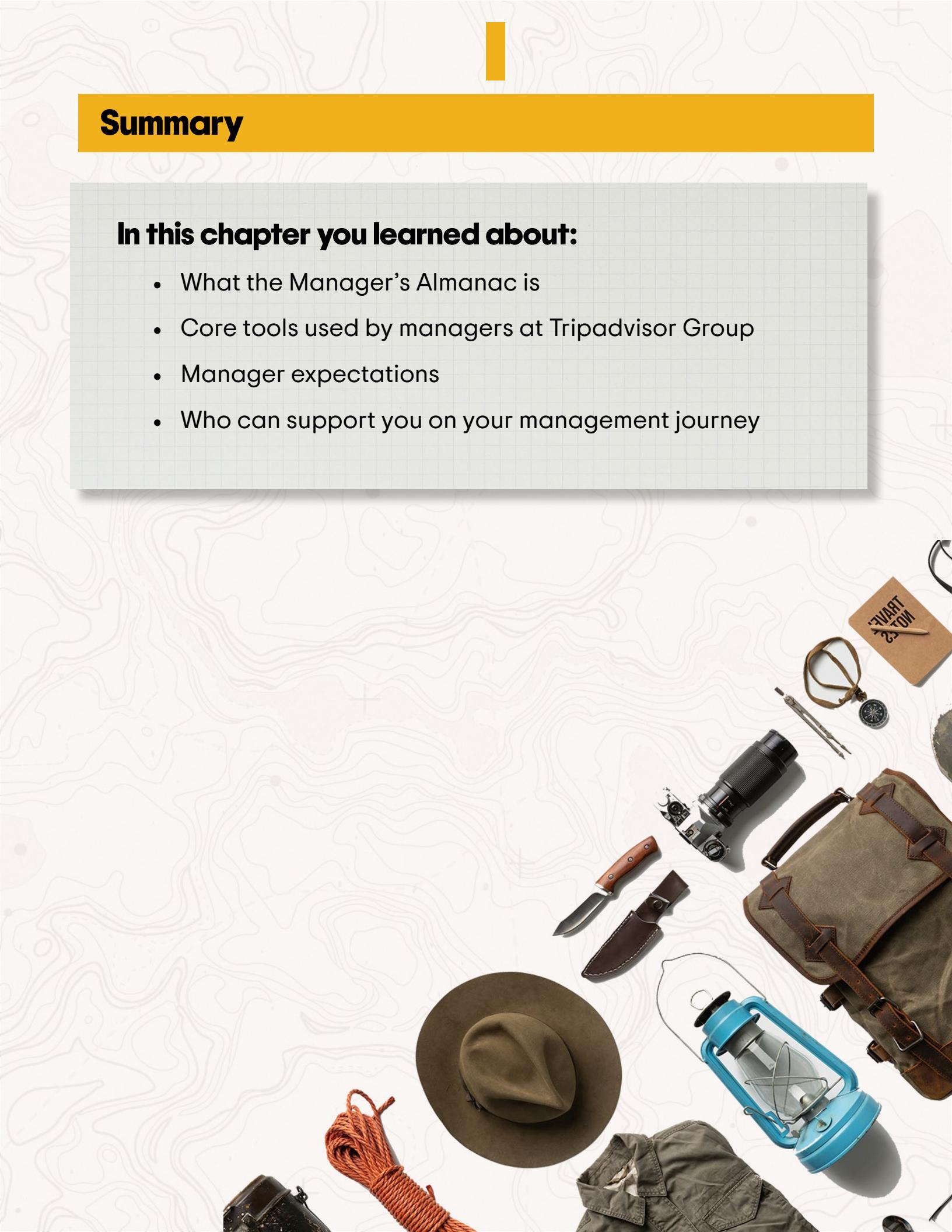
*“The strength of the team is each individual member. The strength of each member is the team.”*

- Phil Jackson, Former Pro Basketball Player, Coach, and Executive

# Summary

## In this chapter you learned about:

- What the Manager's Almanac is
- Core tools used by managers at Tripadvisor Group
- Manager expectations
- Who can support you on your management journey





# Recruit and Hire



**Return to Map**

## Setting Off

We're proud to work for the world's largest travel guidance platform, a group of brands everyone knows and trusts. Thanks to our global reach and positive brand reputation there's usually no shortage of applicants for our open roles, but we still need to run an effective, inclusive recruitment process to attract top talent, and ensure we are selecting the best candidate for each role.

