

# Competency Standard

<b>UNIT TITLE:</b> MONITOR STAFF PERFORMANCE		<b>NOMINAL HOURS:</b> 60
<b>UNIT NUMBER:</b> D1.HML.CL10.13 D1.HRM.CL9.04 D2.TRM.CL9.16		
<b>UNIT DESCRIPTOR:</b> This unit deals with skills and knowledge required by supervisors and managers to monitor workplace performance of staff within an established performance management environment		
<b>ELEMENTS AND PERFORMANCE CRITERIA</b>	<b>UNIT VARIABLE AND ASSESSMENT GUIDE</b>	
<p><b>Element 1: Develop staff performance management systems</b></p> <p><b>1.1</b> Analyse strategic and operational plans to identify relevant staff policies and organisational objectives that underpin <i>performance management</i></p> <p><b>1.2</b> Develop relevant <i>performance indices</i> to document, monitor and evaluate staff performance</p> <p><b>1.3</b> Develop <i>systems to ensure staff performance is monitored</i> and feedback is given</p> <p><b>Element 2: Undertake staff performance appraisals</b></p> <p><b>2.1</b> <i>Appraise staff</i> in the workplace</p> <p><b>2.2</b> <i>Advise staff of the result</i> of staff appraisals</p> <p><b>2.3</b> Determine <i>action to take</i> on the basis of individual staff appraisals</p>	<p><b>Unit Variables</b></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 organisations that are involved in the monitoring of staff performance within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> <li>1. Front Office</li> <li>2. Housekeeping</li> <li>3. Food and Beverage Service</li> <li>4. Food Production</li> <li>5. Travel Agencies</li> <li>6. Tour Operation</li> </ol> <p><i>Performance management</i> may be defined as:</p> <ul style="list-style-type: none"> <li>• A process or set of processes for establishing a shared understanding of what an individual or group is to achieve, and managing individuals in a way which increases the probability it will be achieved in both the short and longer terms.</li> </ul>	

<p><b>Element 3: Implement rewards and incentive schemes</b></p> <p><b>3.1</b> Design <i>reward and incentive schemes</i> to motivate staff to attain nominated performance targets</p> <p><b>3.2</b> Communicate reward and incentive schemes to staff</p> <p><b>3.3</b> Administer reward and incentive schemes</p> <p><b>Element 4: Counsel staff</b></p> <p><b>4.1</b> Apply <i>counselling techniques and strategies</i> to employees where staff performance appraisals are below requirements</p> <p><b>4.2</b> Document staff counselling sessions</p> <p><b>4.3</b> Generate agreement on action and direction to be taken as a result of the counselling</p> <p><b>Element 5: Implement disciplinary and termination procedures</b></p> <p><b>5.1</b> Develop <i>disciplinary and termination procedures</i> for performance-related non-compliance</p> <p><b>5.2</b> <i>Prescribe conditions</i> under which element of the disciplinary and termination procedures will be introduced</p> <p><b>5.3</b> Communicate the established disciplinary and termination procedures to staff</p> <p><b>5.4</b> Implement the identified disciplinary and termination procedures</p>	<p><i>Performance indices</i> may include:</p> <ul style="list-style-type: none"> <li>• Key performance indicators (KPIs) used to measure actual performance against set targets</li> <li>• Performance standards defining the level of performance sought from an individual or group that are expressed quantitatively or qualitatively, and which may relate to: <ul style="list-style-type: none"> <li>▪ Productivity</li> <li>▪ Punctuality</li> <li>▪ Personal presentation</li> <li>▪ Levels of accuracy in work</li> <li>▪ Adherence to procedures</li> <li>▪ Customer service standards</li> <li>▪ Team interaction</li> <li>▪ Response times</li> <li>▪ Waste minimisation</li> <li>▪ Cost minimisation</li> </ul> </li> <li>• Codes of conduct – an agreed or decreed set of rules relating to employee behaviour/conduct with other employees or customers.</li> </ul> <p><i>Systems to ensure staff performance is monitored</i> may include:</p> <ul style="list-style-type: none"> <li>• Any regularly applied and formalised system where all staff have their actual workplace practice evaluated and assessed against predetermined goals/targets with a view to determining their individual level of performance or achievement</li> <li>• Evaluation based on factual evidence</li> <li>• Feedback on the identified performance</li> </ul>
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	<ul style="list-style-type: none"> <li>• Support for the individual to continue acceptable performance and redress unacceptable performance</li> <li>• Counselling and disciplinary action for staff unable or unprepared to bring their performance in-line with expectations and standards.</li> </ul> <p><i>Appraise staff</i> should include:</p> <ul style="list-style-type: none"> <li>• Conducting appraisals at regular, pre-determined intervals</li> <li>• Application of appraisals across all staff including management, full-time staff, part-time staff and casual staff</li> <li>• Establishing initial targets for performance and notifying individual staff of these</li> <li>• Gathering evidence of actual staff performance which should include consideration of: <ul style="list-style-type: none"> <li>▪ Type of assessment/appraisal which may include peer assessment, self-assessment, team assessment, use of productivity indicators including feedback from patrons</li> <li>▪ Methods of collecting performance data to ensure data is reliable, indicative and relevant</li> <li>▪ Methods of interpreting performance data including prioritising results and understanding the data within individual contexts</li> </ul> </li> <li>• Convening a meeting to discuss performance with individual staff, including invitations to other appropriate personnel to attend.</li> </ul> <p><i>Advise staff of the result</i> should include:</p> <ul style="list-style-type: none"> <li>• Providing evidence-based feedback of staff performance</li> <li>• Agreeing on the level of concurrence between actual and required workplace performance</li> <li>• Determining revised action, timelines and targets for the next phase/cycle of the appraisal process.</li> </ul>
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	<p><i>Action to take</i> to underpin attainment of the revised targets may include:</p> <ul style="list-style-type: none"><li>• Proving necessary support such as mentoring, coaching, training, resources, information</li><li>• Providing support for out-of-work problems encountered by staff</li><li>• Re-allocation of duties and adjustment of workload</li><li>• Re-organisation of work practices</li><li>• Agreement on short-term goals for improvement</li><li>• Revisions to required workloads and/or standards</li><li>• Counselling.</li></ul> <p><i>Reward and incentive schemes</i> may include:</p> <ul style="list-style-type: none"><li>• Allocation of increased levels of authority and responsibilities</li><li>• Increased discretionary power</li><li>• Informal acknowledgement</li><li>• Internal company recognition awards including plaques, mention in newsletters, briefings and team meetings</li><li>• Pay bonuses/incentives</li><li>• Promotion</li><li>• Testimonials</li><li>• Time off</li><li>• Sales targets</li><li>• Written reports to management.</li></ul>
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*Counselling techniques and strategies* may include:

