



Diploma of Hospitality Management SIT50416

Monitor Work Operations SITXMGTT001



Student Handout

SITXMGT001 Monitor work operations

This unit describes the performance outcomes, skills and knowledge required to oversee and monitor the quality of day-to-day work. It requires the ability to communicate effectively with team members, plan and organise operational functions, and solve problems.

The unit applies to all industry sectors, and to individuals operating at a team leading, supervisory or frontline management level.

No occupational licensing, certification or specific legislative requirements apply to this unit at the time of publication.



ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Monitor and improve workplace operations.	1.1. Monitor efficiency and service levels through close contact with day-to-day operations. 1.2. Ensure workplace operations support overall organisational goals and quality assurance initiatives. 1.3. Identify quality problems and issues and make appropriate adjustments to procedures and systems, with relevant approvals. 1.4. Proactively consult with colleagues about ways to improve efficiency and service levels, including potential for new technologies and other innovations. 1.5. Provide feedback to colleagues and management to inform future planning. 1.6. Identify and take opportunities to evaluate current and emerging industry trends and practices for relevance to own work situation. 1.7. Assess and respond to opportunities to improve sustainability of day-to-day operations.
2. Plan and organise workflow.	2.1. Assess current workloads, and schedule work to maximise efficiency and customer service quality within budget constraints. 2.2. Delegate work according to principles of delegation. 2.3. Assess workflow and progress against agreed objectives and timelines. 2.4. Assist colleagues in prioritising workload through supportive feedback and coaching. 2.5. Provide timely input to appropriate management regarding staffing needs.
3. Monitor and support team members.	3.1. Monitor team and individual performance against agreed goals and objectives. 3.2. Proactively share information, knowledge and experiences with team members. 3.3. Challenge and test ideas within the team in a positive and collaborative way. 3.4. Provide feedback, coaching and support to team members. 3.5. Complete and submit organisation records as required.
4. Solve problems and make decisions.	4.1. Identify and analyse workplace problems from an operational and customer service perspective. 4.2. Initiate short-term actions to resolve immediate problems where appropriate. 4.3. Analyse problems for long-term impact, and assess and action potential solutions in consultation with relevant colleagues. 4.4. Where a team member raises a problem, encourage individual participation in solving it. 4.5. Take follow-up action to monitor effectiveness of solutions.

Foundation Skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

SKILLS	DESCRIPTION
Reading skills to:	<ul style="list-style-type: none">interpret varied and wide ranging information of an operational nature.
Numeracy skills to:	<ul style="list-style-type: none">develop schedules and timelines for team activities.
Problem-solving skills to:	<ul style="list-style-type: none">evaluate internal and external business informationanticipate and respond to unpredictable operational problems and situations at a frontline management level.
Planning and organising skills to:	<ul style="list-style-type: none">coordinate multiple and potentially competing operational priorities.

How to Monitor & Improve Workplace Operations

Efficient use of time can improve workplace operations.

Continually monitoring and looking for ways to improve workplace operations can help an organization stay on financial track. It can also help provide specific direction for employees, which can lead to improved time management and increased productivity. Use care in oversight techniques, as some forms of monitoring, such as cameras and computer monitoring, may feel intrusive to employees, resulting in reduced morale.

Step 1

Create specific forms of measurement to help you determine what level of workplace operational productivity employees should be performing at in a given day, week or month. For example, you may judge productivity on sales figures, product production or customers served.

Step 2

Develop a system for monitoring operational progress on a daily, weekly or monthly basis. You can use time sheets, flow charts or departmental progress reports to track statistical progress.

Step 3

Create an accountability system in which employees document time usage during a given time period.

Step 4

Compare the employee time documentation with information gathered from your operational monitoring process. If productivity is under goal or on track, look for instances in employee time logs where time is not being used as effectively as possible and make adjustments to that employee's

schedule or job description. If operations are running on track with goals, consider elevating goals by small increments until you reach a point of equilibrium.

Step 5

Create an open work environment. Replacing office doors with open seating and semiopen cubicles allows managers to observe and monitor employees during the workday.