An effective process means we start with a clear understanding of the role itself and how it supports the organization's needs, and we can then communicate it effectively to ensure mutual alignment and ultimately attract a representatively diverse range of quality candidates.

A well managed process with active end-to-end stakeholder involvement will maximize our chance to attract, select, and hire a great candidate who is excited to join us, and has the highest possible chance of success.

***“Acquiring the right talent is the most important key to growth. Hiring was - and still is - the most important thing a business can do.”***

*- Marc Benioff, Owner of Time Magazine*

# Recruitment at Tripadvisor Group

If you think it might be time to start the recruiting and hiring process for a new role, be sure to take some time to work with your manager, key partners or peers, and your POBP to answer the following questions.

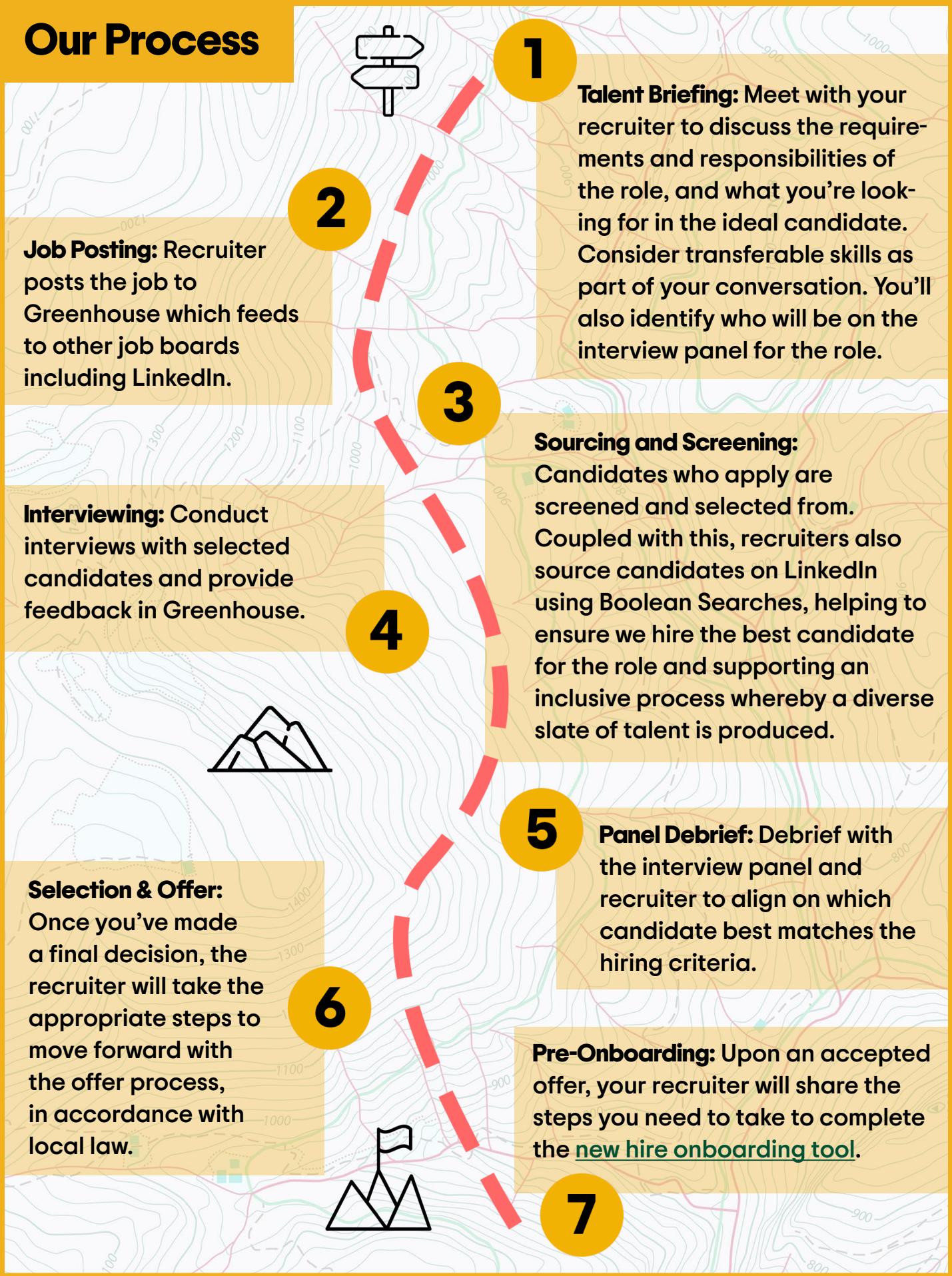


- **Do we have internal talent to fill it?**
- **Can we restructure any roles to better cover the need?**
- **Do we have budget for this?**
- **Have we created and filled this role before? Did we learn anything from that?**
- **Does the role make sense relative to other roles in the business? Are there any sensitivities?**
- **All of the above, but this time with a broader business perspective.**

## Our Process

Looking to hire for a new role or backfill an existing role? As a first step, talk to your people operations business partner and your manager. If the role is approved, follow the steps in the [Hiring Toolkit](#) to create a position in Workday. You will be notified upon completion of all Workday approvals at which point the recruiting process can begin!

# Our Process





## Best of the Best: Recruit and Hire

- Your team and the business all know why this role is important and their part in filling it.
- You are in regular contact with your talent acquisition partner and you prioritize interviews on your calendar so the process runs smoothly.
- You've seen a diverse range of candidates as qualified per Tripadvisor Group's standing goals, and are clear how they can succeed in the role.
- The selected and successful candidate not only has the right combination of skills and experience to complement the team, but they also will help support the integrity of our culture at Tripadvisor Group.
