

	Unit ID: 541
Domain	HOSPITALITY OPERATIONS
Title:	Develop and implement operational and strategic plans for a hospitality establishment
Level: 5	Credits: 10

Purpose

This unit standard specifies the competencies required to develop and implement operational and strategic plans in a hospitality establishment. It includes developing operational and strategic plans, administering and monitoring operational plans and conducting ongoing evaluation of operations and strategies. This unit standard is intended for those who work in 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. '*Operational plans*' refers to short-term plans including daily, weekly and monthly plans of the establishment.
 4. '*Strategic plans*' include but are not limited to the vision, mission and objectives of the establishment, including medium and long-term plans and objectives.
 5. All inspection, operation and maintenance procedures associated with the use of tools and equipment shall comply with establishment procedures and manufacturer's instructions.
 6. *Safe working practices* include day to day observation of safety policies and procedures, legislative requirements and professional requirements.
 7. '*Specifications*' refers to any, or all of the following: manufacturer's specifications and recommendations, establishment specific requirements.
 8. Regulations and legislation relevant to this unit standard include the following:
 - Labour Act, 15 of 2004
 - Social Security Act, Act no. 34 of 1994
 - Companies Act of 2004

- Affirmative Action Employment Act, 29 of 1998
- Transformation on Economic Social Empowerment Framework (draft Broad-based Black Economic Empowerment policy April 2008)
- Income Tax Amendment Act, 10 of 2003
- Namibia Tourism Board Act, 21 of 2000
- 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: Develop operational and strategic plans

Range

Opportunities for business improvement and innovation may include but are not limited to provision of hospitality related products and services, customer service, workplace safety, work organization, staffing.

Internal and external factors that may impact on operational and strategic plans include but are not limited to capabilities and resources; human resources; financial resources; equipment capacity, staff and skills levels; hours of operation; communication capabilities; location or position; trends and developments in the marketplace; economic, ecological or environmental; government activities, social and cultural; demographic; technology; industrial; comparative market information; best practice information; benchmarking; competitor information; legal and ethical constraints; legislation; regulation; codes of practice; cultural expectations and influences; social responsibilities (e.g. protection of children, environmental issues).

Performance Criteria

- 1.1 Operational and strategic plans are developed based on monitoring of establishment needs and the identification of opportunities for improvement and innovation in line with establishment procedures.
- 1.2 Scope and objectives are developed for required initiatives based on establishment goals, staff and customer feedback.
- 1.3 Internal and external factors that may impact on operational and strategic plans are identified and analysed in line with establishment procedures.

- 1.4 Colleagues are consulted during the development of strategic and operational plans in line with establishment procedures.
- 1.5 Suitable and financially sound resource strategies are developed in line with establishment procedures.
- 1.6 Administrative framework and systems capable of supporting planned initiatives are developed in line with establishment procedures.
- 1.7 All priorities, responsibilities and timelines are identified and clearly communicated to appropriate people in line with establishment procedures.
- 1.8 Evaluation systems are developed in consultation with appropriate colleagues.
- 1.9 An internal and external communications strategy is developed to keep all stakeholders informed of plans and strategies in line with establishment procedures.

Element 2: Administer and monitor operational plans

Performance Criteria

- 2.1 Identified actions are implemented and monitored in line with agreed priorities and establishment policies and procedures.
- 2.2 Support and assistance are provided to colleagues involved in implementing operational plans in line with establishment procedures.
- 2.3 Progress and other reports are provided as required in line with establishment requirements.
- 2.4 Assessment of the need for additional resource requirements is made and appropriate action taken in line with establishment policy.

Element 3: Conduct ongoing evaluation of operational and strategic plans

Range

Evaluation methods include but are not limited to qualitative and quantitative techniques and may relate to sales figures and targets; occupancy levels; customer and staff feedback; productivity gains.

Performance Criteria

- 3.1 Evaluation methods are identified and used to assess the effectiveness of operational and strategic plans.
- 3.2 Colleagues are engaged in the evaluation of operational and strategic plans in line with establishment procedures.
- 3.3 Problems are identified and adjustments are made to operational and strategic plans in line with establishment procedures.

- 3.4 Results of evaluation are incorporated into ongoing strategic planning and operational management in line with establishment procedures.

Registration Data

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