

No. 453

25 May 2001

SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)

In accordance with regulation 24(c) of the National Standards Bodies Regulations of 28 March 1998, the Standards Generating Body (SGB) for

HOSPITALITY, TOURISM, LEISURE AND GUIDING

Registered by NSB 11, Services, publishes the following unit standards-based qualifications for public comment.

This notice contains the titles, fields, sub-fields, NQF levels, credits, and purposes of the qualifications, and the titles and specific outcomes of the unit standards upon which qualifications are based. The full qualifications and unit standards can be accessed via the SAQA web-site at www.saqaco.za. Copies may also be obtained from the Directorate of Standards Setting and Development at the SAQA offices, 659 Pienaar Street, Brooklyn, Pretoria.

Comment on the qualifications and unit standards should reach SAQA at the address below and no later than 25 June 2001. All correspondence should be marked **Standards Setting – SGB for Hospitality, Tourism, Leisure and Guiding** and addressed to

The Director: Standards Setting and Development
SAQA

Attention: Sharon Vasuthevan
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PP **SAMUEL B.A. ISAACS**
EXECUTIVE OFFICER

SOUTH AFRICAN QUALIFICATIONS AUTHORITY**NATIONAL CERTIFICATE IN TOURISM: RECEPTION****Field:** Services**Sub-field:** Hospitality, Tourism, Travel, Leisure and Gaming**NQF level:** 4**Credits:** 132**Purpose of the Qualification:**

In the context of the tourism industry, this qualification will enable professional support to maintaining customer satisfaction. A qualifying learner will be able to contribute positively towards reception within the tourism industry as a part of Southern Africa's tourism sector.

A learner who has achieved this qualification will be capable of combining a range of self-organisation and life-long learning skills with a working knowledge of South African and tourism issues, and integrating these within a context to produce a multi-skilled practice.

In addition they will be positioned to further their learning, practice and career within the tourism industry - either at further levels or in other areas of practice. Expansion into other sub-sectors of tourism is also possible.

National Certificate in Tourism: Reception (NQF 4)

	Level 2	Level 3	Level 4	Level 5	Level 6	Total
Fundamentals	Operate a personal computer system Organise oneself in the workplace	6 3	Plan and conduct research Analyse and understand social issues Function in a team Interact orally & in writing in the workplace Communication standards Collate, understand & communicate workplace data Numeracy standards Demonstrate an understanding of societal values & ethics Demonstrate an understanding of issues affecting people with special needs	6 4 4 10 2 5 11 4 4		59
Core	Maintain occupational health & safety Describe layout, services and facilities of the organisation	2 1	Introduce South Africa to tourists Introduce South African heritage to tourists Contribute to sustainable tourism in South Africa Operate in a business Oversee arrival and departure of customers Care for customers Contribute to information distribution regarding HIV/Aids in the workplace Monitor customer satisfaction	7 7 4 4 3 3 4 3		38
Elective	Store and handle customer and establishment property Provide a collection and delivery service	1 2	Handle mail, messages and written communication Maintain the receipt, storage and issue of goods Maintain the cleaning programme for own area of responsibility	1 5 2	Maintain practices and procedures for handling cash/cash equivalents Maintain the porterage/concierge service Plan, organise and monitor work in own area of responsibility	35
Total		15		93	10	132

UNIT STANDARDS FOR TOURISM: RECEPTION**Unit Standards at NQF Level 2**

1. Title: Organise Oneself in the workplace
2. Title: Maintain occupational health and safety
- * Title: Operate a Personal Computer System (I.D. 7547)
- * Title: Describe layout, services and facilities of the organisation (I.D. 7793)
- * Title: Handle mail, messages and written communications (I.D. 7663)
- * Title: Store and handle customer and establishment property (I.D. 7698)
- * Title: Provide a collection and delivery service (I.D. 7700)

Unit Standards at NQF Level 3

- * Title: Maintain a booking system (I.D. 7706)
- * Title: Prepare customer accounts and deal with departures (I.D. 7718)
- * Title: Operate a payment point and process payments (I.D. 7820)
- * Title: Provide customer information and book external services (I.D. 7703)

Unit Standards at NQF Level 4

1. Title: Plan and conduct research
2. Title: Analyse and understand social issues
3. Title: Function in a team
4. Title: Interact orally and in writing in the workplace
5. Title: Collate, understand and communicate workplace data
6. Title: Demonstrate an understanding of societal values and ethics
7. Title: Demonstrate an understanding of issues affecting people with special needs
8. Title: Introduce South Africa to tourists
9. Title: Introduce South African heritage
10. Title: Contribute to sustainable tourism in South Africa
11. Title: Operate in a business
12. Title: Oversee arrival and departure of customers
13. Title: Care for customers
14. Title: Contribute to information distribution regarding HIV/AIDS in the workplace
- * Title: Monitor customer satisfaction (I.D. 7836)
- * Title: Exchange foreign cash and travellers cheques (I.D. 7721)
- * Title: Maintain the receipt, storage and issue of goods (I.D. 7839)
- * Title: Maintain the cleaning programme for own area of responsibility (I.D. 7846)

Unit Standards at NQF Level 5

- * Title: Maintain practices and procedures for handling foreign cash/cash equivalents (I.D. 7726)
- * Title: Maintain practices and procedures for handling cash/cash equivalents (I.D. 7727)
- * Title: Maintain the portering/concierge service (I.D. 7730)
- * Title: Plan, organise and monitor work in own area of responsibility (I.D. 7866)

Unit Standards at NQF Level 6

- * Title: Maintain the front office service (I.D. 7729)

Unit standards titles and specific outcomes at NQF level 2**1. Title: Organise Oneself in the Workplace**

Specific Outcome 1: Maintain personal hygiene, grooming and dress code to project a professional image and enhance the company image.

(Range: Personal cleanliness, body odour, fresh breath, well-manicured hands, trimmed moustache/beard, appropriate hairstyle and tasteful make-up, immaculate uniform/dress.)

Specific Outcome 2: Given a range of illnesses, decide whether to interact with people and follow company procedure when absent due to illness.

(Range: Contagious diseases/virus infections, such as flu, chicken pox, measles, etc. Report absence, doctor's certificate, leave forms.)

Specific Outcome 3: Evaluate own skills and areas for development on current and likely future work requirements to identify needs for skills development.

Specific Outcome 4: Set measurable, achievable objectives for own skills development, consistent with needs identified and in line with organisation's objectives and policies.

Specific Outcome 5: Prioritise objectives and plan activities to achieve objectives.

Specific Outcome 6: Identify possible unforeseen circumstances to plan alternative action in advance.

(Range: Lack of resources, change in company policy, interruption beyond control.)

Specific Outcome 7: Review progress made and reschedule activities at regular intervals to contribute to achievement of planned objectives.

2. Title: Maintain Occupational Health and Safety

Specific Outcome 1: Follow workplace procedures for hazard identification and risk control.

(Range: Recognising and reporting hazards in the work area to designated personnel according to workplace procedures. Accurately following workplace procedures and work instructions for controlling risks. Following workplace procedures, within scope of responsibilities and competencies, for dealing with accidents, fires and emergencies.)

Specific Outcome 2: Contribute to participative arrangements for the management of occupational health and safety.

(Range: Raising occupational health and safety issues with designated personnel in accordance with workplace procedures and relevant occupational health and safety legislation. Contributing to participative arrangements for occupational health and safety management in the workplace within organisational procedures and scope of responsibilities and

competencies.)

Unit standards titles and specific outcomes at NQF level 4

1. Title: Plan and conduct research

Specific Outcome 1: Plan a research project.

(Range: A focus on investigating the flow of work through which a product or service is delivered, in a customer-supplier analysis.)

Specific Outcome 2: Collate data using more than one simple research technique.

(Range: More than one simple research technique such as interviews, focus groups.)

Specific Outcome 3: Analyse data using more than one simple data analysis technique.