- You keep in touch with the successful candidate from the moment they accept the offer until the day they start.
- Your team is excited and prepared to welcome them to the business!





**Onboard  
And  
Provide  
Support**



**Return to Map**

# Setting Off

Congratulations, you've got a new hire starting soon! Just as important as finding them is giving them a great start at Tripadvisor Group. You've put a lot of effort into finding the right candidate, now it's time to switch gears and focus on setting them up for success during their onboarding period and beyond.

## A new hire should feel:

- Expected
- Accepted
- Supported
- Empowered



The better the onboarding experience, the more likely they are to perform in their role quickly, be more engaged, and ultimately stay with Tripadvisor Group longer.

***“Truly great onboarding is all about alignment, personality, culture, heart, and support.”***

- Mark Grey, CEO of Katz Media Group

# New Starter IT Ticket

There's only one thing you absolutely need to do before your new hire begins, which is to fill out a [\*\*New Starter Form\*\*](#) to ensure your new hire receives their laptop on time and has access to our core platforms. If they don't have a laptop running Google Workspace and Slack they can't get much done, and they can't easily ask for help from IT.

You should have this filled out **at least 2 weeks before** your new hire is scheduled to start to ensure things are processed smoothly and they receive any materials in time for their first day at Tripadvisor Group. This is particularly important for remote employees.

The screenshot shows a software interface for 'Employee Onboarding'. At the top, there's a green header bar with the 'Employee Onboarding' logo and a menu icon. Below the header, there are five tabs: 'Employee Details', 'Security Groups', 'Distribution Groups', 'Fileserver Groups', and 'Review Request'. A horizontal progress bar with five blue dots indicates the current step. Below the tabs, there are two buttons: '< Back' and 'Reset Form' on the left, and 'Next >' on the right. In the center, there's a button labeled 'Apply Custom Template ▾'. The main content area is titled 'Organization Details'. It contains two dropdown menus: 'Organization Name \*' and 'Functional Department \*'. Both dropdowns have a placeholder 'Choose...'. At the bottom right of the form area, there's a dark green call-to-action button with the text 'The New Starter Form' in yellow.

