



Australian Government

Department of Education, Employment and Workplace Relations

THHGLE06B Monitor staff performance

Release: 1

THHGLE06B Monitor staff performance

Modification History

Not applicable.

Unit Descriptor

This unit deals with the 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. A more strategic approach to performance management can be found in unit BSBHR601A Manage performance management systems from the Business Services Training Package.

This unit deals with the 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. A more strategic approach to performance management can be found in unit BSBHR601A Manage performance management systems from the Business Services Training Package

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Monitor performance and provide feedback to staff	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 relevant colleagues. 1.3 Provide confirming and corrective feedback to colleagues on an on-going basis. 1.4 Provide colleagues with appropriate guidance and support in the workplace. 1.5 Recognise and reward achievements and outstanding performance in accordance with enterprise procedures. 1.6 Identify the need for further coaching or training and organise in accordance with enterprise 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 possible solutions with the colleague in question in accordance with enterprise procedures. 2.4 Follow up outcomes of informal counselling through review in the workplace. 2.5 Organise and conduct a formal counselling session when required in accordance with required procedures.
3 Implement performance management systems	3.1 Implement formal performance management systems in accordance with enterprise policy. 3.2 Conduct individual performance evaluations openly and fairly in accordance with enterprise policy.

- 3.3 Complete and file performance management records in accordance with enterprise policy and industrial requirements.
- 3.4 Agree on courses of action with colleagues and follow up in the workplace.

Required Skills and Knowledge

Not applicable.

Evidence Guide

Essential Knowledge and Skills to be Assessed

The following knowledge and skills 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
- the role and importance of feedback and coaching, including appropriate communication, in relation to monitoring staff performance
- grievance procedures
- knowledge of 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 specific relation to counselling, providing feedback and coaching

knowledge of industrial relations, Equal Employment Opportunity and diversity issues which impact on monitoring staff performance.

Linkages to Other Units

This unit must be assessed with or after the following units. These units describe skills and knowledge that are essential to this unit of competence:

THHGTR01B Coach others in job skills

There is also a strong link between this unit and a range of other units carried out by supervisors and managers in the workplace. Depending upon the industry sector and workplace, combined training and assessment may be appropriate. Examples include:

THHGLE01B Monitor work operations

THHGLE03B Develop and implement operational plans

THHGLE08B Lead and manage people

Note: Knowledge of specific legal issues is required within this unit. This means that there is some duplication with the generic unit THHGLE20B Develop and update the legal knowledge required for business compliance. Repetition should be avoided in training and assessment.

Critical Aspects of Assessment

Evidence of the following is critical:

- 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.

Context of Assessment and Resource Implications

Assessment must ensure:

- project or work activities that allow the candidate to address typical performance management issues found in tourism or hospitality workplaces
- interaction with others to demonstrate appropriate communication skills.

For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.

Assessment Methods

Assessment methods must be chosen to ensure that performance management skills can be practically demonstrated. Methods must include assessment of knowledge as well as assessment of practical skills.

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 projects conducted by the candidate in conjunction with industry practitioners to develop performance management approaches for different workplaces

role-play to provide feedback, 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.

Key Competencies in this Unit

Key Competencies are an integral part of all workplace competencies. The table below describes those applicable to this unit. Trainers and assessors should ensure that they are addressed in training and assessment.

Level 1 = Perform Level 2 = Administer and Manage Level 3 = Design and Evaluate

Key Competencies

Collecting, Organising and Analysing Information

For example:

Gathering and analysing sales results achieved by staff members (3)

Communicating Ideas and Information

For example:

Running a consultation session on a new performance appraisal system

Conducting an informal counseling session (3)

Planning and Organising Activities

For example:

Co-ordinating a series of 6-monthly performance appraisal interviews, including scheduling and preparation of all documents (2)

Working with Others and in Teams

For example:

Providing constructive feedback to a colleague who is struggling to meet sales targets (3)

Using Mathematical Ideas and Techniques

Not Applicable

Solving Problems

For example:

Developing and following through on a solution with a team member who is consistently providing difficulties for other team members (3)

Using Technology

For example:

Using human resource management software for the performance appraisal process (1)

Essential Knowledge and Skills to be Assessed

The following knowledge and skills 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
the role and importance of feedback and coaching, including appropriate communication, in relation to monitoring staff performance
grievance procedures
knowledge of 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 specific relation to counselling, providing feedback and coaching

knowledge of industrial relations, Equal Employment Opportunity and diversity issues which impact on monitoring staff performance.

Linkages to Other Units

This unit must be assessed with or after the following units. These units describe skills and knowledge that are essential to this unit of competence:

THHGTR01B Coach others in job skills

There is also a strong link between this unit and a range of other units carried out by supervisors and managers in the workplace. Depending upon the industry sector and workplace, combined training and assessment may be appropriate. Examples include:

THHGLE01B Monitor work operations

THHGLE03B Develop and implement operational plans

THHGLE08B Lead and manage people

Note: Knowledge of specific legal issues is required within this unit. This means that there is some duplication with the generic unit THHGLE20B Develop and update the legal knowledge required for business compliance. Repetition should be avoided in training and assessment.

Critical Aspects of Assessment

Evidence of the following is critical:

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.

Context of Assessment and Resource Implications

Assessment must ensure:

project or work activities that allow the candidate to address typical performance management issues found in tourism or hospitality workplaces

interaction with others to demonstrate appropriate communication skills.

For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.

Assessment Methods

Assessment methods must be chosen to ensure that performance management skills can be practically demonstrated. Methods must include assessment of knowledge as well as assessment of practical skills.

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 projects conducted by the candidate in conjunction with industry practitioners to develop performance management approaches for different workplaces
role-play to provide feedback, 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.

Key Competencies in this Unit

Key Competencies are an integral part of all workplace competencies. The table below describes those applicable to this unit. Trainers and assessors should ensure that they are addressed in training and assessment.

Level 1 = Perform Level 2 = Administer and Manage Level 3 = Design and Evaluate

Key Competencies**Collecting, Organising and Analysing Information**

For example:

Gathering and analysing sales results achieved by staff members (3)

Communicating Ideas and Information

For example:

Running a consultation session on a new performance appraisal system

Conducting an informal counseling session (3)

Planning and Organising Activities

For example:

Co-ordinating a series of 6-monthly performance appraisal interviews, including scheduling and preparation of all documents (2)

Working with Others and in Teams

For example:

Providing constructive feedback to a colleague who is struggling to meet sales targets (3)

Using Mathematical Ideas and Techniques

Not Applicable

Solving Problems

For example:

Developing and following through on a solution with a team member who is consistently providing difficulties for other team members (3)

Using Technology

For example:

Using human resource management software for the performance appraisal process (1)

Range Statement

This unit applies to all tourism and hospitality sectors. The following explanations identify how this unit may be applied in different workplaces, sectors and circumstances.

For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.

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.

Recognition of achievement may include:

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

Solutions to performance problems may include:

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

Issues to be considered in performance evaluations may include:

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

Required procedures for a formal counselling session may include:

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

This unit applies to all tourism and hospitality sectors. The following explanations identify how this unit may be applied in different workplaces, sectors and circumstances.

For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.

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.

Recognition of achievement may include:

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

Solutions to performance problems may include:

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

Issues to be considered in performance evaluations may include:

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

Required procedures for a formal counselling session may include:

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

Unit Sector(s)

Not applicable.