(Range: More than one simple data analysis technique, such as flow charts and bar diagrams.)

Specific Outcome 4: Prepare and present a brief written report on the findings.

(Range: A brief written report of roughly five pages.)

Specific Outcome 5: Evaluate the effectiveness and appropriacy of the research techniques and project plan.

(Range: Evaluation should include reflection on the appropriacy and effectiveness of techniques selected.)

2. Title: Analyse and understand social issues

Specific Outcome 1: Select a sociological issue for consideration and justify the choice with reference to workplaces within a particular industry.

(Range: Sociological features could include any of the categories used in the Employment Equity Act, the Bill of Rights or drawn from social theory. Justification must include at least an argument as to the relevance of the issue to the industry chosen.)

Specific Outcome 2: Examine workplaces in the industry in terms of any key sociological feature.

(Range: Examination requires both an historical and current description.)

Specific Outcome 3: Analyse the constitutional, legislative or policy issues impacting on the sociological feature.

(Range: Analysis must include a critical evaluation of the constitutional, legislative or policy requirements.)

Specific Outcome 4: Explain the impact on individuals and groups in the workplace.

(Range: Explanation must be justified with reference to actual rather than hypothetical instances.)

Specific Outcome 5: Reflect on the implications for themselves.

3. Title: Function in a team

Specific Outcome 1: Identify the structure and purpose of a limited variety of teams in a limited variety of work places and learning environments.
(Range: Outlining team organisation, working relationships and goals.)

Specific Outcome 2: Describe and carry out the roles and responsibilities required to work in a team in the workplace and learning environment.

Specific Outcome 3: Identify factors affecting a team within workplace and learning environment and explain affect with reference to an established theory of the affect of organisations on teamwork.

Specific Outcome 4: Describe the workplace and learning environment organisation and identify its influence on team members and team with reference to an established theory of the influence of social structure on teamwork.

Specific Outcome 5: Review the effectiveness of a team and own participation in the team within the workplace and learning environments.

4. Title: Interact orally and in writing in the workplace

Specific Outcome 1: Respond to simple written communications in the workplace.
(Range: A staff circular.)

Specific Outcome 2: Produce simple written communication in the workplace.
(Range A simple report.)

Specific Outcome 3: Produce and respond to simple oral communication in the workplace.
(Range: Offer a short verbal report.)

5. Title: Collate, understand and communicate workplace data

Specific Outcome 1: Read and use a basic scale.
(Range: Using a familiar measuring instrument. To determine quantities to the nearest marked number.)

Specific Outcome 2: Use basic graphical techniques to understand and communicate information relating to work environment.
(Range: Develop a basic table or graph to capture information in relation to any workplace task. Understand the information presented in the table or graph. Present the information using a table or graph.)

6. Title: Demonstrate an Understanding of Societal Values and Ethics

Specific Outcome 1: Describe how a democratic society functions and what citizenship means.
(Range: Rights and responsibilities of a government and its citizens. Issues of human rights, social justice and equality.)

Specific Outcome 2: Identify the values contained in the South African Constitution and Bill of Rights and the principles which underpin these values.

(Range: Values like human dignity, equality, non-racialism and the universal moral principles on which they are based.)

Specific Outcome 3: Describe democracy in the workplace and how it contributes to a more just and equitable society

(Range: Rights and responsibilities of employers and employees in terms of legislation like the Labour Relations Act, the Employment Equity Act, the Basic Conditions of Employment Act, the Skills Development Act.)

Specific Outcome 4: Describe why value conflicts and ethical dilemmas arise around particular issues in society and in the workplace.

(Range: The duty of government is to regulate the behaviour of citizens, groups, institutions and organisations but such action may at the same time be in conflict with their rights and freedoms so that value conflict arises.)

Specific Outcome 5: Analyse such incidents of value conflict in society and suggest ways/approaches for dealing with such dilemmas.

(Range: How to assess the dilemmas that arise when the interests of different groups or constituencies are in conflict. Ways of resolving such conflict.)

7. Title: Demonstrate an understanding of issues affecting people with special needs

Specific Outcome 1: Identify a limited spectrum of physical and intellectual disabilities prevalent in South Africa.

(Range: Definition includes naming the disabilities. Definition includes outlining the physical/intellectual, social, psychological and professional implications for people with disability.)

Specific Outcome 2: Describe the causes of the physical and intellectual disability.

(Range: Causes include the social and economic factors contributing to the disabilities.)

Specific Outcome 3: Identify the basic requirements of South African policy and legislation relating to people who have a disability.

(Range: Basic requirements refers to summarising the main issues.)

Specific Outcome 4: Reflect on own practices in the workplace and identify the underlying values relating to people who have a disability

(Range: Practices in the workplace are described. The challenges presented by working with people who have special needs are identified. Own values and beliefs in relation to these challenges are outlined.)

Specific Outcome 5: Describe the implications for working in teams with people who have a disability.

(Range: Possible issues and choices are reviewed. Adaptations

to work practices are explained.)

8. Title: Introduce South Africa to tourists

Specific Outcome 1: Use basic information on South Africa and a local area to enhance a tourist's experience.
(Range: Advise tourist on a range of attractions that meets their particular interest. Assist guests to plan their afternoon based on knowledge of local attractions.)

Specific Outcome 2: Suggest and recommend alternative arrangements for clients based on changes in information.
(Range: Suggest alternative venues or attractions to compensate for closures or cancellations. Suggest supplementary attractions to enhance or alter a tourist itinerary.)

Specific Outcome 3: Advise clients on appropriate behaviour based on knowledge of the context.
(Range: Protocol at a religious site, personal security advice in a city; not littering or disturbing vegetation in a natural habitat.)

Specific Outcome 4: Access sources of information in order to provide a service to clients and keep personal knowledge up-to-date.
(Range: Find out about traditional food in a specific area; phoning the Automobile Association to find out the state of a road; knowing about current cultural events in the area; knowing the basic details about a current national issue. By means of radio, Internet, newspaper, industry publications and talking to people who are "in the know".)

9. Title: Introduce South African Heritage

Specific Outcome 1: Demonstrate an understanding of the dynamic processes and agents shaping heritage.
(Range: Historical and current political, economic, biophysical social factors, their impact on one another and on different ways of seeing heritage. Factors might include individuals, museums, zoos, natural resources, NGO/Community Based Organisations, the media, schools, funding agencies, etc.)

Specific Outcome 2: Recognise types of heritage.
(Range: Natural & cultural or tangible & non-tangible.)

Specific Outcome 3: Use understanding of heritage to enhance performance.
(Range: Enhance sensitivity towards and learn more about others by exploring different heritages. Explore options for using heritage in everyday work.)

Specific Outcome 4: Recognise own place in South African heritage.
(Range: Place own family in South African heritage. Explore some of the personal consequences of own cultural inheritance, such as language, religion, class, and gender.)

10. Title: Contribute to sustainable tourism in South Africa

Specific Outcome 1: Demonstrate a good understanding of the ethics and values associated with the concept of sustainable tourism.

(Range: A range of issues connected with the natural, cultural, and social environment within South Africa. Ways to respond to these issues in a sustainable tourism context. The underlying social, political and cultural influences supporting the concept of sustainability.)

Specific Outcome 2: Demonstrate a practical understanding of and sensitivity for dealing with the divergent needs of tourists and host communities.

(Range: Potentially conflicting expectations of tourists and the cultural values of host communities.)

Specific Outcome 3: Demonstrate a practical understanding of the different roles, responsibilities, relationships, and expectations of all relevant stakeholders.

(Range: The roles taken by stakeholders in partnership projects. The potential conflicts between the needs of different stakeholders. Methods of ensuring full participation of all stakeholders in sustainable tourism enterprises. The different roles played by stakeholders such as Government, tourists, entrepreneurs and communities, and the relationships between them.)