Employee Onboarding

Employee Details Security Groups Distribution Groups Fileserver Groups Review Request

< Back Reset Form Next >

Apply Custom Template ▾

Organization Details

Organization Name \*

Choose...

Functional Department \*

Choose...

The New Starter Form

## Manager Checklist: Onboarding New Hires

Want to make sure that your new hire has truly a great onboarding experience? Follow these checklists to ensure new hires have what they need prior to their first day and beyond. You can tweak or update this checklist depending on your team's needs. Prior to completing this checklist, make sure you have submitted a [New Starter Form for IT.](#)

### Before New Hire Starts

- Set up a 1:1 on the new hire's first day.**
- Send calendar invites for team meetings, company-wide events, and any other meetings that would benefit the new hire.**
- Send a welcome email and check if they have any questions. Ask if there are times of the day or days of the week they prefer for introductory calls and meetings.**
- Assign a New Hire Buddy - someone on your team who is easy to contact, knowledgeable about the new hires work, and willing to take the time to support the new team member through their first few months.**

## Day 1 of New Hire's Employment

- Introduce your new hire to the team and set up introductory calls with anyone who they will be working closely. Spread these throughout the week to give them time to absorb all the information.**
- Share relevant team information and show them where it lives (Google Drive, The Learning Cloud, Passport, etc).**
- At the end of your first 1:1, schedule your next meeting and/or recurring meetings.**
- Invite the new hire to team-specific, business unit-specific or otherwise relevant Slack channels.**
- Share the most up-to-date email signature template.**
- Invite them to a team coffee-talk or lunch or provide other opportunities to meet with each team member (in a live or virtual setting).**

## First 30 Days

- Make sure they're registered for benefits training (typically on Day 2). The benefits Enrollment - deadline dependent on country.**
- Compliance trainings must be completed within the first 14 days.**
- Ensure they complete the New Employee Onboarding Journey within the first 30 days.**
- If based in US or UK, encourage them to fill out their demographic information on Workday.**
- Make sure they have access and read the New Hire Guide.**
- IT Email Security.**
- Discuss plans for colocation days, if applicable.**
- Remind them to complete their required Workday documentation and profile.**
- Encourage them to complete the Onboarding Surveys sent via Culture Amp on days 2, 5, and 30.**

# Workday Process & Payroll

Workday is our Human Resource Information System (HRIS), and there are a variety of Workday related tasks you may need to perform as a Manager. For example, if you have an hourly employee you will get a notification when a timecard is submitted that you will need to approve.

Managers are also responsible for helping manage the mid-year talent & development, and annual performance review processes within Workday. To learn more about both of these processes, check out the Manager's Almanac digital resources.

Awaiting Your Action

You're all caught up on your tasks.

The New Starter Form

*“An employee’s job is to give his or her best work every day. A manager’s job is to give the employee a good reason to come back to work tomorrow.”*

- Liz Ryan, CEO of Human Workplace



## Best of the Best: Onboard And Provide Support

- **A busy, well-planned, and thoughtful first week goes a very long way to creating highly engaged employees.**
- **From the moment they start, employees should have events on their calendar, meetings with their team, 1:1s with key stakeholders, and a clear understanding of how day 1 and week 1 will look.**
- **For a new hire, connections beyond their team and their buddy are important, so find ways to help them connect with ERGS, employees in similar roles across the business, or even ways to engage in social impact.**
- **Filling out the [New Starter Form](#) for IT early is absolutely critical to make sure your new hire can get started with their tools and technology smoothly.**
- **Take time to find out what else they think is most important for them to know - don't presume it's the same for every person and every role.**





# Develop Yourself And Your Team



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# Setting Off

It's important to invest time and energy in developing your team and knowing where people need and want to grow.