Step 6

Hire additional staff, if necessary. In some instances, paying an additional salary can result in improved workplace operations that more than cover hiring costs. For example, if sales agents are continually interrupting their day answering phone calls and making copies of paperwork, adding an administrative assistant to the staff can help improve the performance and morale of the entire sales team.

Step 7

Invest in new technology that will help streamline operations and improve productivity. This could include new computers or equipment related to your industry or designing more efficient work stations and telephone systems. Provide training for new hires to ensure they are aware of how to effectively perform the functions of their job. If seasoned employees are underperforming, send them for training refresher courses.

Step 8

Motivate employees with production goals and ask employees and managers what they need to improve workplace operations. If suggestions seem practical and are within budget, consider implementing them.

<http://smallbusiness.chron.com/monitor-improve-workplace-operations-48158.html>

How to Monitor & Improve Workplace Operations

For a business to be successful in the long term, it has to offer products and services -- at acceptable prices -- that meet customer needs. It also needs a process improvement plan so it can improve its internal functions continuously to decrease operational costs and increase operational efficiency and employee morale.

Engage Your Employees

- Start by creating a workplace environment that accepts and embraces change. An open-door policy, fair and respectful treatment and open communications are some of the most important ingredients. If you take the time to lay a foundation that encourages and rewards employee contributions before implementing a monitoring and operational improvement plan, it will be much easier to get the buy-in required to improve not just workplace operations but your entire business.

Set Benchmark Goals and Measurements

- The "SMART" system uses an acronym to guide businesses in setting expectations that are specific, measurable, achievable, realistic and timely. Do this for each department. Next, define benchmark criteria to use in monitoring. For example, a goal for customer service operations might be achieving a 99 percent customer satisfaction rate, a goal for accounts receivable might be to increase collection rates by 20 percent within six months and a goal for your information technology department might be to fully integrate point-of-sale and inventory management programs.

An Ongoing Monitoring Plan

1. Involve every employee in process monitoring. Managers can conduct service-level reviews, such as call monitoring and desk-side observations, analyze reports and dissect current operational processes. Lower-level employees can conduct quality testing and contribute information about current workflows. Schedule regular private, department and company-wide meetings to review results and determine when or if process changes are necessary.

Implement Operational Process Improvements

- A results-oriented improvement plan focuses on improving cost, quality, service or speed. Action steps range from making minor changes that eliminate duplicate steps or other workflow redundancies to scrapping and redesigning an entire process. A complete redesign includes analyzing, prioritizing and reassembling tasks and operational steps. A complete process redesign might be necessary when compliance regulations change or to incorporate changing technologies into your business

http://www.ehow.com/how_7911049_monitor-improve-workplace-operations.html

Monitoring & Evaluating Workplace Operations & Procedures

Overview

How do you know if your workplace is providing a quality service to its customers? Is it through the number of customers you serve each day? Or can quality be determined by the profits made by the organisation?

The truth is, it is the customers who determine the quality of your service. All the planning, procedures and systems are worthless if customers are dissatisfied with the end result.

Every workplace must implement procedures and systems that not only meet financial objectives, but also result in satisfied customers.

Overworking your staff will not help you achieve organisational goals. It will only increase stress levels and decrease staff motivation, self-esteem and team morale. When scheduling work you must monitor existing workloads and develop an understanding of your staff's current skills and abilities. You are then in a better position to delegate appropriate tasks and set realistic work schedules and deadlines.

When things go wrong, the first person people turn to for assistance is their manager. They expect them to have the analytical and problem-solving skills needed to step up, take control and decide how to fix the situation.

Sound like a lot of pressure? The need to make the 'right' decision is the cause of a lot of workplace stress. Effective managers cope well with this responsibility because they have learned how to apply a range of problem solving techniques. It is these skills that will see you stand out as a leader among your colleagues.

In this unit you will learn how to:

- Monitor and improve workplace operations
- Plan and organise workflow
- Maintain workplace records
- Solve problems and make decisions.