Specific Outcome 4: Understand and participate in debates with respect to the enhancement of sustainable tourism.

(Range: Be conversant with the basic issues regarding the protection of the natural, cultural, and social environment.)

Specific Outcome 5: Demonstrate an understanding of approaches to sustainable tourism.

(Range: Community involvement and partnerships. Respect for the integrity and values of communities. Minimising the impacts of tourism on the natural, cultural, and social environment. Knowledge of national and international codes of ethics relating to sustainability. Recognition of the different aspects of sustainable tourism such as commercial and environmental.)

Specific Outcome 6: Apply an understanding of elementary strategies for the conservation of cultural and natural sites.

(Range: Follow the correct procedures and channels promptly to report damage to or unusual wear and tear to natural and cultural sites to the relevant authorities. Advise on appropriate behaviour on sites to minimise the impact of visits to sites. Work within their organisation and with communities to develop awareness of appropriate conservation practice.)

Specific Outcome 7: Use opportunities to promote other cultural activities, events and sites.

(Range: Link tourist information with current events on daily basis and advise accordingly.)

Specific Outcome 8: Reflect on own contribution to sustainability of a tourism enterprise or project.
(Range: Develop a clear model of their own place in a commercially, environmentally and culturally sustainable enterprise. Make suggestions regarding improved self-performance and their organisation's performance, in relation to their understanding of sustainability.)

11. Title: Operate in a business

Specific Outcome 1: Describe typical ways that departments in a business are inter-dependent to ensure sustainable profit.
(Range: Sales department dependant on marketing department; accounts dependent on administration.)

Specific Outcome 2: Identify and locate the different facilities, departments and services of the organisation.
(Range: Conference facilities.)

Specific Outcome 3: Describe products and services provided by the organisation and explain the importance of promoting these.

Specific Outcome 4: Encourage and record feedback received from customers and initiate service improvement.

Specific Outcome 5: Maintain confidentiality of sensitive information and documents to protect customers and the business.
(Range: Passports/ID documents; personal information of customers.)

Specific Outcome 6: Understand and operate within given budgets.

Specific Outcome 7: Charge customers for services and process credit or cash sales in accordance with the accepted practice.

Specific Outcome 8: Issue invoices and receipts if necessary.

12. Title: Oversee arrival and departure of customers

Specific Outcome 1: Check customer arrival and departure information and note accurately, with prompt implementation of any action required to deal with alterations required in schedule.
(Range: Preparation (coach, toilets, time.)
Documentation (tickets, passports.)

Specific Outcome 2: Greet customers in a manner which encourages feelings of goodwill towards the self, the organisation and South Africa in general.
(Range: Establish an individual as well as a group relationship on arrival. Adapt to customer's cultural background.)

Specific Outcome 3: Offer customers friendly and efficient assistance to facilitate arrival and departure to enhance their tourist experience.
(Range: Follow the correct procedures for the arrival and departure of customers. Provide information on local area.)

Specific Outcome 4: Provide technical information.

(Range: Luggage handling, Forex opportunities, VAT claim procedures, malaria, security and safety points with regard to jewellery, electronics, passports, and traveller's cheques, tipping.)

Specific Outcome 5: Communicate effectively to create solutions for any problems that may arise.

Specific Outcome 6: Reflect on own performance and identify possible areas for self-improvement.

13. Title: Care for customers

Specific Outcome 1: Identify customer needs and expectations, including those with specific needs, correctly and identify appropriate products and services.

(Range: All reasonable needs and requests are met within acceptable time frames.)

Specific Outcome 2: Recognise customer dissatisfaction and take action to resolve the situation.

(Range: Complaints are handled promptly, positively, sensitively and politely. Customer complaints are resolved according to individual level of responsibility and enterprise procedures. Complaints are referred to the appropriate person for follow-up, according to individual level of responsibility.)

Specific Outcome 3: Identify and take opportunities to enhance the quality of customer service.

(Range: Check all elements on itinerary with service providers prior to customer arrival. Ensure best possible service levels at all times (no queuing).)

Specific Outcome 4: Communicate with all customers in a friendly and courteous manner.

Specific Outcome 5: Reflect on own performance and identify possible areas for self-improvement.

14. Title: Contribute to information distribution regarding HIV/AIDS in the workplace

Specific Outcome 1: Describe attitudes toward HIV and AIDS in the workplace.

(Range: Attitudes of the organisation (as evident in employment policies and practices; education or awareness programmes; or other organisational policies and procedures) are described. Beliefs and attitudes of individuals and constituencies within the organisation are described.)

Specific Outcome 2: Identify factors influencing attitudes toward HIV and AIDS.

(Range: A theory of the relationship between attitudes and behaviour is outlined. Factors given are analysed with reference to the theory.)

- Specific Outcome 3: Plan an information session in the workplace on HIV and AIDS.
(Range: Information session is planned on the basis of the descriptions and analyses of attitudes and attitudinal shifts.)
- Specific Outcome 4: Prepare information session in the workplace on HIV and AIDS.
(Range: Information is accurate and appropriate.)
- Specific Outcome 5: Offer information session in the workplace on HIV and AIDS.
- Specific Outcome 6: Evaluate the information session.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY**NATIONAL DEGREE IN SERVICE MANAGEMENT****Field:** Services**Sub-field:** Hospitality, Tourism, Travel, Leisure and Gaming**NQF level:** 7**Credits:** 402**Purpose of the Qualification:**

A qualifying learner is able to integrate a disciplinary base in management related subjects with a sound practical and theoretical competence in a service environment. This qualification provides learners with an introduction to both content and ways of organising and acquiring knowledge in their chosen disciplines, as well as to a range of practice. It lays the basis for further learning as well as for specialisation.

Learners with this qualification will be able to practise management across a wide range of service situations. The provision of self-reflexive, rigorously trained managers in the service sector will contribute to ensuring that general levels of service in South Africa are raised, and that human resources are managed and developed towards higher productivity and personal development.

Qualification Matrix: Degree in Service Management (NQF 7)

Rules of Combination:

- The learner must achieve 77 fundamental unit standard credits as outlined below.
- The learner must achieve 70 core unit standard credits as reflected below.
- A minimum of 30 elective unit standard credits must be achieved.
- An integrated project at NQF 5 or above of 40 credits must be completed.
- A minimum of 30 credits of integrated project-based learning must be completed.
- The learner must achieve 30 credits from unit standards developed in the Service Sector.
- An additional minimum of 110 credits of discipline-based learning must be achieved.
- 15 remaining credits must be selected from the fundamental or elective category.

Fundamental	Level 2	Level 3	Level 4	Level 5	Level 6	Total
	1. Operate a Personal Computer System	6	3	1. Analyse and communicate workplace data	5	43
	2. Maintain health, hygiene and professional appearance	1	3	2. Analyse external factors influencing people who have special needs	4	
			3	3. Demonstrate an understanding of professional values and ethics	4	
			4	4. Plan & conduct a research project	6	
				5. Understand social issues	4	
A minimum of 14 credits must be achieved, which must include:						
				6. Apply workplace communication skills	10	14
Plus one of the following:						
				7. Lead a team	4	
				8. Lead and manage teams of people	4	
After the achievement of the above credit combinations making up the requirements for the Diploma, the following two unit standards (20 credits) need to be added to fulfil the fundamental requirements for the Degree:						
					1. Analyse and apply sociological theories to an explanation of human behaviour	20
					2. Workplace research	10
Total	7		13	35	20	77

CORE	Level 2	Level 3	Level 4	Level 5	Level 6	Total
		1. Maintain a secure working environment 2. Function in a business environment	1. Analyse a business and determine the way it functions 2. Identify 'at risk' individuals 3. Plan staff training & development in own area of responsibility 4. Maintain the cleaning programme for own area of responsibility 5. Maintain a preventative maintenance programme 6. Develop & maintain a staff roster 7. Support and guide the learner 8. Monitor customer satisfaction 9. Monitor occupational health & safety	1. Manage workplace relations 2. Conduct on-the-job coaching 3. Manage the induction of new staff 4. Plan, organise & monitor work in own area of responsibility 5. Assess the learner 6. Implement policies re: HIV/AIDS in the workplace	1. Manage workplace diversity 2. Monitor staff performance	70
Total		5	30	25	10	70

