

UNIT TITLE: PLAN, CONDUCT AND EVALUATE A STAFF PERFORMANCE ASSESSMENT		NOMINAL HOURS: 60 hours
UNIT NUMBER D1.HRD.CL9.02 D1.HHR.CL8.01 D2.TRD.CL8.03		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to plan, conduct and evaluate a staff performance assessment within an organization that utilizes formal staff appraisals.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Plan a staff performance assessment</p> <p>1.1 <i>Define the context for staff performance assessment for the business</i></p> <p>1.2 <i>Differentiate between staff performance assessment options available to the organization</i></p> <p>1.3 <i>Share staff performance assessment information amongst staff who will be assessed</i></p> <p>1.4 <i>Determine the initial focus of the staff performance assessment for each staff member</i></p> <p>1.5 <i>Prepare documents to record identified staff performance assessment statistics and performance data</i></p> <p>1.6 <i>Design action plan to guide the conduct of staff performance assessments</i></p>	<p>Unit Variables</p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to all industry sectors that apply internal staff performance appraisals and assessments within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Front Office 2. Housekeeping 3. Food and Beverage Service 4. Food Production 5. Travel Agencies 6. Tour Operation <p><i>Define the context for staff performance assessment</i> may include:</p> <ul style="list-style-type: none"> • aligning individual staff performance with organizational and/or departmental goals and objectives as stated in the business and other relevant operational plans • optimizing individual staff potential • identifying workplace performance goals for individual staff • cross-referencing individual staff performance against general workplace needs, including requirements of rosters, levels of trade, idiosyncratic workplace requirements • integrating requirements of individual staff performance with internal staff training. 	

<p>Element 2: Conduct a staff performance assessment</p> <p><i>2.1 Gather workplace-based evidence of staff performance</i></p> <p><i>2.2 Interpret employee performance data</i></p> <p>Element 3: Evaluate a staff performance assessment</p> <p><i>3.1 Prepare for the staff performance assessment interview</i></p> <p><i>3.2 Review individual staff performance with staff member</i></p> <p><i>3.3 Prepare staff performance assessment targets for next period</i></p>	<p><i>Staff performance assessment options should include:</i></p> <ul style="list-style-type: none"> • criterion referenced measurement • self-assessment • peer assessment • manager/owner observation • statistical analysis • rating scale methods • ranking or comparison methods • commercially available proprietary systems. <p><i>Share staff performance assessment information amongst staff may include:</i></p> <ul style="list-style-type: none"> • mentioning organization-wide staff performance assessment at all interviews conducted for new staff • including mention of staff performance assessment in regular staff activities, including internal training, briefings, meetings, etc • explaining that the staff performance assessment process applies to all employees within the business, including supervisors, managers, etc • explaining that the staff performance assessment process is on-going and cyclical in nature • talking to individual staff, including one-on-one basis to: <ul style="list-style-type: none"> ▪ determine the focus of the staff performance assessment for the up-coming period ▪ explaining the support available for staff ▪ re-assuring staff that jobs are not threatened by the staff performance assessment process ▪ confirm that all staff, including management, are subject to staff performance assessment
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	<ul style="list-style-type: none"> • notifying staff well in advance of any meetings and special events relating to staff performance assessments • using experienced/senior staff to assist in ‘selling the benefits’ of staff performance assessments to new staff • developing individual staff performance assessment deed/workplace contract, setting out the agreement between employee and supervisor exactly what will be assessed and how it will be adjudged during the identified period in terms of targeted staff performance. <p><i>Determine the initial focus of the staff performance assessment should include:</i></p> <ul style="list-style-type: none"> • understanding that future staff performance assessment deed/workplace contracts will flow from the results of the initial staff performance assessment • identifying legitimate and equitable targets for the staff member, including negotiation of these targets and genuine agreement on what will count as practical and objective targets • ensuring staff understand the criteria that will be used to judge their workplace performance, including specification and description of Key Performance Indicators (KPIs), performance targets, etc • getting staff to sign their copy of the staff performance assessment deed/workplace contract • filing a copy of each staff performance assessment deed/workplace contract • giving individual staff members a copy of the paperwork associated with their agreed individual deed/workplace contract. <p><i>Prepare documents to record identified staff performance assessment statistics and performance data should relate to:</i></p> <ul style="list-style-type: none"> • preparing checklists • preparing data collection forms. <p><i>Design action plan should include:</i></p> <ul style="list-style-type: none"> • identifying resources to support individual staff performance assessments
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- identifying timelines for individual staff performance assessments, including dates and hours required for training and other necessary pre-requisite information to be learned, informal staff assessment interviews/meetings, mentoring, external training, as appropriate
 - identifying personnel responsible for activities contained in the plan
 - identifying activities to be used during the identified staff performance assessment period
 - obtaining agreement from individual staff that their staff performance assessment deed/workplace contract contains legitimate and achievable goals and timelines.
- Gather workplace-based evidence* may include:
- implementing the individual and agreed action plans for individual staff
 - ensuring informal elements of workplace performance are included in the capturing of the formal workplace information
 - using prepared forms to ensure the identified data is captured
 - using multiple sources of data collection to ensure 360° information is obtained
 - ensuring objectivity in data collection
 - involving relevant others in the data gathering process.
- Interpret employee performance data* may include:
- determining patterns within the data
 - identifying strengths and weaknesses of individual staff
 - making decisions and developing conclusions based on the objective data captured
 - seeking supporting information to validate conclusions reached
 - disregarding irrelevant data
 - comparing actual performance data against specified and identified targets and statistics
 - maintaining privacy and confidentiality of information captured.

