

Domain	HOSPITALITY OPERATIONS	Unit ID: 540
Title:	Monitor staff performance in a hospitality establishment	
Level: 5		Credits: 8

Purpose

This unit standard specifies the competencies required to supervise and manage performance in accordance with the establishment's performance management system. It includes linking individual/workgroup activities to establishment goals, setting performance expectations, measuring performance achievements, and renegotiating performance and development plans. This unit standard is intended for those who work in management and supervisory roles in 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. *Safe working practices* include day to day observation of safety policies and procedures, legislative requirements and professional requirements.
 5. '*Specifications*' refers to any, or all of the following: manufacturer's specifications and recommendations, establishment specific requirements.
 6. 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: Link individual and workgroup activities to organisational goals

Range

Workgroup may include but is not limited to an existing team, a group formed for a special purpose or project, a business unit.

Organisational mission, vision and goals may relate to but are not limited to strategic plan, business plan, operational plan, sector-wide requirements, organisational capability framework, succession planning.

Performance criteria

- 1.1 The organisation's mission, vision and goals are identified, linked and explained in accordance with each individual's needs.
- 1.2 Individual and workgroup activities are aligned with organisational goals in consultation with workgroup members.
- 1.3 Individual and workgroup activities are prioritised in accordance with organisational directions.

Element 2: Set performance standards

Range

Performance standards may include but are not limited to selection criteria, best practice standards, quality standards, organisational practice standards, competencies, service level standards, unit standards, standards in codes of ethics/conduct/confidentiality, standards in legislation/regulations/policy/guidelines, agreed goals and outcomes at workgroup (business) and organisation (strategic) level.

Performance criteria

- 2.1 Performance standards are identified and clarified in accordance with establishment policy and procedures.
- 2.2 Performance standards are consulted upon, negotiated and agreed in line with establishment procedures.

- 2.3 Performance and learning/development plans are developed and agreed to document team and individual performance targets, standards and professional development objectives in line with establishment procedures.
- 2.4 Performance targets and key performance indicators are developed that are specific, realistic and measurable in line with establishment procedures.
- 2.5 Performance plans are implemented in accordance with establishment requirements.

Element 3: Measure performance achievements

Range

Appraisal processes may include but are not limited to 360 degree feedback, performance data, supervisor/employee feedback, peers, client/customer feedback, assessor feedback, evaluation of job position statement against current job role, validation feedback, feedback from subject matter experts, results of training needs analyses for workgroup/individual, previous performance and development plans with agreed goals.

Performance criteria

- 3.1 Individual performance is monitored, appraised and measured against performance goals and required business outcomes in line with establishment procedures.
- 3.2 Performance is assessed and addressed in a fair and timely manner in accordance with legislative and establishment procedures.
- 3.3 Disagreement or conflict is managed and documented in accordance with establishment policy and procedures.
- 3.4 Where possible, outstanding performance is recognised/rewarded in accordance with establishment policy and procedures.
- 3.5 Under-performance is addressed promptly in accordance with establishment guidelines, procedures and the principles of natural justice.
- 3.6 Areas/strategies for improvement are identified and implemented to continuously improve performance and outcomes.

Element 4: Renegotiate performance and learning/ development plans

Range

Learning and development opportunities may include but are not limited to formal course participation, on-the-job training, work experience, staff exchanges, mentoring, coaching, external study, conference and seminar attendance, induction, job rotation, higher duties, work shadowing opportunities.

Performance criteria

- 4.1 The results of performance management are documented in accordance with legislative and establishment requirements and used to identify strengths and performance gaps.

- 4.2 Learning is captured to inform knowledge management strategies and transfer skills to other staff in line with establishment procedures.
- 4.3 Performance standards are renegotiated and agreed in accordance with establishment procedures.
- 4.4 Learning and development objectives are identified and agreed to enhance performance and meet developing establishment and workgroup goals.
- 4.5 Agreed performance standards and related professional development are documented in accordance with establishment policy and procedures.

Registration Data

Subfield:	Hospitality and Tourism
Date first registered:	13 November 2008
Date this version registered:	13 November 2008
Anticipated review:	2017
Body responsible for review:	Namibia Training Authority