Elective	Level 4	Level 5	Level 6	Level 7	Total
	1. Plan and conduct meetings	1. Conduct on-the-job training 2. Counsel others for incapacity or poor work performance 3. Deal with grievances 4. Deliver group training 5. Develop & implement a business plan 6. Gather and present evidence at a hearing 7. Improve service to customers 8. Maintain supply levels 9. Manage payroll records 10. Manage staff development 11. Plan, implement & evaluate sales development activities 12. Prepare and maintain financial records and statements 13. Research and update legal knowledge required for business compliance	1. Analyse training needs & develop training programmes 2. Chair a hearing 3. Contribute to the provision of required staff 4. Develop and manage marketing plans and strategies 5. Manage quality in the organisation 6. Prepare, implement, manage and control budgets	1. Start up and manage a small business	20
		8 4 5 4 8 8 6 10 6 6 10 12 8	8 10 5 12 6 10		

UNIT STANDARDS FOR NATIONAL DEGREE IN SERVICE MANAGEMENT

Unit Standards at NQF level 2

- * Title: Operate a Personal Computer System (I.D. 7547)
- * Title: Maintain Health, Hygiene and Professional Appearance (I.D. 7800)

Unit Standards at NQF level 3

- * Title: Operate a Computer (I.D. 7786)
- * Title: Communicate verbally (I.D. 7794)
- * Title: Maintain a secure working environment (I.D. 7796)
- * Title: Function in a business environment (I.D. 7785)

Unit Standards at NQF level 4

1. Title: Organise oneself in the workplace
2. Title: Identify "at risk" individuals
3. Title: Develop and maintain a staff roster
4. Title: Monitor occupational health and safety
- * Title: Manage one's own development (I.D. 7873)
- * Title: Prepare written communication (I.D. 7822)
- * Title: Communicate in a business environment (I.D. 7784)
- * Title: Develop self within the job role (I.D. 7821)
- * Title: Display cultural awareness in dealing with customers and colleagues (I.D. 7791)
- * Title: Analyse a business and determine the way it functions (I.D. 7782)
- * Title: Plan staff training and development in own area of responsibility (I.D. 7841)
- * Title: Maintain the cleaning programme for own area of responsibility (I.D. 7846)
- * Title: Maintain a preventative maintenance programme (I.D. 7869)
- * Title: Support and guide the learner (I.D. 7875)
- * Title: Monitor customer satisfaction (I.D. 7836)
- * Title: Plan and conduct meetings (I.D. 7855)

Unit Standards at NQF level 5

1. Title: Analyse and communicate workplace data
2. Title: Analyse external factors influencing people who have special needs
3. Title: Apply workplace communication skills
4. Title: Lead a team
5. Title: Demonstrate an understanding of professional values and ethics
6. Title: Plan and conduct a research project
7. Title: Understand social issues
8. Title: Implement policies regarding HIV/AIDS in the workplace
9. Title: Counsel others for incapacity or poor work performance
10. Title: Deal with grievances
- * Title: Manage workplace relations (I.D. 7883)
- * Title: Conduct on-the-job coaching (I.D. 7818)
- * Title: Manage the induction of new staff (I.D. 7848)
- * Title: Plan, organise and monitor work in own area of responsibility (I.D. 7866)
- * Title: Assess the learner (I.D. 7867)
- * Title: Conduct on-the-job training (I.D. 7876)
- * Title: Deliver group training (I.D. 7856)
- * Title: Develop and implement a business plan (I.D. 7886)
- * Title: Gather and present evidence at a hearing (I.D. 7861)
- * Title: Improve service to customers (I.D. 7865)

- * Title: Maintain supply levels (I.D. 7858)
- * Title: Manage payroll records (I.D. 7882)
- * Title: Manage staff development (I.D. 7863)
- * Title: Plan, implement and evaluate sales development activities (I.D. 7877)
- * Title: Prepare and maintain financial records and statements (I.D. 7878)
- * Title: Research and update legal knowledge required for business compliance (I.D. 7885)

Unit Standards at NQF level 6

- * Title: Lead and manage teams of people (I.D. 7859)
- * Title: Manage workplace diversity (I.D. 7881)
- * Title: Monitor staff performance (I.D. 7888)
- * Title: Analyse training needs and develop training programmes (I.D. 7879)
- * Title: Chair a hearing (I.D. 7872)
- * Title: Contribute to the provision of required staff (I.D. 7874)
- * Title: Develop and manage marketing plans and strategies (I.D. 7887)
- * Title: Manage quality in the organisation (I.D. 7889)
- * Title: Prepare, implement, manage and control budgets (I.D. 7880)

Unit Standards at NQF level 7

- * Title: Start-up and manage a small business (I.D. 7871)

Unit standards titles and specific outcomes at NQF level 4

1. Title: Organise oneself in the workplace

Specific Outcome 1: Maintain personal hygiene, grooming and dress code to project a professional image and enhance the company image.

(Range: Personal cleanliness, body odour, fresh breath, well-manicured hands, trimmed moustache/beard, appropriate hairstyle and tasteful make-up, immaculate uniform/dress.)

Specific Outcome 2: Given a range of illnesses, decide whether to interact with people and follow company procedure when absent due to illness.

(Range: Contagious diseases/virus infections such as flu, chicken pox, measles, etc. Report absence, doctor's certificate, leave forms.)

Specific Outcome 3: Evaluate own skills and areas for development on current and likely future work requirements to identify needs for skills development.

Specific Outcome 4: Set measurable, achievable objectives for own skills development, consistent with needs identified and in line with organisation's objectives and policies.

Specific Outcome 5: Prioritise objectives and plan activities to achieve objectives.

Specific Outcome 6: Identify possible unforeseen circumstances to plan alternative action in advance.

(Range: Lack of resources, change in company policy, interruption beyond control.)

Specific Outcome 7: Review progress made and reschedule activities at regular

intervals to contribute to achievement of planned objectives.

2. Title: Identify "at risk" individuals

Specific Outcome 1: Define an "at risk" individual.

Specific Outcome 2: Discuss the typical symptoms that indicate an individual may have an addiction problem
(Range: obsessive behaviour; negative behaviour toward others; negative impact on work performance; changing behaviour patterns.)

Specific Outcome 3: Discuss the factors that promote a potential problem.
(Range: poor work performance, personality changes, regular absenteeism.)

Specific Outcome 4: Explain why "at risk" individuals should not be directly approached.

Specific Outcome 5: Describe organisations that can assist with addictive behaviour.

Specific Outcome 6: Differentiate between the approaches that the organisation would take in dealing with "at risk" customers and "at risk" employees.

Specific Outcome 7: Explain why children are potentially more "at risk" than adults.

Specific Outcome 8: Given specific situations, identify "at risk" individuals and explain why they are at risk.

Specific Outcome 9: Report the actual problem behaviour to the person designated to deal with such situations.

Specific Outcome 10: Given that the company does not have a policy regarding 'at risk' individuals, describe the action one could take to assist said individuals.

Specific Outcome 11: Suggest ways to improve the company policy around addictive behaviour.

Specific Outcome 12: Discuss the preventative measures that can be taken to assist a person with a potential addiction problem.

Specific Outcome 13: Given that children are affected by an "at risk" individual's behaviour, suggest how the children can be protected and helped.

3. Title: Develop and maintain a staff roster

Specific Outcome 1: Explain the legal and organisational requirements pertaining to staff allocation.
(Range of requirements: days off per month, shift allocation, hours of work.)