Making time for learning and growth opportunities can be hard when business goals are pressing. If you want your team to commit to their own development, you'll need to align business needs with their personal goals.

Remember - investing in your team's development is strategic. It increases their capability, engagement and retention.

Prioritizing tasks at the expense of development is tactical - do it when you need to, but don't let it become a habit.

*“In order to be knowledgeable in these changing times, we must pursue a constant program of self-improvement, a never-ending journey into new fields of knowledge and learning.”*

- Og Mandino

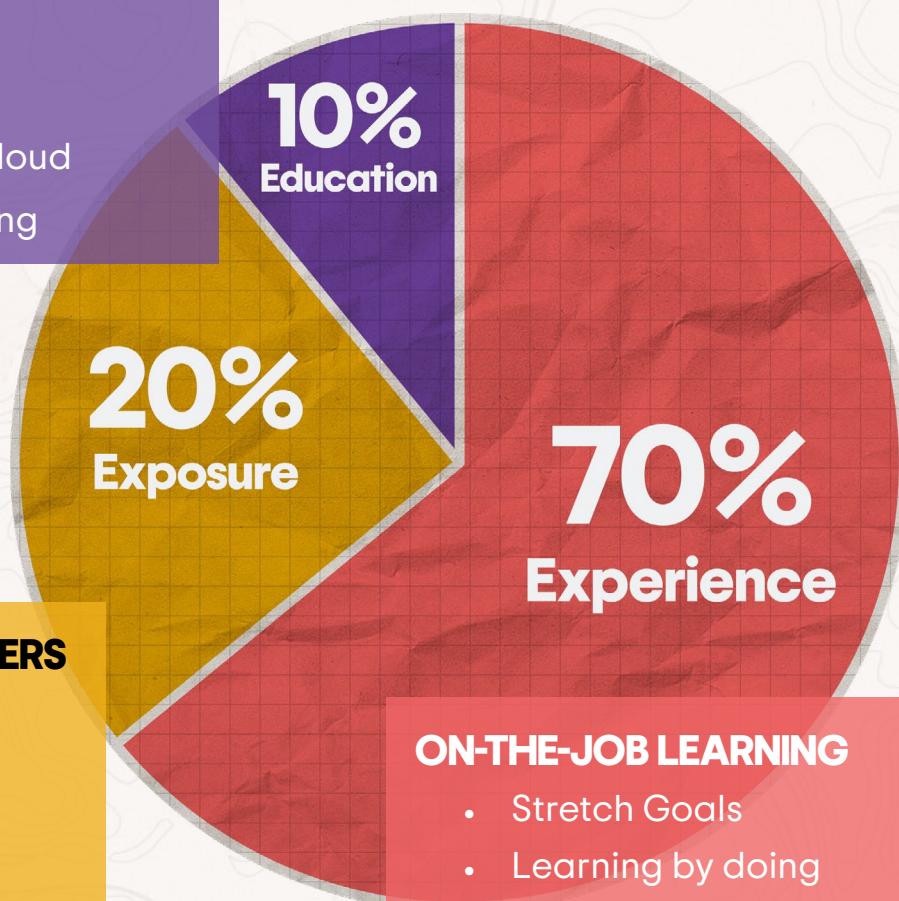
# Development At Tripadvisor Group

We like to follow the 70-20-10 Model for learning and development. If you haven't heard of it before, the 70-20-10 Model is a commonly used formula that breaks down what development opportunities employees should explore, and how much time they should dedicate to each category for optimal learning and growth.

**To break it down:** 70 percent of their knowledge should come from job-related experiences, 20 percent from interactions with others, and 10 percent from formal educational events.

## FORMAL LEARNING

- Workshops
- eLearning
- Webinars
- The Learning Cloud
- LinkedIn Learning



## LEARNING FROM OTHERS

- Mentoring
- Coaching
- Social networks
- Blogs
- YouTube videos
- Employee Resource Groups (ERG's)

## ON-THE-JOB LEARNING

- Stretch Goals
- Learning by doing
- Ongoing feedback
- Problem Solving
- Projects / Special Assignments

# Development Opportunity Examples

Let's take a look at some examples of development opportunities you can expect to find at Tripadvisor Group.