<https://www.cmaa.asn.au/CourseRegistration?crsmgtvw=CourseDescription&Course=89>

How to Plan & Organize Work Activities

Planning and organization makes efficient use of your time at the office by keeping you focused from beginning to completion of a project. A comprehensive plan for work activities and projects ensures you tackle all necessary steps for success. Organizational tools allow you to track the planning progress for the activity. An organizational plan also facilitates collaboration and information sharing with other team members who play a role in the completion of the activities. Tweaking your organizational method allows you to create the most effective planning system for your office.

Step 1

Identify the scope and goals of the planning process related to each work activity. Determine what you need to accomplish for the success of the activity or project. Identify the employees who will play a role in the task if it is a team project.

Step 2

Break down the major tasks for the activity into smaller steps that you need to take for completion, essentially creating a to-do list for the project. If other employees are working on the tasks with you, assign each person a role and specific responsibilities to divide the workload.

Step 3

Establish the timeline for completing the work activity. Assign each individual task that goes into the activity a completion date to make sure everything is completed in a timely manner. Give yourself enough time to complete all associated tasks before the deadline passes.

Step 4

Write each due date for the project tasks on your calendar, or set up reminders that pop up on your computer screen as the deadlines approach.

Step 5

Identify potential problems or barriers you may face for the work activities. Create an action plan to avoid those issues to keep the project on track.

Step 6

Utilize an online project management program for major work activities that are critical to the company's success. These programs are particularly effective for complicated projects or activities that involve many team members. The progress is tracked and all employees can stay updated through the program.

Step 7

Schedule planning meetings when active participation and feedback is needed from others working on the project. Keep the meetings focused and productive to use the time efficiently.

Step 8

Send out regular updates and communication to all other employees who are working on the project. This allows all team members to stay informed and update their to-do lists and timelines as necessary.

<http://smallbusiness.chron.com/plan-organize-work-activities-10000.html>

Organizing and Planning for Success: What Employees Need to Know

Organizing and planning are two of the most important things you can do to be more efficient and more successful in your job. Simply by organizing yourself, your work, your time, and your workstation, you can improve your job performance and take a big step toward achieving your career goals. This online training course addresses how organizing and planning can help you work smarter, and provides the blueprint to more efficient organization and more effective planning. By the time the session is over, trainees should be able to:

- Recognize the importance of being well organized and planning effectively on the job;
- Organize yourself, your work, and your time efficiently;
- Identify the types of plans you may need to make and the elements of a plan;
- Plan effectively to achieve work goals; and
- Plan special projects successfully.

Why "Organizing and Planning for Success: What Employees Need to Know" Matters

- When you've organized and planned well, you're in a position to make better decisions.
- Organizing and planning also help you anticipate needs and problems, and identify available choices.
- Organizing and planning help you get your work done accurately, avoiding costly mistakes.
- Organizing your work and planning ahead helps you be more efficient and productive.
- Being well organized and developing effective plans also allow you to achieve important goals and objectives.

<http://trainingtoday.blr.com/employee-training-course/organizing-planning>

How to help your team perform

Individual performance and getting your team to perform are two totally different entities. Indeed, they represent a total shift in paradigm. When you focus on your entire team's performance, your own achievement includes the sum total of the whole team's achievement, and an individual failure can also pull your team performance down.

As a team leader, helping your team to perform is a combination of balancing what is good for both the whole team and the organization as a whole; while not easy, it's a rewarding challenge that will stretch your abilities for the better.

1. Act as both a manager and a leader for the team. You have to perform both the roles independently and in synergy so that you can use these roles as a catalyst for getting the best out of the team every time. Approach each unique role as follows:

- **Leader:** As a leader it is in exhibiting your human qualities that you are accepted as a leader by the team. Human values require the leader to have a sense of self, an ability to read the relationship dynamics clearly, and to see the relationship between the emotional, economic, and personal input to the organization. Moreover, a leader needs to have the ability to feel separate from the organization in order to be able to see beyond the company's immediate needs and to focus on the team needs instead. Here the order of preference is: the team member, the team, and then the organization.
- **Manager:** As a manager you have to get the performance out of the team as per the organization's objectives. Here the order of preference is: the organization, team and the individual.
- **The balancing act:** As a team leader and manager, you need to perform both the roles efficiently, to be able to blend both leadership and management within the team context. This will take practice -- but it helps to treat team members as individuals all the time -- while keeping your eye focused on the integral, common goal.