Specific Outcome 2: Explain the legal and organisational requirements in terms of

leave.

(Range of leave: annual, maternity, paternity, compassionate, sick leave.)

Specific Outcome 3: Explain the company procedures regarding days off and shift request.

Specific Outcome 4: Describe how business trends will influence staff allocation.

Specific Outcome 5: Determine staffing levels for a given period of time, taking seasonal fluctuations and special events into account.

Specific Outcome 6: Draw up a balanced roster, ensuring all legal and business requirements are met.
(Range: leave allocations, days off, rest periods, public holidays, weekends, business fluctuations, experience of staff members.)

Specific Outcome 7: Ensure all information is recorded and communicated to relevant staff.

Specific Outcome 8: Describe ways of ensuring staff allocation is fair, transparent and flexible.

Specific Outcome 9: Given that 20% of the staff are unavailable for work for a period of a month, reallocate remaining staff ensuring legal and business requirements are met.

4. Title: Monitor occupational health and safety

Specific Outcome 1: Provide information to the work group about occupational health and safety and the organisation's occupational health and safety policies, procedures and programs.
(Range: accurately and clearly explaining to the work group the relevant provisions of occupational health and safety legislation and codes of practice, providing to the work group, in a readily accessible manner, information on the organisation's occupational health and safety policies, procedures and programs.)

Specific Outcome 2: Implement and monitor participative arrangements for the management of occupational health and safety.
(Range: implementing and monitoring organisational procedures for consultation over occupational health and safety issues, therefore ensuring that all members of the work group have the opportunity to contribute, dealing with issues raised through consultation and making sure such issues are resolved promptly or referred to the appropriate personnel for resolution in accordance with workplace procedures for issue resolution, regularly and promptly communicate the outcomes of consultation over occupational health and safety issues to the work group.)

Specific Outcome 3: Implement and monitor the organisation's procedures for identifying hazards and assessing risks.

(Range: identifying and reporting existing and potential hazards in the work area so that risk assessment and risk control procedures can be applied.)

Specific Outcome 4: Implement and monitor the organisation's procedures for controlling risks.

(Range: implementing work procedures to control risks and monitoring work group to ensure that such procedures are adhered to, monitoring existing risk control measures and reporting results regularly in accordance with workplace procedures, identifying inadequacies in existing risk control measures in accordance with the hierarchy of control and reporting results to designated personnel, identifying inadequacies in resource allocation for implementation of risk control measures and reporting results to designated personnel.)

Specific Outcome 5: Implement the organisation's procedures for dealing with hazardous events.

(Range: implementing workplace procedures for dealing with hazardous events are whenever necessary to ensure that prompt control action is taken, investigating hazardous events to identify their cause in accordance with investigation procedures, implementing control measures to prevent recurrence and minimise risks of hazardous events, based on the hierarchy of control, within the scope of responsibilities and competencies or alternatively referred to designated personnel for implementation.)

Specific Outcome 6: Implement and monitor the organisation's procedures for providing occupational health and safety training by:

(Range: accurately identifying occupational health and safety training needs by specifying the gaps between occupational health and safety competencies required and those held by work group members, making arrangements for fulfilling identified occupational health and safety training needs in both on-and off-the-job training programs in consultation with relevant parties.)

Specific Outcome 7: Implement and monitor the organisation's procedures for maintaining occupational health and safety records.

(Range: accurately and legibly completing occupational health and safety records for work area in accordance with workplace requirements for occupational health and safety records and legal requirements for the maintenance of records of occupational injury and disease, using aggregate information from the area's occupational health and safety records to identify hazards and monitor risk control procedures within work area according to organisational procedures and within scope of responsibilities and competencies.)

Unit Standards titles and specific outcomes at NQF level 5**1. Title: Analyse and communicate workplace data**

Specific Outcome 1: Select appropriate forms of tables, graphs, diagrams and charts to capture information relevant to a variety of workplace functions.

Specific Outcome 2: Develop the tables, graphs, diagrams and charts.

Specific Outcome 3: Analyse the information to draw relevant conclusions.

Specific Outcome 4: Present information using tables, graphs, diagrams and charts.

2. Title: Analyse external factors influencing people who have special needs

Specific Outcome 1: A wide spectrum of physical and intellectual disabilities prevalent in South Africa are identified.
(Range: Definition includes naming the disabilities.
Definition includes outlining the physical/intellectual, social, psychological and professional implications for people with disability.)

Specific Outcome 2: Describe the causes of the physical and intellectual disability
(Range: Causes include the social and economic factors contributing to the prevalence of the disability in South Africa.)

Specific Outcome 3: Identify the philosophy underpinning South African policy and legislation relating to people who have a disability.
(Range: The philosophy refers to the underlying values and principles.)

Specific Outcome 4: Reflect on typical practices in South African workplaces and identify the underlying values relating to people who have a disability.
(Range: Practices in the workplace are described. The challenges presented by working with workers who have special needs are identified. Own values and beliefs in relation to these challenges are outlined.)

Specific Outcome 5: Describe the implications for management and supervision for dealing with workplaces in which people who have a disability work.
(Range: Possible issues and choices are reviewed.
Adaptations to management and supervision practices are explained.)

3. Title: Apply workplace communication skills

Specific Outcome 1: Interpret and respond to accessible written communications in the workplace.
(Range: A normal office memorandum.)

Specific Outcome 2: Produce simple written communication in the workplace.
(Range: A report on work done, accidents in the workplace, respond to requests and complaints.)

Specific Outcome 3: Produce and respond to accessible oral communication in the workplace.
(Range: Offer a five-minute presentation. Listen to and summarise a ten-minute presentation.)

4. Title: Lead a team

Specific Outcome 1: Identify the structure and purpose of a wide range of teams across a wide range of workplaces and learning environments.
(Range: Structure includes team organisation, working dynamics and culture).

Specific Outcome 2: Lead a team in planning and carrying out the roles and responsibilities required to work in a team in the workplace and learning environment.

Specific Outcome 3: Evaluate two theories in terms of their ability to describe and explain factors affecting particular teams.

Specific Outcome 4: Evaluate two theories in terms of their ability to describe and explain the influence of organisational structure on team members and teams.

Specific Outcome 5: Lead a team in reviewing the effectiveness of the team and the individual's participation in the team within workplace and learning environments.

5. Title: Demonstrate an understanding of professional values and ethics

Specific Outcome 1: Describe and reflect on what professional values are and where they come from.
(Range: What it means to be professional. Professional values and their origins.)

Specific Outcome 2: Describe professional accountability,
(Range: Knowledge and expertise. A trust relationship with clients/communities. A service ethic. Collective responsibility for standards. On-going learning and upgrading.)

Specific Outcome 3: Position professional values within an organisational context.
(Range: Identify different relationships of trust that exist in the workplace. Identify constraints on professionalism.)

Specific Outcome 4: Describe why value conflict occurs in the workplace.
(Range: Different client and organisational demands that give rise to conflict in the workplace environment.)

Specific Outcome 5: Analyse cases of value conflict in the workplace and suggest ways of dealing with them.
(Range: Identify differences in values in at least one instance of interaction in a workplace or service environment. Describe how

the conflict was handled and describe an alternative with reference to underpinning values.)

6. Title: Plan and conduct a research project

Specific Outcome 1: Plan a research project.

(Range: A focus on investigating the implications of a customer-supplier analysis for the quality policies and systems of the workplace.)

Specific Outcome 2: Collate data using a limited variety of research techniques.

(Range: At least two alternative approaches to research. A limited variety of research techniques, including document review and literature search.)

Specific Outcome 3: Analyse data using more than a limited variety of data analysis techniques.

(Range: A limited variety of data analysis techniques.)

Specific Outcome 4: Prepare and present a brief written report on the project.

(Range: A brief written report of roughly ten pages.)

Specific Outcome 5: Evaluate factors that affect the possibilities for research within the workplace.

