

	Unit ID: 538
Domain	HOSPITALITY OPERATIONS
Title:	Manage human resources in a hospitality establishment
Level: 5	Credits: 24

Purpose

This unit standard specifies the competencies required to manage human resources within a hospitality or tourism establishment. It includes recruiting and selecting staff within the framework of existing human or staffing resource plans or policies, providing leadership in a diverse workplace where guests and staff are from a wide range of backgrounds, and managing workplace relations. It focuses on the skills and knowledge needed by frontline managers, owners/managers of small businesses and human resource specialists working in the context of the hospitality and tourism industry.

Special Notes

1. Entry information

Prerequisite:

- Unit 42 *Follow workplace health, safety and hygiene procedures in a hospitality establishment* or demonstrated equivalent knowledge and skills.
2. Assessment evidence may be collected from a real workplace, or simulated real workplace or an appropriate simulated realistic environment in which hospitality operations are carried out.
 3. All inspection, operation and maintenance procedures associated with the use of tools and equipment shall comply with establishment procedures and manufacturer's instructions.
 4. Legislation, codes and national standards relevant to the workplace may include: establishment agreements and industrial instruments; relevant legislation from all levels of government and hospitality industry codes of practice that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination.
 5. Regulations and legislation relevant to this unit standard include the following:
 - Labour Act, 15 of 2004
 - Social Security Act, Act no. 34 of 1994
 - Affirmative Action Employment Act, 29 of 1998
 - Transformation on Economic Social Empowerment Framework (draft Broad-based Black Economic Empowerment policy April 2008)
 - Occupational Health and Safety Regulations No.18, 1997 and all subsequent amendments to any of the above.

Quality Assurance Requirements

This unit standard and others within this subfield may be awarded by institutions which meet the accreditation requirements set by the Namibia Qualifications Authority and the Namibia Training Authority and which comply with the national assessment and moderation requirements. Details of specific accreditation requirements and the national assessment arrangements are available from the Namibia Qualifications Authority and the Namibia Training Authority. All approved unit standards, qualifications and national assessment arrangements are available on the Namibia Training Authority website www.nta.com.na

Elements and Performance Criteria

Element 1: Recruit, select and monitor staff

Range

Identifying recruitment needs includes but is not limited to short-term recruitment needs based on monitoring of service and efficiency levels, consulting appropriate colleagues and other stakeholders; developing clear and concise selection criteria and job specifications, using job descriptions where appropriate to facilitate the recruitment process, obtaining approval for recruitment initiatives in accordance with establishment policy.

Establishment policy in relation to recruitment may relate to but is not limited to approval processes for additional recruitment, approval processes for advertised salaries, required profile of potential employees (e.g. trainees, fully skilled), use of government subsidised traineeships, nature and content of job advertisements, nature and content of communications with applicants, use of different media in the recruitment process, participants in interview panels, timing and nature of induction programs, role of different personnel within the recruitment and induction process.

Recruitment needs may be permanent, temporary, full-time, part-time, casual, volunteer, project-related (e.g. for an event).

Administering recruitment includes but is not limited to creating, approving and disseminating advertisements for positions; processing applications; informing applicants of decisions and providing other recruitment information within reasonable timeframes; organising interviews and other selection processes; making employment offers; advising prospective employees on details; processing and filing; and identifying and communicating recommendations for improvements in recruitment processes promptly to appropriate colleagues.

Advertising for personnel may be internal, external, direct to the public, via a recruitment agency, on the Internet.

Selecting staff includes but is not limited to reviewing applications against criteria; conducting interviews and other selection procedures; conducting salary negotiations; making an employment offer.

Induction of new staff includes but is not limited to planning the content and format of induction programs to reflect establishment objectives and policies; and including

practical information in induction programs and information on the culture of the establishment.

Performance Criteria

- 1.1 Recruitment needs are identified in accordance with establishment policy, staffing needs and job specifications.
- 1.2 Recruitment, including advertising for personnel, is administered in accordance with legislative requirements and establishment procedures.
- 1.3 Reference checks are performed into applicants' employment background in line with establishment procedures.
- 1.4 Staff are selected and selection decisions are communicated to appropriate colleagues in line with establishment procedures.
- 1.5 Accurate, clear and complete records of the selection process are maintained in line with establishment procedures.
- 1.6 New staff are inducted in liaison with operational colleagues to ensure minimal operational disruption.
- 1.7 Appeals against staff recruitment and selection decisions are dealt with in line with establishment procedures.

Element 2: Manage workplace diversity

Range

Diversity may relate to but is not limited to race, ethnicity, culture, language, special needs, disabilities, family structure, gender, age, sexual preference.

Planning and work practices that reflect respect for diversity may include but are not limited to acknowledgment of religious and cultural celebrations; appropriate allocation of duties to particular staff members; culturally appropriate mixing of staff; training in culturally-appropriate communication; consideration of customers with special needs.

Encouraging respect for diversity includes but is not limited to providing a role model for others through individual behavior; and assistance to and coaching of colleagues in ways of accepting diversity in relation to both colleagues and customers.

