Title	**Manage and develop staff in a hospitality establishment to ensure positive experiences for customers**		
Level	**6**	**Credits**	**10**

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: develop quality customer service practices; manage the delivery of quality service; and manage performance management system for a hospitality establishment.

Classification	Hospitality > Hospitality Management

Available grade	Achieved

Explanatory notes

1 Definitions
Establishment requirements – any policy, procedure, process or agreed requirement, either written or oral, that is made known to the candidate prior to assessment against this unit standard.
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.
Standards – requirements of service performance of operational staff within a hospitality establishment. These will normally be included in establishment requirements

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 evidence requirements

Outcome 1

Develop quality customer service practices in a hospitality establishment.

Evidence requirements

1.1 Customer needs, expectations, and satisfaction levels are determined using both formal and informal research.

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1.2 Staff input is gathered, recorded and used in process of developing quality customer service.

1.3 A plan for delivery of quality service integrating potential and actual changes to the operating environment is developed.

Range changes may include but is not limited to – internal environment, external environment.

Outcome 2

Manage the delivery of quality service for a hospitality establishment.

Evidence requirements

2.1 Policies, procedures, and expectations are communicated to staff and colleagues.

2.2 Policies and procedures are evaluated for effectiveness, adjustments to improve service quality are made, and communicated to staff.

2.3 Customers are informed of policies.

2.4 Customer service in the workplace is monitored to ensure standards are met.

2.5 Internal or external training for staff is provided to enhance customer service.

Range includes but is not limited to – responsibility for service outcomes, responsibility for dispute resolution.

2.6 The effectiveness of customer service practices is assessed and any problems are analysed and evaluated.

2.7 A positive role model is demonstrated for professional standards expected of service industry personnel.

2.8 Measures are taken to develop an ongoing relationship with customers.

Range may include but are not limited to – offering promotional services, maintenance of customer profiles, personalising service, tailored products.

Outcome 3

Manage performance management system for a hospitality establishment.

Evidence requirements

3.1 Current position descriptions specifying key requirements of each role are provided.

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3.2 The performance management system is reviewed to ensure it aligns with the strategic direction of the hospitality enterprise.

3.3 The consistency of reports from managers on staff performance indicators is verified against the position description requirements.

3.4 The conduct of performance appraisal meetings is verified.

Range includes but is not limited to – meeting organisational timeframes, open and fair, correct documentation, agreement of parties recorded.

3.5 Advice and support is provided to all parties where there is disagreement about performance appraisal outcomes.

3.6 Performance management documentation is reviewed to establish trends or problem areas requiring attention.

3.7 Skill gaps or performance gaps are reviewed, and requirements and options for performance development are evaluated.

3.8 Professional development opportunities are offered to staff.

Planned review date	31 December 2021

Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	16 March 2017	N/A

Consent and Moderation Requirements (CMR) reference	0112

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

Please note
Providers must be granted consent to assess against standards (accredited) by NZQA, before they can report credits from assessment against unit standards or deliver courses of study leading to that assessment.

Industry Training Organisations must be granted consent to assess against standards by NZQA before they can register credits from assessment against unit standards.

Providers and Industry Training Organisations, which have been granted consent and which are assessing against unit standards must engage with the moderation system that applies to those standards.

Requirements for consent to assess and an outline of the moderation system that applies to this standard are outlined in the Consent and Moderation Requirements (CMRs). The CMR also includes useful information about special requirements for organisations wishing

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to develop education and training programmes, such as minimum qualifications for tutors and assessors, and special resource requirements.

Comments on this unit standard

Please contact ServiceIQ qualifications@ServiceIQ.org.nz if you wish to suggest changes to the content of this unit standard.

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