(Range: Evaluation should include reflection on the factors affecting the possibilities for research in the workplace.)

7. Title: Social understanding

Specific Outcome 1: Select a sociological issue for consideration and justify the choice with reference to South African workplaces.

(Range: Sociological features could include any of the categories used in the Employment Equity Act, the Bill of Rights or drawn from social theory. Justification must include at least an argument as to the relevance of the issue to South African workplaces.)

Specific Outcome 2: Analyse South African workplaces in terms of any key sociological feature.

(Range: Analysis requires a description and explanation of both current and historical patterns.)

Specific Outcome 3: Analyse the constitutional, legislative or policy issues impacting on the sociological feature.

(Range: Analysis must include a critical evaluation of the constitutional, legislative or policy requirements.)

Specific Outcome 4: Explain the impact on individuals and groups in the workplace.

(Range: Explanation must be justified with reference to actual rather than hypothetical instances.)

Specific Outcome 5: Reflect on the implications for themselves.

8. Title: Implement policies regarding HIV/AIDS in the workplace

Specific Outcome 1: Describe legislation and national policies relating to HIV/AIDS in the workplace.

Specific Outcome 2: Describe and analyse implicit or explicit organisational policies around HIV and AIDS in the workplace.
(Range: From a given example of organisational policy.)

Specific Outcome 3: Develop appropriate HIV/AIDS policy for workplace consistent with national requirements.
(Range: Appropriately select and adapt elements of a given example.)

9. Title: Counsel others for incapacity or poor work performance

Specific Outcome 1: Explain when counselling an employee would be relevant.
(Range: poor work performance, ill health or injury, intermittent ill health or injury.)

Specific Outcome 2: Discuss the different stages in the counselling process and the importance of following the preliminary procedure.

Specific Outcome 3: Explain the importance of having reasonable/attainable standards in place and the measurement of actual performance against these standards.

Specific Outcome 4: Explain the importance of identifying the causes of the difference between actual and required performance standards.

Specific Outcome 5: Explain the importance of getting agreement on solutions or an action plan to improve performance.

Specific Outcome 6: Explain the importance of having a follow-up meeting even if the employee's performance has improved.

Specific Outcome 7: Explain the importance of the same manager/supervisor conducting all the counselling sessions for the relevant employee.

Specific Outcome 8: Conduct the counselling procedure according to organisational and legislative requirements.
(Range: poor work performance, ill health or injury, intermittent ill health or injury.)

Specific Outcome 9: Measure actual performance against required performance as described in the company standards in order to establish the performance gap.

Specific Outcome 10: Identify causes for the performance gap.

Specific Outcome 11: Agree on a solution or action plan with the employee.

Specific Outcome 12: Ensure a follow-up meeting takes place.

Specific Outcome 13: Ensure all relevant documentation is completed in accordance with organisational and legislative requirements.

Specific Outcome 14: Given that the employee's performance has not improved sufficiently despite the relevant counselling, suggest a potential solution.

(Range: poor work performance, ill health or injury, intermittent ill health or injury.)

10. Title: Deal with grievances

Specific Outcome 1: Define what the term "grievance" refers to.

Specific Outcome 2: Explain the purpose of your organisation's grievance procedure.
(Range: individual's interests; company's interests.)

Specific Outcome 3: Explain the scope of application of the organisation's grievance procedure.

Specific Outcome 4: Explain the importance of the proper administration and usage of the grievance procedure and the consequences if not properly dealt with.

(Range: consequences for the company; consequences for the employee.)

Specific Outcome 5: Explain the stages of the organisation's grievance procedure.

Specific Outcome 6: Differentiate between a grievance hearing and a hearing for misconduct or incapacity for poor work performance by describing the difference in the processes.

Specific Outcome 7: Ensure the organisation's grievance procedure is effectively communicated to employees.

(Range: induction, regular briefing sessions, training.)

Specific Outcome 8: Ensure reasonable time limits are specified and mutually agreed upon by management and employee.

Specific Outcome 9: Ensure the grievance process is carried out in accordance with organisational and legislative requirements.

Specific Outcome 10: Ensure the employee understands his/her right to be represented by a shop steward or a fellow employee of his/her choice.

Specific Outcome 11: Attempt to resolve the grievance as fairly and speedily as possible, while ensuring all relevant facts have been obtained.

Specific Outcome 12: Ensure the immediate supervisor's authority is not undermined in the process.

Specific Outcome 13: Ensure all relevant documentation is completed and forwarded to the relevant parties, according to organisational requirements.

Specific Outcome 14: In the event of the grievance not being resolved, describe what further action could be taken.

Specific Outcome 15: Given that the grievance relates to a group of employees i.e. collective grievance), explain how this should be dealt with according to organisational requirements.

SOUTH AFRICAN QUALIFICATIONS AUTHORITY
NATIONAL DIPLOMA IN SERVICE MANAGEMENT

Field: Services

Sub-field: Hospitality, Tourism, Travel, Leisure and Gaming

NQF level: 5

Credits: 240

Purpose of the Qualification:

A learner who has achieved this qualification will be able to integrate supervisory knowledge and skills with those of customer service and the operational specifics of a given context.

Building on day-to-day supervisory requirements as well as generic management competencies, the qualification facilitates progression of learning, allowing learners to achieve new heights of excellence in their positions, or to enter new fields of management or education, training and development.

This qualification has been developed for professional practice across the service industry and is intended to professionalise supervisory and junior management in the service industry, ensuring the upliftment of standards in general. It is applicable to small and large businesses alike. The qualification builds on other certificates from a range of sub-sectors and will provide articulation with a range of qualifications in both Management and Service areas of practice.

Qualification Matrix: National Diploma In Service Management (NQF 5)

Rules of Combination:

The learner must achieve 55 fundamental unit standard credits as outlined below.

The learner must achieve 70 core unit standard credits as reflected below.

The learner must achieve a minimum of 30 elective unit standard credits from the given list.

In addition, the learner must achieve 30 credits from unit standards developed in the Service sector.

The learner must also complete 40 credits of disciplinary learning in a project form at NQF level 5 or above.

A further 15 credits must be selected from the fundamental or elective category.

Fundamental	Level 2	Level 3	Level 4	Level 5	Level 6	Total
1. Operate a Personal Computer System	6		1. Organise oneself in the workplace 2. Develop self within the job role 3. Manage one's own development	1. Analyse and communicate workplace data 2. Analyse external factors influencing people who have special needs 3. Demonstrate an understanding of professional values and ethics 4. Plan & conduct a research project 5. Understand social issues	5 4 4 6 4	43
2. Maintain health, hygiene and professional appearance	1		4. Display cultural awareness in dealing with customers and colleagues			
A minimum of 14 credits must be achieved, which must include:						
				6. Apply workplace communication skills	10	
Plus one of the following:						
				7. Lead a team 8. Lead and manage teams of people	4 6	
Total	7		13	35		55

CORE	Level 3		Level 4		Level 5		Level 6		Total
	1	4	1	3	1	3	5	5	
	1. Maintain a secure working environment 2. Function in a business environment		1. Analyse a business and determine the way it functions 2. Identify 'at risk' individuals 3. Plan staff training & development in own area of responsibility 4. Maintain the cleaning programme for own area of responsibility 5. Maintain a preventative maintenance programme 6. Develop & maintain a staff roster 7. Support and guide the learner 8. Monitor customer satisfaction 9. Monitor occupational health & safety	3	1. Manage workplace relations 2. Conduct on-the-job coaching 3. Manage the induction of new staff 4. Plan, organise & monitor work in own area of responsibility 5. Assess the learner 6. Implement policies re: HIV/AIDS in the workplace	5	1. Manage workplace diversity 2. Monitor staff performance	5	70
Total	5			30		25		10	70

