

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

Purpose	<p>This unit standard is for experienced people who are responsible for managing hospitality establishment operations.</p> <p>People credited with this unit standard are able to: develop quality customer service practices; manage the delivery of quality service; and manage a performance management system for a hospitality establishment.</p>
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Classification	Hospitality > Hospitality Management
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Available grade	Achieved
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Guidance Information

1 Definitions

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.

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 performance criteria

Outcome 1

Develop quality customer service practices in a hospitality establishment.

Performance criteria

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

- 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 are not limited to – internal environment, external environment.

Outcome 2

Manage the delivery of quality service for a hospitality establishment.

Performance criteria

- 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 of professional standards expected of service industry personnel is demonstrated.
- 2.8 Measures are taken to develop an ongoing relationship with customers.
- Range may include but is not limited to – offering promotional services, maintenance of customer profiles, personalising service, tailored products.

Outcome 3

Manage a performance management system for a hospitality establishment.

Performance criteria

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

- 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, openness and fairness, 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 2027
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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
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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.