## Experiential Development: Learn By Doing

### Expand the scope of work

- Substitute for manager in meetings
- Learn through solving real problems
- Participate in a group to solve a real business problem
- Use feedback to try a new approach to an old problem

### Learn through new experiences

- Cover for others on leave
- Take on Stretch Assignments
- Increase interaction with senior management via meetings, presentations, etc.
- Take on community activities and volunteering



## Social Development: Learn With Others

### Supporting others

- Mentoring
- Onboarding support

### Learn through communities

- Participate in ERGs
- Create and upload your own content in The Learning Cloud
- Ask and answers questions in Slack channels and groups

### Learn through sharing

- Create interest groups to share ideas and experiences
- Communicate wins and learnings with others
- Give timely, constructive feedback to others



## Formal Development: Learn From Experts

### The Learning Cloud

- A learning portal with channels, pages, links and communities
- You can share your favorite content, create your own, or comment on others
- Access to all our on-demand and virtual instructor led training

### LinkedIn Learning

- Learning paths created for core Trip skills
- Thousands of courses you can choose from

# Engage In Ongoing Meaningful Conversations

Great feedback is **Specific, Actionable, Positive Focused, and Two Way**. Also, when giving feedback avoid bias by focusing on performance, not preference. Ensure you aren't showing preferential treatment to some more than others by giving them more frequent, positive feedback.

## Start building the relationship

- Ask for their input
- What would they like to work on in the future?
- What do they think are their strengths and development areas?

## Then respond to their comments

- Confer around the areas where you're aligned with their views
- Describe where you have a different viewpoint
- Share high-level feedback from others if you have it, and try to share feedback in the moment

## Conversations For Success

Relationship Building

Expectation Setting

Ongoing Feedback



## Best of the Best: Develop Yourself And Your Team

- Make sure that your team knows that time spent developing and growing themselves is encouraged, and that you will help them if they are struggling to make time for it.
- Lead by example - invest in your own growth, and share your activities & learnings with the team
- Use a mix of experiential, social and formal learning
- Make feedback a regular & normal part of meetings and reviews
- Lead by example - ask your team for feedback about you i.e what's one thing I could be doing better?
- Get the team to discuss and share learning experiences so it's part of your everyday team culture.





# Manage Performance



**Return to Map**

# Setting Off

As a manager, you are responsible for the performance of your team. Your success, and that of your team are tied to the success of each individual team member. The key to managing performance is goal setting, actionable feedback, and regular conversations about performance and growth.



## Get to know your team

It's important that you really get to know your team, both personally and professionally. For each of your direct reports, if they have been with the company through at least one performance cycle, you will be able to view historical performance data within Workday.

**We recommend that you review the historical performance records for each of your direct reports.**

These records contain feedback from previous managers, and others that have worked directly with your team members in the past. Reviewing this info will help you to gain insight into and better understand your team's strengths and areas for development.

# The Importance Of 1:1 Meetings

Taking the time to regularly check-in with your team is critical & an important part of your role as a manager. Regular check-ins allow us to make timely corrections to behavior and performance, and give timely feedback. Team members need and expect you to be aware of what they are spending their time on and involved in their work - giving praise and recognition when things are going well, and support and guidance when they are not.

Regular check-ins also allow our team members to let us know how they are feeling, what might be worrying them, or outside factors that might be affecting their performance.

## Organizing & Preparing For Your 1:1

- Keep a written record of all your 1:1s. This is important so your team member knows that both of you will be accountable to commitments, and to ensure there is a log we can refer to in cases of under-performance. It also helps you keep on track from week to week.
- Time box any topics that you know you need to cover.
- Begin your 1:1 with open ended questions such as:
  - How are you feeling today?
  - What's on your mind?
  - What are you most excited about?
  - What are you most worried about?
- Make sure that key goals and deliverables are regularly discussed and updated

# Creating Stronger Connections

Traditional management theory says that you keep work and personal life separate. But that assumes employees are just resources. Knowing what is going on in your team's lives creates stronger connections, and helps your team to get the flexibility and support they need, not just from you, but from others.