Elective	Level 4	Level 5	Level 6	Level 7	Total
	1. Plan and conduct meetings 3	1. Conduct on-the-job training 2. Counsel others for incapacity or poor work performance 3. Deal with grievances 4. Deliver group training 5. Develop & implement a business plan 6. Gather and present evidence at a hearing 7. Improve service to customers 8. Maintain supply levels 9. Manage payroll records 10. Manage staff development 11. Plan, implement & evaluate sales development activities 12. Prepare and maintain financial records and statements 13. Research and update legal knowledge required for business compliance	8 4 5 4 8 8 6 10 6 6 10 12 8	8 10 5 12 6 10	20
Total					30

UNIT STANDARDS IN SERVICE MANAGEMENT

Unit Standards at NQF level 2

- Title: Operate a Personal Computer System (I.D. 7547)
- * Title: Maintain health, hygiene and professional appearance (I.D. 7800)

Unit Standards at NQF level 3

- Title: Operate a computer (I.D. 7786)
- * Title: Communicate verbally (I.D. 7794)
- * Title: Maintain a secure working environment (I.D. 7796)
- Title: Function in a business environment (I.D. 7785)

Unit Standards at NQF level 4

1. Title: Organise oneself in the workplace
2. Title: Identify "at risk" individuals
3. Title: Develop and maintain a staff roster
4. Title: Monitor occupational health and safety
 - * Title: Prepare written communication (I.D. 7822)
 - * Title: Communicate in a business environment (I.D. 7784)
 - Title: Develop self within the job role (I.D. 7821)
 - * Title: Manage one's own development (I.D. 7873)
 - * Title: Display cultural awareness in dealing with customers and colleagues (I.D. 7791)
 - * Title: Analyse a business and determine the way it functions (I.D. 7782)
 - * Title: Plan staff training & development in own area of responsibility (I.D. 7841)
 - * Title: Maintain the cleaning programme for own area of responsibility (I.D. 7846)
 - * Title: Maintain a preventative maintenance programme (I.D. 7869)
 - * Title: Support and guide the learner (I.D. 7875)
 - * Title: Monitor customer satisfaction (I.D. 7836)
 - * Title: Plan and conduct meetings (I.D. 7855)

Unit Standards at NQF level 5

1. Title: Analyse and communicate workplace data
2. Title: Analyse external factors influencing people who have special needs
3. Title: Apply workplace communication skills
4. Title: Lead a team
5. Title: Demonstrate an understanding of professional values and ethics
6. Title: Plan and conduct a research project
7. Title: Social understanding
8. Title: Implement policies regarding HIV/AIDS in the workplace
9. Title: Counsel others for incapacity or poor work performance
10. Title: Deal with grievances
 - * Title: Manage workplace relations (I.D. 7883)
 - * Title: Conduct on-the-job coaching (I.D. 7818)
 - * Title: Manage the induction of new staff (I.D. 7848)
 - * Title: Plan, organise and monitor work in own area of responsibility (I.D. 7866)
 - * Title: Assess the learner (I.D. 7867)
 - * Title: Conduct on-the-job training (I.D. 7876)
 - * Title: Deliver group training (I.D. 7856)
 - * Title: Develop and implement a business plan (I.D. 7886)
 - * Title: Gather and present evidence at a hearing (I.D. 7861)

- Title: Improve service to customers (I.D. 7865)
- Title: Maintain supply levels (I.D. 7858)
- * Title: Manage payroll records (I.D. 7882)
- Title: Manage staff development (I.D. 7863)
- Title: Plan, implement and evaluate sales development activities (I.D. 7877)
- Title: Prepare and maintain financial records and statements (I.D. 7878)
- Title: Research and update legal knowledge required for business compliance (I.D. 7885)

Unit Standards at NQF level 6

- Title: Lead and manage teams of people (I.D. 7859)
- * Title: Manage workplace diversity (I.D. 7881)
- * Title: Monitor staff performance (I.D. 7888)
- Title: Analyse training needs and develop training programmes (I.D. 7879)
- Title: Chair a hearing (I.D. 7872)
- * Title: Contribute to the provision of required staff (I.D. 7874)
- Title: Develop and manage marketing plans and strategies (I.D. 7887)
- * Title: Manage quality in the organisation (I.D. 7889)
- Title: Prepare, implement, manage and control budgets (I.D. 7880)

Unit Standards at NQF level 7

- * Title: Start-up and manage a small business (I.D. 7871)

Unit standards titles and specific outcomes at NQF level 4

1. Title: Organise oneself in the workplace

Specific Outcome 1: Maintain personal hygiene, grooming and dress code to project a professional image and enhance the company image.
(Range: Personal cleanliness, body odour, fresh breath, well-manicured hands, trimmed moustache/beard, appropriate hairstyle and tasteful make-up, immaculate uniform/dress.)

Specific Outcome 2: Given a range of illnesses, decide whether to interact with people and follow company procedure when absent due to illness. (Range: Contagious diseases/virus infections such as flu, chicken pox, measles, etc.) Report absence, doctor's certificate, leave forms.

Specific Outcome 3: Evaluate own skills and areas for development on current and likely future work requirements to identify needs for skills development.

Specific Outcome 4: Set measurable, achievable objectives for own skills development, consistent with needs identified and in line with organisation's objectives and policies.

Specific Outcome 5: Prioritise objectives and plan activities to achieve objectives.

Specific Outcome 6: Identify possible unforeseen circumstances to plan alternative action in advance.
(Range: Lack of resources, change in company policy, interruption beyond control.)

Specific Outcome 7: Review progress made and reschedule activities at regular intervals to contribute to achievement of planned objectives.

2. Title: Identify "at risk" individuals

Specific Outcome 1: Define an "at risk" individual.

Specific Outcome 2: Discuss the typical symptoms that indicate an individual may have an addiction problem.
(Range: obsessive behaviour; negative behaviour toward others; negative impact on work performance; changing behaviour patterns.)

Specific Outcome 3: Discuss the factors that promote a potential problem.
(Range: poor work performance, personality changes, regular absenteeism.)

Specific Outcome 4: Explain why "at risk" individuals should not be directly approached.

Specific Outcome 5: Describe organisations that can assist with addictive behaviour.

Specific Outcome 6: Differentiate between the approaches that the organisation would take in dealing with "at risk" customers and "at risk" employees.

Specific Outcome 7: Explain why children are potentially more "at risk" than adults.

Specific Outcome 8: Given specific situations, identify "at risk" individuals and explain why they are at risk.

Specific Outcome 9: Report the actual problem behaviour to the person designated to deal with such situations.

Specific Outcome 10: Given that the company does not have a policy regarding 'at risk' individuals, describe the action one could take to assist said individuals.

Specific Outcome 11: Suggest ways to improve the company policy around addictive behaviour.

Specific Outcome 12: Discuss the preventative measures that can be taken to assist a person with a potential addiction problem.

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Specific Outcome 1: Explain the legal and organisational requirements pertaining to staff allocation.
(Range of requirements: days off per month, shift allocation, hours of work.)

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- Specific Outcome 4:** Describe how business trends will influence staff allocation.
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- Specific Outcome 6:** Draw up a balanced roster, ensuring all legal and business requirements are met.
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4. Title: Monitor occupational health and safety

- Specific Outcome 1:** Provide information to the work group about occupational health and safety and the organisation's occupational health and safety policies, procedures and programs.
(Range: accurately and clearly explaining to the work group the relevant provisions of occupational health and safety legislation and codes of practice, providing to the work group, in a readily accessible manner, information on the organisation's occupational health and safety policies, procedures and programs.)
- Specific Outcome 2:** Implement and monitor participative arrangements for the management of occupational health and safety.
(Range: implementing and monitoring organisational procedures for consultation over occupational health and safety issues, therefore ensuring that all members of the work group have the opportunity to contribute, dealing with issues raised through consultation and making sure such issues are resolved promptly or referred to the appropriate personnel for resolution in accordance with workplace procedures for issue resolution, regularly and promptly communicate the outcomes of consultation over occupational health and safety issues to the work group.)