Using diversity as an asset includes but is not limited to recognising the skills of a diverse workforce and using those to enhance establishment performance.

Benefits of productive diversity may include but are not limited to a multi-lingual workforce; workforce that reflects the diversity of the customer base; improved cross-cultural communication; education of the workforce; removal of prejudice; different perspectives on problem solving; increase trade with other countries/cultures; more interesting work environments.

Dealing with problems includes but is not limited to recognising workplace problems that arise from diversity issues promptly and taking action to resolve the situation;

identifying training needs and taking appropriate action; and using coaching and mentoring to assist colleagues to successfully work in a diverse environment.

Performance Criteria

- 2.1 Respect for diversity in the workplace is modeled and encouraged through the use of inclusive work practices and collaborative planning techniques.
- 2.2 Diversity is used as an asset in promoting the establishment and enhancing establishment performance in line with establishment procedures.
- 2.3 The benefits of productive diversity are promoted to colleagues in line with establishment procedures.
- 2.4 Problems arising from diversity issues are dealt with in line with legislative and establishment requirements.

Element 3: Manage workplace relations

Range

Building a positive industrial relations climate includes but is not limited to providing employees with accurate and impartial information on industrial matters likely to affect them; promptly identifying workplace changes or issues which may cause industrial unrest and taking appropriate action; promptly identifying potential causes of industrial unrest in external environments taking appropriate action; implementing mechanisms for consulting with staff and facilitating two-way communication; ensuring induction and training initiatives are used effectively to develop a competent workforce; establishing consultative structures for the identification and resolution of grievances.

Parties to be included in consultation processes must include but are not limited to staff; unions; employer groups; boards of management; government.

Appropriate action in relation to potential industrial unrest may include but is not limited to initiation of consultation processes; further research on issues presented; making reports and recommendations to colleagues; accessing specialist assistance.

Conditions of employment may relate to but are not limited to salary or wages; penalty rates; holidays and leave entitlements; superannuation; hours of work; grievance procedures.

Formal industrial relations procedures may include but are not limited to grievance procedures; dispute resolutions procedures; mediation; conciliation; arbitration.

Implementation of formal industrial procedures includes but is not limited to relevant parties; agreed procedures to resolve employee relations; monitoring of agreed processes and making appropriate adjustments in consultation with relevant parties; identifying the need for and accessing specialist assistance in industrial relations matters as required.

Performance Criteria

- 3.1 A positive industrial relations climate is built in line with establishment procedures.
- 3.2 Relevant parties are included in consultation processes in line with establishment procedures.
- 3.3 Appropriate action is taken in relation to potential industrial unrest in line with legislative and establishment procedures.
- 3.4 Conditions of employment are created in accordance with relevant legislation and industrial agreements.
- 3.5 Formal industrial procedures are implemented in line with legislative and establishment procedures.

Element 4: Plan and manage staff meetings

Range

Planning and preparation for meeting includes but is not limited to identifying the need for meetings and who should attend; deciding on the style of the meeting and level of formality required according to meeting purpose and occasion, nature of participants and enterprise procedures; making arrangements for the meeting (organisational requirements and designated timelines); developing an agenda according to purpose of the meeting; research or information on agenda items to enable informed discussion at the meeting; meeting papers prepared and dispatched to participants before the meeting.

Types of meetings may include but are not limited to one-off; regular; tele-conferences; video-conferences; committee meetings; board meetings.

Documentation from meetings to be prepared and distributed must include but is not limited to agendas, minutes.

Meeting arrangements may include but are not limited to organising the venue, food and beverage, travel arrangements for participants, audio - visual hire, teleconference details. They may also include supporting information and other agenda items to be discussed such as letters, submissions and reports.

Follow-up of meeting includes but is not limited to processing and distributing documentation from meetings; informing colleagues regarding the outcomes of meetings; incorporate work resulting from meetings into the current work schedule with tasks prioritised and actioned as appropriate.

Performance Criteria

- 4.1 Meetings are planned and prepared in line with establishment procedures.
- 4.2 Meetings are chaired in accordance with establishment procedures and meeting protocols.

- 4.3 Open and constructive communication is encouraged by using appropriate interpersonal and communication styles.
- 4.4 Agreement is reached with meeting participants on meeting goals and procedures in line with establishment procedures.
- 4.5 Information and ideas are presented clearly and concisely in line with agreed meeting and establishment procedures.
- 4.6 All participants are given the opportunity to contribute to discussions and decision making in line with agreed meeting and establishment procedures.
- 4.7 Meetings are managed to maintain focus on agreed goals in line with agreed meeting and establishment procedures.
- 4.8 Meetings are conducted within agreed times, or times are adjusted with the agreement of participants in line with agreed meeting and establishment procedures.
- 4.9 The minutes of meetings are recorded accurately in line with agreed meeting and establishment procedures.
- 4.10 Meetings are debriefed and agreed actions are followed up on in line with agreed meeting and establishment procedures.

Registration Data

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