2. Set goals for the team. Every team member has to understand the short and long term goals for the team. They should also understand the path for fulfillment of *the goals, the segments (breakdown) of the project, the deadlines, the processes and the procedures involved*. As team leader, you have the responsibility for ensuring that all of these things are clear to each member of the team. You have to clarify goals and clear all the doubts at the time of goal setting, and to regularly check that the understandings continue to hold.

- Devise a well known means for keeping track of progress toward intermediate and final goals and signaling, to everyone, the nearing of the various deadlines on work toward completion.
- Clarify assumptions. Remember to clarify all parties' assumptions, and set parameters as to the premise underpinning the work or project, its required format, any specific or general criteria, the timelines or stages, and so forth. Often different assumptions can lead people to go off on different tracks, resulting in frustration and loss of buy-in, as well as loss of time and traction. It is better to overspend time on clarifying conceptions than to ignore possible miss-perceptions.

3. Use the power of delegation. Delegation of responsibility provides you with the time and energy to better manage the team and monitor their work regularly. Non-delegation will lead to early burnout for you and marginalisation of the results (team members won't feel so responsible without delegation). Some leaders make the mistake of thinking they are the only one with the big picture

view and therefore are too afraid to delegate. However, this is a dangerous way to think and will end up in less team cohesion and a worn out leader. Consider your job situation and all its demands and pressures to get things done right. Ask yourself how you can begin to delegate and empower others through the principle of completed staff work at every stage and segment.

- Focus on each team member's strengths when delegating. Give them just a bit more than what you know they're capable of, so that they have a challenge to strive for and will meet it because of your faith in their ability.

4. Know what you want and say it. Establish a definite understanding of the desired results. By stating openly and clearly about what is expected -- with guidelines, documents, parameters, rules -- you create a psychological contract of clear expectations between yourself and those you lead and supervise.

- Answer team member's questions promptly. When explaining things, do **not** see questions from the team as divisive or obstructive. Questions are an excellent way of eliciting whether or not people have truly grasped what is expected of them and you can guide their understanding with your answers.

5. Empower each team member by giving them controlled discretion. Help your team members to understand that they will be called upon to give their best thinking in solving problem-making decisions and when formulating recommendations. Identify the criteria to be included in recommendations so that they know how much detail and original thinking is expected. Opening up the thinking and solving processes gives team members freedom to wander within the parameters and to possibly find better solutions than the ones originally posited. It will also help team members to feel empowered and not merely contributing within a narrowly defined area.

- Ask questions. As part of empowering the team, ask your team members for their input and ideas. Ask them such things as: "What is your recommendation? How would you solve this problem?" or "How would you implement this policy?" Get into the habit of soliciting ideas at all stages of a project and be attentive to their responses. Obviously, not all the ideas will fly and not everything they suggest will be credible but a willingness to listen with an open-mind will ensure that team members feel valued.

6. Give credit where it is due. Give credit and recognition to others for their contributions and do this regularly rather than holding back until the very end (or there may be no "end" until the employee gets up and leaves without forewarning).

- Don't risk having your team members see you as exploiting them for your own recognition or benefit by letting your superiors think that all the ideas and best thinking came from you.
- Acknowledge team members' contributions openly within the team and openly to others within the company, especially in front of those team members.

Supporting Your Team

Give people the tools they need. You cannot win a war with an ill equipped arsenal. Provide the necessary resources -- including time and access to people -- and critical information, in written form either online or on paper, that will ensure each team member is capable of completing their part in the project. Nothing is more frustrating to people than to be expected to do complete work without the necessary information, tools and resources.

Ensure that you are available as leader for idea bouncing, questions and complaints too. Having an open door, be accessible as manager when necessary to give information and feedback of the organization.

Provide a setting for success toward completion. Schedule a time for presentation and review of the team's completed work at various stages. Give each team member a chance to make an effective presentation of their aspect of the work.

