



Australian Government

Department of Education, Employment and Workplace Relations

SITXHRM006A Monitor staff performance

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor

This unit describes the performance outcomes, skills and knowledge required to monitor staff performance within the framework of established performance management systems. It includes the skills to conduct structured performance appraisal and formal counselling sessions.

Application of the Unit

Application of the unit

This unit applies to individuals who monitor day-to-day staff performance in a tourism or hospitality context. It requires the application of significant communication and problem-solving skills combined with sound knowledge of current performance management practice.

Depending upon the sector and organisation, dedicated specialist staff, operational supervisors or managers undertake this role.

A more strategic approach to performance management can be found in specialist human resource management units from the Business Services Training Package.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units Nil

Employability Skills Information

Employability skills The required outcomes described in this unit of competency contain applicable facets of employability skills. The Employability Skills Summary of the qualification in which this unit is packaged will assist in identifying employability skills requirements.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency. Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Monitor staff performance and provide feedback.	<p>1.1 Consult with and inform colleagues about <i>expected standards of performance</i> using appropriate communication mechanisms.</p> <p>1.2 Monitor ongoing performance by maintaining close contact with the workplace and relevant colleagues.</p> <p>1.3 Provide confirming and corrective feedback to colleagues on an ongoing basis.</p> <p>1.4 Provide colleagues with <i>appropriate guidance and support</i> in the workplace.</p>

ELEMENT	PERFORMANCE CRITERIA
	1.5 Provide <i>recognition and reward</i> for achievements and outstanding performance according to organisation procedures.
	1.6 Identify the need for further coaching or training and organise according to organisation policies.
2 Recognise and resolve performance problems.	2.1 Identify and investigate performance problems promptly.
	2.2 Use feedback and coaching appropriately to address performance problems.
	2.3 Discuss and agree upon <i>possible solutions</i> with the colleague in question according to organisation procedures.
	2.4 Follow up outcomes of informal counselling through review in the workplace.
	2.5 Organise and conduct a formal counselling session when needed according to <i>required procedures</i> .
3 Implement performance management systems.	3.1 Implement formal <i>performance management systems</i> according to organisation policy.
	3.2 Conduct individual performance evaluations openly and fairly according to organisation policy.
	3.3 Complete and file performance management records according to organisation policy and industrial requirements.
	3.4 Agree on courses of action with colleagues and follow up in the workplace.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the essential skills and knowledge and their level, required for this unit.

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

- communication and interpersonal skills to provide effective feedback, coaching and counselling to team members
- problem-solving skills to develop and respond to unpredictable staff performance issues
- planning and organisational skills to monitor and maintain a formal performance management system
- literacy skills to express potentially complex and sensitive information in writing and to develop and interpret typical performance management documentation
- numeracy skills to work with documents such as staff records and schedules.

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

- understanding of the performance management concept within an organisation
- types of performance standards and performance management systems applicable to tourism and hospitality workplaces
- role and importance of feedback and coaching, including appropriate communication, in relation to monitoring staff performance
- grievance procedures
- performance appraisal techniques and systems, including:
 - reasons for performance appraisal
 - types of performance assessment
 - compiling and using performance data
 - protocols and procedures for performance appraisal interviews
 - procedures for formal counselling sessions
- communication skills, including active listening, questioning and using appropriate non-verbal communication in relation to counselling, providing feedback and coaching
- industrial relations, equal employment opportunity (EEO) and diversity issues and legislation that impact on monitoring staff performance.

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the

EVIDENCE GUIDE

performance criteria, required skills and knowledge, the range statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- knowledge of typical procedures and processes for formal performance management and counselling
- ability to demonstrate appropriate communication skills to provide supportive feedback and guidance to colleagues
- project or work activities that allow the candidate to address typical performance management issues found in tourism or hospitality workplaces.

Context of and specific resources for assessment

Assessment must ensure:

- interaction with others to demonstrate appropriate communication skills.

Methods of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- evaluation of reports prepared by the candidate detailing how performance management issues may have been addressed during the conduct of a team project
- evaluation of industry projects conducted by the candidate to develop performance management approaches for different workplaces
- role-play to provide feedback and conduct a performance appraisal or formal counselling session
- review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate.

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

EVIDENCE GUIDE

Assessing employability skills

Employability skills are integral to effective performance in the workplace and are broadly consistent across industry sectors. How these skills are applied varies between occupations and qualifications due to the different work functions and contexts.

Employability skills embedded in this unit should be assessed holistically with other relevant units that make up the skill set or qualification and in the context of the job role.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording in the performance criteria is detailed below.

Expected standards of performance and performance problems may relate to:

- productivity
- punctuality
- personal presentation
- level of accuracy in work
- adherence to procedures
- customer service standards
- team interaction
- response times
- waste minimisation
- cost minimisation.

Appropriate guidance and support may include:

- advice on training and development opportunities
- support with difficult interpersonal situations
- opportunity to discuss work challenges
- confirmation of organisational objectives and key performance requirements
- ensuring adequate resources are applied
- representing staff interests in other forums.

RANGE STATEMENT

Recognition and reward may include:

- informal acknowledgment
- acknowledgment of an individual's good performance to the whole team
- presentation of awards
- written report to management.

Possible solutions to performance may include:

- additional training
- assistance with problems outside of the workplace
- adjustment of workload
- reorganisation of work practices
- agreement on short-term goals for improvement.

Required procedures for a formal counselling session may include:

- formal notification to staff member and management
- invitation of appropriate people
- organisation of appropriate location for counselling session.

Performance management systems may include:

- type of assessment, e.g. self, peer, team and productivity indicators
- methods of collecting performance data
- methods of interpreting performance data
- processes for performance appraisal interviews.

Unit Sector(s)

Sector

Cross-Sector

Competency field

Competency field

Human Resource Management