Title	Plan and apply management solutions in a change-management situation in a hospitality establishment
Level	6	Credits	40

| Purpose | This unit standard is for experienced people who are responsible for managing hospitality establishment operations.

People credited with this unit standard are able to: describe schools of thought on the management of organisational change; identify and analyse change requirements and opportunities; develop a change management plan; and implement a change management plan, for a hospitality establishment. |
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Classification	Hospitality > Hospitality Management

Available grade	Achieved

Guidance Information

1   Definitions
Change management plan – a plan addressing the impact of proposed change to an organisation and easing the transition.
Establishment requirements refer to applicable procedures found in the following: establishment performance guidelines and standards; equipment manufacturer's procedures and specifications; Government and local body legislation.
Hospitality establishment – any venue specifically operated to provide accommodation, conferences, food and beverage service, or other activity related to the provision of hospitality service to customers and users.

2   Evidence generated during assessment against this unit standard must be in accordance with establishment requirements. This includes:
* policies, procedures and requirements
* ethical codes of relevant professional bodies
* any relevant legislative or regulatory requirements.

Outcomes and performance criteria

Outcome 1

Describe schools of thought on the management of organisational change.

Range   two schools of thought.

Performance criteria

1.1   Approaches of each school of thought to accomplish structural change, technological change and people change are compared and described.

1.2   Factors from each school of thought that either drive or impede change management are identified.

Outcome 2

Identify and analyse change requirements and opportunities for a hospitality establishment.

Performance criteria

2.1   Strategic change needs are identified through analysis of organisational objectives and the prevailing hospitality business sector environment.

        Range   includes but is not limited to – identifying and monitoring business trends, identifying events in the external environment.

2.2   Existing policies and practices are reviewed against strategic objectives to identify change requirements.

        Range   includes but is not limited to – performance gaps, business opportunities, business threats, management decisions.

2.3   Change requirements and opportunities are analysed and prioritised with relevant managers.

2.4   Specialists and experts are consulted to assist in the identification of major change requirements and opportunities and any advice is considered.

Outcome 3

Develop a change management plan for a hospitality establishment.

Performance criteria

3.1   Cost-benefit analysis of change is undertaken and documented.

        Range   includes but is not limited to – risk analysis, consultation, identification of barriers.

3.2   Change management project plan is developed.

        Range   may include but is not limited to – type and scope of change, stakeholder support, management team, obtaining approval of relevant authorities, creation of communication plan, monitoring resistance, addressing roadblocks, tracking changes.

3.3   Resources are assigned to the project and reporting protocols are agreed with relevant mangers.

Outcome 4

Implement a change management plan for a hospitality establishment.

Performance criteria

4.1   The communication plan is delivered to relevant groups and individuals.

4.2   Interventions and activities set out in project plan are actioned according to project timetable.

4.3   Strategies for embedding the change are activated.

          Range   may include but is not limited to – engaging staff, assisting staff to embrace change, incorporating feedback from staff, supporting managers/team leaders, supporting staff who opt to leave.

4.4   Regular evaluation and review are conducted, and project plan is modified where appropriate to achieve change program objectives.

4.5   Measures are established to ensure innovation is incorporated as an integral part of leadership and management activities.

          Range   evidence for three measures is required.

4.6   Behaviours to promote relationships based on mutual respect and trust are established and maintained.

          Range   evidence for three behaviours is required.

Planned review date	31 December 2027

Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	16 March 2017	31 December 2024
Review	2	2 March 2023	N/A

Consent and Moderation Requirements (CMR) reference	0112

This CMR can be accessed at http://www.nzqa.govt.nz/framework/search/index.do.

Comments on this unit standard

Please contact Ringa Hora Services Workforce Development Council
qualifications@ringahora.nz if you wish to suggest changes to the content of this unit
standard.