Ensuring Quality

Monitor and evaluate processes continuously, done along pre-formatted, transparent procedures so that every team member knows what to expect.

Ask questions respectfully and provide positive feedback, acknowledging progress, checking the benchmarks of success to this point.

Recommend any improvements and identify the next steps for completion of this implementation -- while looking beyond the present, especially where your team has an ongoing process, monthly, quarterly, annually.

Re-initialize and re-set goals for entering any new phase: a new fiscal period, looking toward new locations, new products -- *focusing on the enduring role of your leadership, your management and your team.*

Tips

- Every word and action should be viewed as a tool to motivate the team. If the words are likely to puncture the enthusiasm or actions to sideline team members, then rethink your approach.
- The principle of completed team work is not a panacea, or cure for all ills. It's simply an effective means of teaching people to do their own thinking and to put their best work forward. Most people welcome the chance to study things and to show what they're capable of. If executed well, completed teamwork saves everybody's time in the long run and produces higher-quality results by tapping into a wider range of people's talents and potential.
- Expect and foster cross-utilization of skills and talents, by role swapping within the team. Team members will work out for themselves whose strengths are most apt for particular aspects of the project. Within such boundaries as being sure to inform you and being certain that the best team member for the particular aspect is responsible for it, allow flexibility for interchanging of responsibilities within the team. In the same way, foster team members helping each out, such as filling in for one another occasionally when needed, and so forth.
- The handling of the team must be humane and compassionate and the language used must be respectable at all times.

<http://www.wikihow.com/Help-Your-Team-Perform>

5 Principles of Effective Delegation

When you begin to think of yourself as a successful leader, you realize that there are more demands on your time than you can possibly fill. This is a common problem faced by many leaders. The solution to this challenge is developing a process of effective delegation. However, delegation is an important tool that many leaders hesitate to use, and it has been the downfall of many leaders. The biggest barrier to delegation is overcoming the attitude that you must do it all! It becomes a leader's curse when you adhere to the adage, "If you want something done right, do it yourself."

Delegation is very different from simply assigning someone a task or project that falls into his or her established job description or requirements. When you delegate, you give someone else one of your job tasks to complete with the authority and control to complete it properly. Delegation is not abdication. You share accountability for the assignment, which is why checkpoints are established to monitor overall progress. Just as the outcomes of your entire department are your responsibility, you are also responsible for the ultimate success of the delegation process.

When delegation is done properly and for the right reasons, it helps foster a climate of trust and creates growth opportunities for your employees. Here are five principles that can help you create an effective delegation process.

1. Determine what you will delegate. Effective delegation begins with defining your responsibilities. Write down all of your activities and responsibilities. Review your master list and categorize all of the items into two secondary lists: things you alone must do and things that others could do or help you complete. Anything that falls into the second list presents an opportunity for delegation.

2. Choose the right person to delegate the task to. Andrew Carnegie said, "*The secret to success lies not in doing your own work, but in recognizing the right person to do it.*" The key to finding the right person to delegate an assignment to is matching skills and attitude to the task at hand.

3. Clarify the desired results. When the results are clear, it allows the employee to use his or her own creativity and resources to accomplish the task. An added benefit of effective delegation is the individual may find a better and more effective way to accomplish the task or achieve the desired results.

4. Clearly define the employee's responsibility and authority as it relates to the delegated task. Clearly communicate the expectation, responsibilities, and timeline. Be sure to ask the employee to share his or her understanding.

5. Establish a follow up meeting or touch points. The follow up meetings should be focused on two things-monitoring progress and determining the need for assistance. The number of follow up meetings will vary based on the scope of the task or project and whether the employee is new or a long term member of the department.

Once you have created a solid process for delegation, stick to it, and avoid *reverse delegation*. At times, a team member may try to dump the delegated task back to you, and you may feel tempted to take it back especially if he or she seems to be struggling. **Helping him or her stretch outside his or her comfort zone is all part of a positive growth and development. Use the scheduled follow up meetings to manage the delegation process, provide encouragement, and monitor the results!**

http://www.jfdperfsolutions.com/modules/news/leadership-5_principles_of_effective_delegation.html