

<b>Domain</b>	<b>Unit ID: 551</b>
<b>Title:</b>	<b>HOSPITALITY OPERATIONS</b> <b>Establish and manage departmental systems and operations in a hospitality establishment</b>
<b>Level: 5</b>	<b>Credits: 10</b>

### Purpose

This unit standard specifies the competency required to manage sector departments within a hospitality or tourism establishment and develop and implement new ways of doing things in the workplace. This unit standard is intended for those who work as managers and team leaders 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. Operational departments include Front Office Operations; Housekeeping Operations; Food and Beverage Service Operations; Food Preparation; Lodge, Camp and Guesthouse Operations; Safari and Tour Operations.
  5. *Safe working practices* include day to day observation of safety policies and procedures, legislative requirements and professional requirements.
  6. '*Specifications*' refers to any, or all of the following: manufacturer's specifications and recommendations, establishment specific requirements.
  7. 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

- Local Authorities Amendment Act, 14 of 2004
  - Occupational Health and Safety Regulations No.18, 1997
  - Liquor Act 6 of 1998
  - Tobacco Act (Draft 2008)
- 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](http://www.nta.com.na)

## **Elements and Performance Criteria**

### **Element 1: Plan departmental operations**

#### **Range**

Objectives include but are not limited to maximizing yield including room occupancy, sales, revenue from activities in the establishment, and minimizing loss and waste.

Financial viability of the departmental operation may include but is not limited to determining availability of short and long-term funding; cashflow issues; market feasibility; level of financial risk involved; cost benefit analysis; impact on other aspects of operation; breakeven points or profitability.

The administrative structure for the departmental operation may involve management; secretariat; consultants; contractors and suppliers; steering committee; advisory and reference groups; consultative groups.

The departmental management plan may include but is not limited to goals and outcomes; selection or tendering process; personnel; budget; stages; timeframes; key milestones; internal and external communication processes and channels; sponsors; risk management and contingency plans; quality assurance; consultation strategies; reporting requirements; marketing.

Key operational milestones may relate to but are not limited to stages, outcomes or reporting requirements.

#### **Performance Criteria**

- 1.1 The objectives and scope of the department are developed in consultation with appropriate colleagues and customers in line with establishment procedures.
- 1.2 A resource strategy for the department is determined and developed in line with establishment procedures.

- 1.3 An administrative structure for the department is planned and created in line with establishment procedures.
- 1.4 Operational responsibilities are allocated in agreement with others, and responsibilities are clearly communicated to all involved in line with establishment procedures.
- 1.5 Internal and external communications and public relations and marketing strategies are planned together with appropriate colleagues in line with establishment procedures.
- 1.6 Agreement is reached on suitable department evaluation methods in line with establishment procedures.
- 1.7 An overall departmental management plan is developed and communicated to appropriate colleagues in line with establishment procedures.
- 1.8 Key operational milestones for the department are identified and communicated to persons involved in line with establishment procedures.
- 1.9 Quality assurance measures for the department are identified, implemented and monitored in line with establishment procedures.

## **Element 2: Administer and monitor departmental operations**

### **Range**

Public relations and marketing strategies refer to but are not limited to those directly relevant to the department including providing advice and information to customers, funding bodies and stakeholders; developing and publishing reports; developing and distributing brochures, fliers and other marketing materials; communicating to public and stakeholders via mass media.

### **Performance Criteria**

- 2.1 Public relations and marketing strategies for departmental operations are implemented and monitored in conjunction with department team members in line with establishment procedures.
- 2.2 Support and assistance are provided to team members as required in line with establishment procedures.
- 2.3 Effective interpersonal communication skills are used to build trust and respect within the department team in line with establishment procedures.
- 2.4 Progress is assessed against department operational goals and reviewed in consultation with department team members.
- 2.5 The need for additional department resources is determined and action taken accordingly in line with establishment procedures.
- 2.6 Financial control systems are implemented and monitored in accordance with department guidelines.

- 2.7 Regular reports on department progress are provided to all appropriate colleagues/customers in line with establishment procedures.
- 2.8 Department operational goals are completed within agreed time lines in line with establishment procedures.

### **Element 3: Develop, introduce and review systems and procedures**

#### **Range**

Systems and procedures may include but are not limited to guest and customer service procedures; bar or restaurant procedures; kitchen systems and procedures (including food safety); housekeeping systems; front office administration systems; reservations procedures; cleaning and maintenance procedures; quality assurance procedures; security procedures; stock control systems and procedures; occupational health and safety procedures.

Minimum disruption includes but is not limited to providing advance notice of new systems and procedures to colleagues in the workplace.

Monitoring and maximizing the efficiency and effectiveness of systems and procedures introduced to the workplace includes but is not limited to seeking suggestions for improvements to systems and procedures from colleagues at all levels; making adjustments to systems and procedures where necessary.

#### **Performance Criteria**

- 3.1 The need for establishment systems and procedures is identified and establishment requirements are clarified by monitoring the workplace and consulting with colleagues and customers on an ongoing basis in line with establishment procedures.
- 3.2 Problem areas are identified and prompt action is taken to identify possible responses in line with establishment procedures.
- 3.3 Systems and procedures are developed or revised in consultation with colleagues in line with establishment procedures.
- 3.4 Immediate operational needs and establishment goals, and human and financial resource issues are considered, when developing or revising systems and procedures in line with establishment procedures.
- 3.5 Systems and procedures are implemented in a manner that causes minimum disruption to customers and colleagues.
- 3.6 Training and support are provided to colleagues on systems and procedures as required in line with establishment procedures.
- 3.7 Systems and procedures are reviewed and optimised by monitoring their efficiency and effectiveness in line with establishment procedures.

## **Element 4: Evaluate departmental operations**

### **Range**

Evaluation of departmental operation may be internal or external and may include but is not limited to customer and stakeholder feedback; guest or funding body evaluation; surveys and questionnaires; pilots and trials; long term monitoring strategies.

### **Performance Criteria**

- 4.1 Department team members, appropriate colleagues and customers are involved in the department evaluation in line with establishment procedures.
- 4.2 The effectiveness of the department is assessed at specified stages, using agreed evaluation methods in line with establishment procedures.
- 4.3 Agreed goals and priorities are taken into account when evaluating the department in line with establishment procedures.
- 4.4 The financial viability of the department is evaluated through analysis of key factors in line with establishment procedures.
- 4.4 Evaluation results are incorporated into ongoing department management in line with establishment procedures.
- 4.5 Information from department evaluations is shared with appropriate colleagues and information incorporated into future planning in line with establishment procedures.

### **Registration Data**

<b>Subfield:</b>	Hospitality and Tourism
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