- Informal but structured discussions between management and staff
- Timely delivery of counselling to minimise the negative impact of delays and enable linking of discussion and outcomes to recent and identified performance
- Pre-determination of the topics to be discussed during the counselling including planning of sequence of session, content of session, words to be used during session, questions to be asked, revised targets to be set, options, suggestions and/or ultimatums to be issued
- Application of suitable counselling strategies to meet individual and company needs including variations in formality, structure, format, language used, and the use of internal or external convener
- Recording/documenting the counselling sessions
- Requiring the employee to sign-off on the decisions reached during the counselling session
- Providing the appropriate level of support during the counselling commensurate with the issues being dealt with
- Referring the staff member to external professional services, where appropriate.

*Disciplinary and termination procedures* should include:

- Verbal warnings supplemented by a series of written warnings including a requirement for signature from staff member and attendance of a third party to witness events
- Demotions and removal of authorities, permissions and responsibilities
- Reduction on overtime allocated
- Non-negotiable requirement to attend training, counselling or other nominated external sessions
- Provision of written description of workplace requirements and standards that are expected
- Evidence-based conclusions, decision making and action

- Recording/documenting the procedures
- Fair and equitable application of established procedures and sanctions
- Integration of procedures with legislated requirements and operational codes of conduct of the host country.

*Prescribe conditions* may relate to:

- Enterprise policies and procedures
- Host country legislation.

#### **Assessment Guide**

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

- Understanding of the overall performance management concept within a work-based context
- Types of performance standards and performance management systems applicable to the relevant industry
- Role of feedback, communication and coaching in staff performance appraisals and management
- Knowledge of enterprise policies and procedures pertaining to workplace performance appraisal
- Knowledge of the basics of performance appraisal techniques and systems including:
  - Reasons for workplace performance appraisals
  - Differentiation between types of performance appraisal models
  - Compilation and use of workplace performance data
  - Protocols for conducting staff performance appraisal meetings/interviews
  - Procedures for conducting formal and informal counselling sessions
  - Knowledge of the role of effective communication skills in counselling
- Knowledge of the industrial relations, equal opportunity and diversity legislation of the host country.

### **Linkages To Other Units**

- Work effectively with colleagues and customers
- Work in a socially diverse environment
- Develop and implement operational policies
- Develop and supervise operational approaches
- Lead and manage people
- Monitor staff performance
- Provide professional support to business colleagues
- Recruit and select staff
- Roster staff
- Monitor workplace operations.

### **Critical Aspects of Assessment**

Evidence of the following is essential:

- Understanding of why staff performance appraisals and staff performance management is a useful management tool
- Demonstrated ability to analyse and interpret key planning documents for a business
- Demonstrated ability to develop and prepare workplace performance indicators
- Demonstrated ability to apply nominated staff appraisal procedures in a workplace setting including determination of targets/standards to be met, gathering and interpretation of evidence, conduct of staff appraisal interview and generation of appropriate support, or counselling
- Demonstrated ability to apply designated reward and incentive schemes to nominated staff
- Demonstrated ability to apply pre-determined disciplinary and termination procedures.

**Context of Assessment**

Assessment must ensure:

- Actual or simulated workplace application of staff appraisal practices and procedures.

**Resource Implications**

Training and assessment to include the use of real or simulated staff performance appraisals in actual or simulated workplace conditions; 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:

- Observation of practical candidate performance
- Role plays
- Case studies
- Oral and written questions
- Third party reports completed by a supervisor
- Project and assignment work
- Simulations.



<b>Key Competencies in this Unit</b> <i>Level 1 = competence to undertake tasks effectively</i> <i>Level 2 = competence to manage tasks</i> <i>Level 3 = competence to use concepts for evaluating</i>		
<b>Key Competencies</b>	<b>Level</b>	<b>Examples</b>
Collecting, organising and analysing information	3	Gather and analyse workplace performance data
Communicating ideas and information	3	Communicate KPIs and staff performance management systems to staff; conduct staff appraisal interviews
Planning and organising activities	2	Schedule staff appraisal interviews; plan data gathering activities to support staff performance appraisals
Working with others and in teams	3	Liaise with staff; cooperate and collaborate with staff to achieve a mutually beneficial outcome to staff performance appraisals
Using mathematical ideas and techniques	1	Manipulate workplace data gathered as evidence of staff performance
Solving problems	3	Negotiate solutions to instances of non-compliance and/or sub-standard performance
Using technology	1	Engage technology to gather workplace data; applying human resource management software