SITXHRM503 Monitor staff performance

Release 1

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Modification History

The version details of this endorsed unit of competency set are in the table below. The latest information is at the top.

Version	Comments
1.0	E Replaces and is equivalent to SITXHRM006A Monitor staff performance.

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 requires the ability to monitor the day-to-day effectiveness of staff and to conduct structured performance appraisals and formal counselling sessions.

Application of the Unit

This unit applies to all tourism, travel, hospitality and event sectors.
It applies to senior personnel who operate independently or with limited guidance from others, including dedicated specialist staff or operational supervisors and managers.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

1. Monitor staff performance and provide feedback.	1.1 Consult with and inform colleagues about *expected standards of performance* using appropriate communication mechanisms.
	1.2 Monitor ongoing performance by maintaining close contact with the workplace and colleagues.
	1.3 Regularly provide confirming and corrective feedback to colleagues.
	1.4 Provide colleagues with *guidance and support*.
	1.5 Provide *recognition and reward* for achievements and outstanding performance.
	1.6 Identify the need for further coaching or training and organise according to organisational policies.
2. Recognise and resolve performance problems.	2.1 Identify and investigate performance problems.
	2.2 Use feedback and coaching to address performance problems.
	2.3 Discuss and agree upon *possible solutions* with the colleague.
	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 *required procedures*.
3. Implement performance management systems.	3.1 Implement formal *performance management systems*.
	3.2 Conduct individual performance evaluations openly and fairly.
	3.3 Complete and file performance management records.
	3.4 Agree on courses of action with colleagues and follow up in the workplace.

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to provide effective feedback, coaching and counselling to team members
- critical thinking skills to evaluate the reasons contributing to poor staff performance
- initiative and enterprise skills to proactively provide colleagues with appropriate guidance and support to enhance their work performance
- literacy skills to:
    - read and interpret staff records and performance management documents
    - write potentially complex and sensitive information about staff performance
- planning and organising skills to coordinate regular performance appraisals and coordinate and operate formal counselling sessions
- problem-solving skills to identify and respond to staff performance issues
- self-management skills to take responsibility for monitoring staff performance
- teamwork skills to monitor the performance of individuals, their effect on the team and take corrective action to enhance the whole of team performance.

Required knowledge

- role and importance of monitoring staff performance and providing feedback and coaching
- the key elements of performance standards and performance management systems
- performance appraisal practices, including:
    - reasons for performance appraisal
    - the format for and inclusions of performance appraisal documents
    - methods of appraising performance
- for the specific organisation:
    - procedures for performance appraisal interviews
    - procedures for formal counselling sessions
    - grievance procedures.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the ability to: • monitor the day-to-day effectiveness of staff and provide supportive feedback and guidance for improvement • conduct structured performance appraisals and formal counselling sessions for diverse staff members operating at different levels of effectiveness • integrate knowledge of procedures for formal performance management and counselling.
Context of and specific resources for assessment	Assessment must ensure use of: • a real or simulated tourism, hospitality or events industry business operation for which staff performance is monitored • commercial procedures for conducting performance appraisals and formal counselling sessions • current performance appraisal and counselling documents • team members with whom the individual can interact.

Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:
	
	• project or work activities to assess the individual's ability to:
	   • address problematic performance management issues
	   • report on how performance management issues have been addressed
	• use of role-plays to conduct:
	   • performance appraisals
	   • formal counselling sessions
	• written or oral questioning to assess knowledge of procedures for formal performance management and counselling
	• review of portfolios of evidence and third-party workplace reports of on-the-job performance by the individual.

Guidance information for assessment	The assessor should design integrated assessment activities to holistically assess this unit with other units relevant to the industry sector, workplace and job role, for example: • SITXCOM201 Show social and cultural sensitivity • SITXHRM402 Lead and manage people • SITXMGT401 Monitor work operations.

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, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Expected standards of performance and performance problems may relate to:	• adherence to procedures • cost minimisation • customer service standards • level of accuracy in work • personal presentation • productivity • punctuality • response times • team interaction • waste minimisation.
Guidance and support may include:	• advice on training and development opportunities • confirmation of organisational objectives and key performance requirements • ensuring adequate resources are applied • opportunity to discuss work challenges • representing staff interests in other forums • support with difficult interpersonal situations.
Recognition and reward may include:	• acknowledgment of individual good performance to the whole team • informal acknowledgment • presentation of awards • written reports to management.
Possible solutions to performance may include:	• additional training • adjustment of workload • agreement on short-term goals for improvement • assistance with problems outside of the workplace • reorganisation of work practices.
Required procedures for a formal counselling session may include:	• formal notification to staff member and management • invited participation of appropriate people • organisation of appropriate location for counselling session.
Performance management systems may	• methods of collecting performance data

include:
- methods of interpreting performance data
- processes for performance appraisal interviews
- type of assessment:
    - self
    - peer
    - team
    - productivity indicators.

Unit Sector(s)

Cross-Sector

Competency Field

Human Resource Management