Some people want to share too much of their personal lives with you and the team, and it's your role as their manager to help them understand where that line is, by giving them clear feedback and timely examples. Some people are very private, and don't want to share much at all. That's ok, as long as they feel like they are seen and heard, and they trust you.

This is why building **Psychological Safety** is critical. In all circumstances, remember you are a coach but not a counselor. If a team member is raising personal issues that are concerning or uncomfortable, talk with your POPB about how to handle it.



# Psychological Safety

Building a strong foundation of support, trust, and accountability is the first step in achieving our company commitments on Equity, Diversity + Inclusion (ED+I). Developing the skills to create a psychologically safe work environment is one way of achieving these goals.



## What Is Psychological Safety?

At Tripadvisor Group we define Psychological Safety as:

***The degree to which a team member feels comfortable sharing their feelings, beliefs, opinions, and feels a part of the community.***

### **What Psychological Safety looks like in a conversation with your direct reports**

- Give your full attention to the conversation, don't multitask, turn off Slack notifications
- Start the conversation with a quick check-in on how they are doing
- Repeat what was said before responding to show you understand the intention
- Discuss any “failures” as learning opportunities
- Ask about their career interests to identify possible development opportunities

# Tripadvisor Group's Performance Rating System

At Tripadvisor Group we measure performance using this 9 box grid that allows us to rate employees not just on **WHAT** they are doing but **HOW** they are doing it.

**3 - 1**

Exceeds performance results but does not consistently demonstrate appropriate behaviors or organizational values

**3 - 2**

Exceeds performance results and acts in accordance with appropriate behaviors and organizational values

**3 - 3**

Exceeds performance results and consistently demonstrates exemplary behaviors and organizational values

**2 - 1**

Meets performance results but does not consistently demonstrate appropriate behaviors or organizational values

**2 - 2**

Meets performance results and acts in accordance with appropriate behaviors and organizational values

**2 - 3**

Meets performance results and consistently demonstrates exemplary behaviors and organizational values

**1 - 1**

Does not meet performance results and does not consistently demonstrate appropriate behaviors or organizational values

**1 - 2**

Does not meet performance results but acts in accordance with appropriate behaviors and organizational values

**1 - 3**

Does not meet performance results but consistently demonstrates exemplary behaviors and organizational values

The “What”  
(Expectations, Goals,  
Results)

The “How”  
(Behaviors, Interpersonal  
Skills, Values)

## Ratings: The WHAT And The HOW

Let's talk about the two key elements of our approach to ratings at Tripadvisor Group: the WHAT and the HOW. The WHAT refers to the results, accomplishments and achievements the employee had throughout the year. The HOW refers to the way in which they completed their work relative to the Tripadvisor Group Values.

### The WHAT

- Number of Tasks
- Completed Projects
- Revenue Targets



### The HOW

- Tripadvisor Group Values
- Other Behaviors



### The WHAT and the HOW

- Combine the “What” and the “How” to tell the full performance story.



## Best of the Best: Manage Performance

- Managing performance is an ongoing process of communication between a manager and their team members that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.
- Regular 1:1's build trust that feedback is intended to drive development plans and improve performance.
- Team members should feel like they can openly discuss issues and challenges without fear of negative consequences.
- Clear and achievable goals are in place, and regularly reviewed for progress.
- Goals can change - check in with your team members on an ongoing basis to ensure goals are up-to-date and continue to stay relevant to their work.
- Feedback in performance reviews should never be a surprise - it is based on the conversations in weekly 1:1s and continuous feedback throughout the year.
- You and your team feel like you are working to achieve shared goals.