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(Range: implementing work procedures to control risks and monitoring work group to ensure that such procedures are adhered to, monitoring existing risk control measures and reporting results regularly in accordance with workplace procedures, identifying inadequacies in existing risk control measures in accordance with the hierarchy of control and reporting results to designated personnel, identifying inadequacies in resource allocation for implementation of risk control measures and reporting results to designated personnel.)
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(Range: accurately identifying occupational health and safety training needs by specifying the gaps between occupational health and safety competencies required and those held by work group members, making arrangements for fulfilling identified occupational health and safety training needs in both on-and off-the-job training programs in consultation with relevant parties.)
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(Range: accurately and legibly completing occupational health and safety records for work area in accordance with workplace requirements for occupational health and safety records and legal requirements for the maintenance of records of occupational injury and disease, using aggregate information from the area's occupational health and safety records to identify hazards and monitor risk control procedures within work area according to organisational procedures and within scope of responsibilities and competencies.)

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2. Title: Analyse external factors influencing people who have special needs

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Definition includes outlining the physical/intellectual, social, psychological and professional implications for people with disability.)

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(Range: The philosophy refers to the underlying values and principles.)

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(Range: Practices in the workplace are described. The challenges presented by working with workers who have special needs are identified. Own values and beliefs in relation to these challenges are outlined.)

Specific Outcome 5: Describe the implications for management and supervision for dealing with workplaces in which people who have a disability work.
(Range: Possible issues and choices are reviewed.
Adaptations to management and supervision practices are Explained.)

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Specific Outcome 1: Interpret and respond to accessible written communications in the workplace.
(Range: A normal office memorandum.)

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Specific Outcome 1: Identify the structure and purpose of a wide range of teams across a wide range of workplaces and learning environments.
(Range: Structure includes team organisation, working dynamics and culture.)

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Specific Outcome 1: Describe and reflect on what professional values are and where they come from.
(Range: What it means to be professional. Professional values and their origins.)

Specific Outcome 2: Describe professional accountability.
(Range: Knowledge and expertise. A trust relationship with clients/communities. A service ethic. Collective responsibility for standards. On-going learning and upgrading.)

Specific Outcome 3: Position professional values within an organisational context.
(Range: Identify different relationships of trust that exist in the workplace. Identify constraints on professionalism.)

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(Range: Identify differences in values in at least one instance of

interaction in a workplace or service environment. Describe how the conflict was handled and describe an alternative with reference to underpinning values.)

6. Title: Plan and conduct a research project

Specific Outcome 1: Plan a research project.

(Range: A focus on investigating the implications of a customer-supplier analysis for the quality policies and systems of the workplace.)

Specific Outcome 2: Collate data using a limited variety of research techniques.

(Range: At least two alternative approaches to research. A limited variety of research techniques, including document review and literature search.)

Specific Outcome 3: Analyse data using more than a limited variety of data analysis techniques.

(Range: A limited variety of data analysis techniques.)

Specific Outcome 4: Prepare and present a brief written report on the project.

(Range: A brief written report, of roughly ten pages.)

Specific Outcome 5: Evaluate factors that affect the possibilities for research within the workplace.

(Range: Evaluation should include reflection on the factors affecting the possibilities for research in the workplace.)

7. Title: Social understanding

Specific Outcome 1: Select a sociological issue for consideration and justify the choice with reference to South African workplaces.

(Range: Sociological features could include any of the categories used in the Employment Equity Act, the Bill of Rights or drawn from social theory. Justification must include at least an argument as to the relevance of the issue to South African workplaces.)

Specific Outcome 2: Analyse South African workplaces in terms of any key sociological feature.

(Range: Analysis requires a description and explanation of both current and historical patterns.)

Specific Outcome 3: Analyse the constitutional, legislative or policy issues impacting on the sociological feature.

(Range: Analysis must include a critical evaluation of the constitutional, legislative or policy requirements.)

Specific Outcome 4: Explain the impact on individuals and groups in the workplace.

(Range: Explanation must be justified with reference to actual rather than hypothetical instances.)

Specific Outcome 5: Reflect on the implications for themselves.

8. Title: Implement policies regarding HIV/AIDS in the workplace

Specific Outcome 1: Describe legislation and national policies relating to HIV/AIDS in the workplace.

Specific Outcome 2: Describe and analyse implicit or explicit organisational policies around HIV and AIDS in the workplace.
(Range: From a given example of organisational policy.)

Specific Outcome 3: Develop appropriate HIV/AIDS policy for workplace consistent with national requirements.
(Range: Appropriately select and adapt elements of a given example.)

9. Title: Counsel others for incapacity or poor work performance

Specific Outcome 1: Explain when counselling an employee would be relevant
(Range: poor work performance, ill health or injury, intermittent ill health or injury.)

Specific Outcome 2: Discuss the different stages in the counselling process and the importance of following the preliminary procedure.

Specific Outcome 3: Explain the importance of having reasonable/attainable standards in place and the measurement of actual performance against these standards.

Specific Outcome 4: Explain the importance of identifying the causes of the difference between actual and required performance standards.

Specific Outcome 5: Explain the importance of getting agreement on solutions or an action plan to improve performance.

Specific Outcome 6: Explain the importance of having a follow-up meeting even if the employee's performance has improved.

Specific Outcome 7: Explain the importance of the same manager/supervisor conducting all the counselling sessions for the relevant employee.

Specific Outcome 8: Conduct the counselling procedure according to organisational and legislative requirements
(Range: poor work performance, ill health or injury, intermittent ill health or injury.)

Specific Outcome 9: Measure actual performance against required performance as described in the company standards in order to establish the performance gap.

Specific Outcome 10: Identify causes for the performance gap.

Specific Outcome 11: Agree on a solution or action plan with the employee.

Specific Outcome 12: Ensure a follow-up meeting takes place.

Specific Outcome 13: Ensure all relevant documentation is completed in accordance with organisational and legislative requirements.

Specific Outcome 14: Given that the employee's performance has not improved sufficiently despite the relevant counselling, suggest a potential solution.

(Range: poor work performance, ill health or injury, intermittent ill health or injury.)

10. Title: Deal with grievances

Specific Outcome 1: Define what the term "grievance" refers to.

Specific Outcome 2: Explain the purpose of your organisation's grievance procedure (Range: individual's interests; company's interests.)

Specific Outcome 3: Explain the scope of application of the organisation's grievance procedure.

Specific Outcome 4: Explain the importance of the proper administration and usage of the grievance procedure and the consequences if not properly dealt with.

(Range: consequences for the company; consequences for the employee.)

Specific Outcome 5: Explain the stages of the organisation's grievance procedure.

Specific Outcome 6: Differentiate between a grievance hearing and a hearing for misconduct or incapacity for poor work performance by describing the difference in the processes.

Specific Outcome 7: Ensure the organisation's grievance procedure is effectively communicated to employees.

(Range: induction, regular briefing sessions, training.)

Specific Outcome 8: Ensure reasonable time limits are specified and mutually agreed upon by management and employee.

Specific Outcome 9: Ensure the grievance process is carried out in accordance with organisational and legislative requirements.

Specific Outcome 10: Ensure the employee understands his/her right to be represented by a shop steward or a fellow employee of his/her choice.

Specific Outcome 11: Attempt to resolve the grievance as fairly and speedily as possible, while ensuring all relevant facts have been obtained.

Specific Outcome 12: Ensure the immediate supervisor's authority is not undermined in the process.

Specific Outcome 13: Ensure all relevant documentation is completed and forwarded to the relevant parties, according to organisational requirements.

Specific Outcome 14: In the event of the grievance not being resolved, describe what further action could be taken.

Specific Outcome 15: Given that the grievance relates to a group of employees i.e. collective grievance), explain how this should be dealt with according to organisational requirements