Prepare for the staff performance assessment interview may include:

- developing a plan on how to conduct the staff performance assessment interview
- ensuring familiarity with the facts that relate to the individual staff performance assessment, including the captured data, the key performance indicators (KPIs) contained in the relevant staff performance assessment deed/workplace contract
- determining the context of the staff performance assessment deed/workplace contract, including identification of the need for encouragement, congratulations, extension, disciplinary action etc
- identifying specific supporting evidence to be used in illustrating points that need to be made during the interview
- identifying future courses of action that may be taken for the staff member during their next staff performance assessment period
- preparing recommendations to make to individual staff
- identifying a location and time for the evaluation/staff performance assessment interview, including the venue so that it facilitates a positive interaction between staff member and supervisor.

Review individual staff performance may include:

- meeting privately with individual staff member
- reviewing the objectives set out in the individual staff performance assessment deed/workplace contract for the period
- reminding the staff member of the cyclical nature of the staff performance assessment process
- explaining the data, facts, statistics that have been captured in relation to the identified targets for the period in question
- explaining interpretation of facts and statistics
- providing opportunity for the staff member to make input and comment on the information/data provided

- congratulating the staff member on positive outcomes
- encouraging staff member where performance has fallen short of the identified key performance criteria (KPIs) set for the period, where appropriate
- counseling staff member where it is deemed actual staff performance has fallen short of agreed criteria/ key performance criteria (KPIs) due to lack of application, including supportive mention of disciplinary action that may follow if performance does not improve to the minimum required level
- offering support of the organization and the staff for staff to achieve the required performance standards and targets.

Prepare staff performance assessment targets for next period may include:

- extending current targets
- introducing a new focus for the period, including inclusion of new key performance criteria (KPIs) as opposed to revised key performance criteria (KPIs)
- determining timelines that should apply to the targets/ key performance criteria (KPIs)
- identifying support and resources to assist in achieving the targets/ key performance criteria (KPIs)
- obtaining agreement from the staff member regarding the revised/new goals, support and timelines
- signing the new staff performance assessment deed/workplace contract for the period
- giving staff member signed copy of the staff performance assessment deed/workplace contract
- filing the staff performance assessment deed/workplace contract.

Assessment Guide

The following skills and knowledge must be assessed as part of this unit:

- knowledge of the enterprise's policies and procedures in regard to staff performance assessment and staff development
- ability to apply the principles of various staff performance assessment options

- ability to use meetings, communication, negotiation, counseling and workplace monitoring techniques
- knowledge of documentation that can be used to guide workplace staff performance and capture relevant data
- ability to record and analyze workplace data relating to staff performance
- ability to plan and schedule workplace staff performance activities, including training, practice sessions, mentoring, coaching, off-the-job training, drill
- ability to plan for and conduct staff counseling and workplace performance sessions/interviews.

Linkages To Other Units

- Work effectively with colleagues and customers
- Work in a socially diverse environment
- Manage an assessment system for training outcomes
- Monitor and evaluate the effectiveness of training outcomes
- Lead and manage people
- Manage the effective use of human resources
- Monitor staff performance
- Provide professional support to business colleagues
- Recruit and select staff
- Implement, monitor and evaluate a training and development program
- Plan and promote a training courses
- Review training outcomes
- Apply industry standards to team supervision
- Lead and manage a development team
- Manage workplace diversity

- Manage and maintain workplace relations
- Monitor workplace operations.

Critical Aspects of Assessment

Evidence of the following is essential:

- understanding of host enterprise policies and procedures in regard to staff performance assessment and staff development
- demonstrated ability to plan the staff performance assessment focus for a nominated real or simulated staff member in a designated workplace environment for a given period
- demonstrated ability to collect, analyze and draw conclusions from information and data captured as a result of a nominated staff performance assessment for a given period
- demonstrated ability to conduct an evaluation and feedback session/interview with a nominated real or simulated staff member in relation to a designated set of key performance criteria (KPIs) matched against a nominated set of key performance criteria (KPIs).

Context of Assessment

This unit may be assessed on or off the job:

- assessment should include practical demonstration either in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge
- assessment must relate to the individual's work area or area of responsibility.

Resource Implications

Training and assessment to include access to a real or simulated workplace; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

Assessment Methods

The following methods may be used to assess competency for this unit:

- case studies
- observation of practical candidate performance
- oral and written questions

- portfolio evidence
- problem solving
- role plays
- third party reports completed by a supervisor
- project and assignment work.

Key Competencies in this Unit

Level 1 = competence to undertake tasks effectively

Level 2 = competence to manage tasks

Level 3 = competence to use concepts for evaluating

Key Competencies	Level	Examples
Collecting, organizing and analyzing information	3	Capture information and data on staff workplace performance
Communicating ideas and information	2	Share information about staff performance assessment procedures, etc with staff
Planning and organizing activities	2	Schedule staff performance assessment, including interviews and the capturing of evidence
Working with others and in teams	2	Liaise with staff to integrate staff performance assessment into normal workplace activities
Using mathematical ideas and techniques	1	Manipulate captured data to draw valid conclusions
Solving problems	2	Determine how to assist staff achieve their optimum workplace performance
Using technology	1	Use software programs to generate checklists and to record captured data