# Off-board and Transition



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## Setting Off

When an employee lets you know that they have made the decision to leave the business, it can be a very difficult thing to manage. Employee departures are rarely good news. One less person on the team will inevitably mean you and your remaining team members will have to pick up that workload, which may put projects and deadlines at risk. It's really important to focus first on the person, and ensure you are giving them the respect and attention they need through this transition. And also to let them know your expectations of their part in managing a smooth transition with the least disruption possible. Your POBP is a good partner to reach out to from the outset to plan this out.

- Try not to take it personally - we invest a lot of time and effort developing our employees, and building strong teams, so it can be very disappointing when you lose a valued team member.
- Be mindful of the connections and relationships the employee has built, and try to ensure communication of their departure reaches the right people in the right way.
- Make sure you are keeping the employee as involved and informed as possible, but your main responsibility is to ensure there is as little business disruption as possible from their departure.
- It can be tempting to try and scramble to find ways to prevent them leaving - realistically, this is rarely if ever successful, but do discuss it with your POBP if you think it is possible and the role is critical enough to justify it.

## Manager Checklist: Off-boarding Employees

To make sure the transition process is as seamless and smooth as possible, use this checklist to guide you through Tripadvisor Group's off-boarding process.

### Get The Details

- Determine the last day of employment.**
- If they've resigned verbally, ask them to write a resignation email notifying us of their intent to leave.**

### Communicate The Departure

- Notify your POBP and Senior Management**
- File a Termination Ticket with IT**
- Communicate the departure with your team, and any other necessary stakeholders as appropriate.**
- Reassure your team that you will come up with and share a plan to cover essential tasks from the resigning employee.**

## Make A Transition Plan

- Identify critical role responsibilities that will need to be covered.**
- Document any knowledge that needs to be transferred to another employee, or to be held for a future employee as reference material.**
- Work with your POBP to discuss backfilling the role or any other organizational considerations.**

## End On A Good Note

- Ask the employee how you can best support them.**
- Consult with your POBP regarding the final stages of the off-boarding experience.**
- Encourage the employee to participate in an exit interview with People Operations to share honest feedback about their experience.**



## Best of the Best: Offboard and Transition

- **The most important element in off-boarding an employee, is making it an experience where the employee feels supported and seen, and valued as a person.**
- **Even if someone's departure from your team creates problems for you, try not to let that affect how you handle their exit. Everyone has a right to move jobs when they think the time is right, and you don't always know the circumstances.**
- **Make a time where you can privately ask them about why they are leaving, and try to uncover things that could help you better manage the team.**
- **Give them the same levels of time and attention from you during their transition. Don't be that manager who ignores people after they resign!**





# Resources and Calendar



**Return to Map**



# The Manager's Almanac

# RESOURCES



## IT Starter Form

*(complete 2 weeks before new hire starts)*



## The Hiring Toolkit



## How to Give Feedback in Workday



## Performance Ratings Descriptions



## Interviewing Skills Course



## Culture Amp 1:1 Tool



## Onboarding Journey Landing Page



## Completing Your Talent & Development Discussion in Workday



## My Team's Learning



## IT Global Services



# The Review Cycle CALENDAR



## Goal Setting

Everything starts with goal setting. Work together with your direct reports to create goals that align to business objectives, and review them often to track progress and make any adjustments.



## Ongoing Feedback, 1:1's, and Mid-Year Connect

Employees need ongoing feedback through 1:1's and mid-year connects to review goals and achievements. Use these conversations to determine future growth opportunities. Be mindful of what is accomplished and how as this is a key part of measuring performance at Tripadvisor Group.



## Year-End Review

During the year-end review you will formally assess and rate performance by incorporating feedback from others, the employee's self review, and your evaluation as their manager.

## **Compensation Conversation**

At the end of the cycle, you will have a conversation with your direct reports. In this conversation, you will review your evaluations on their performance, and plan for future development opportunities. It's advised that you set up a separate conversation to discuss any compensation changes, as it's important to focus the performance review on just that, and start planning for development for the year ahead.



## **Total Compensation Planning**



During this process the employee's performance and impact are key inputs for determining any future compensation decisions.

