

How to motivate employees in hospitality - Complete Hospitality Training

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Details:

Pay is the reason someone accepts a hospitality job and rarely the reason they stay in one. Correct pay is a precondition — get it wrong and nothing else matters — but once an individual is paid correctly and on time, the levers that actually move them are progression they can see, skills they can feel themselves acquiring, and responsibility they have genuinely been handed.

The national training package has already written down what competent people management looks like, in a unit that is core to the supervision qualification. It is worth reading as a checklist, because it is more specific than most motivational advice.

Correct pay is the floor, not the lever

Modern awards set classification levels tied to the tasks an employee is competent to perform, so an individual who gains a competency may become eligible for a higher classification. That mechanism only works if somebody is actually checking it.

First, identify the right award. Coverage follows the premises, not the job title, and there are four destinations: MA000009 Hospitality Industry (General) Award 2020 for hotels, pubs, taverns, motels, resorts, casinos and caterers; MA000058 Registered and Licensed Clubs Award 2020 for not-for-profit registered clubs; MA000119 Restaurant Industry Award 2020 for standalone restaurants, cafes, night clubs, reception centres and roadhouses; and MA000003 Fast Food Industry Award 2010 for takeaway and food courts. A registered club is expressly excluded from MA000009 by clause 4.4(d)(i), and a night club, being commercial rather than not-for-profit, sits in MA000119 rather than MA000058.

Two provisions then do most of the work.

The Level 4 floor, in three of the four awards. Under MA000009 and MA000119 (both clause 18.1, adult rates) and MA000058 (clause 18.3), where an employee has completed a relevant AQF Certificate III or higher and uses those competencies at work, the minimum classification is Level 4. The fast food award, MA000003, has no equivalent provision.

This is the single most concrete thing a manager can offer: finish the qualification, use it at work, and the award entitlement moves. It is not a promise the venue has to make good on out of goodwill. Three distinctions keep it accurate:

| Award | Clause | The test | Dispute route | | --- | --- | --- | --- | | MA000009 | cl 18.1 | Certificate III or higher, and the employee makes use of those competencies at work | cl 40 | | MA000119 | cl 18.1 | Identical wording to MA000009 | cl 34 | | MA000058 | cl 18.3 | "AQF Certificate III qualifications" — no "or higher"; the Fair Work Commission may require the employee to demonstrate they utilise the relevant skills | Referral to the Fair Work Commission | | MA000003 | — | No equivalent provision | — |

So in a hotel, pub or restaurant the floor is not automatic on completion — the competencies have to be used. That is worth saying plainly to an employee, because it makes the offer honest: the qualification moves your classification when you are doing the work it describes.

The Introductory cap. In MA000009 and MA000119, a new entrant who does not yet demonstrate Level 1 competency can be held at Introductory level for up to three months, extendable by mutual agreement for up to a further three. Six months is the ceiling, and the period is meant to be spent on training and competency assessment. An employee who has quietly carried higher-level duties for months while still classified at their starting level will read every other motivational effort as noise. Note that Introductory level and a traineeship are different things: a trainee is paid under the National Training Wage rather than at Introductory level.

Minimum rates are re-set periodically, typically operative from 1 July, so check the current figure in the award or through the Fair Work Ombudsman's Pay and Conditions Tool rather than a web page.

The administrative floor sits underneath that. Every employee must be given a payslip showing name, employer details, pay period, gross and net pay, tax withheld, superannuation contributions and hours worked. The time limit for issuing it is set by the Fair Work Act 2009 and its regulations, so confirm the current requirement with the Fair Work Ombudsman rather than relying on a figure quoted on a web page. Under MA000009 clause 3.3 the employer must also make copies of the award and the National Employment Standards available to all employees, on a noticeboard or by accessible electronic means. A venue that cannot get those right is not in a position to talk about engagement.

Recognising someone with a bigger shift is a pay event: MA000009 clause 22

One of the most common informal rewards in a venue is a shift at a higher grade — putting an attendant on the section a higher grade normally runs, or a cook on the section above their own. Under MA000009 clause 22 that is not a favour. It is higher duties, and it has a defined pay consequence.

| Time worked at the higher classification in a day | What the employee is paid | | --- | --- | | Two or more hours | The higher rate for the whole day | | Less than two hours | The higher rate for the time actually worked |

Food and beverage attendants grades 2 and 3 are excluded from that provision. And clause 22 is an MA000009 provision — do not assume the same wording sits in MA000058, MA000119 or MA000003. Check the award that matches the premises.

Two things follow. The first is that the two-hour threshold is easy to cross without noticing: an employee moved up "for a couple of hours" at the start of service has usually already triggered the whole-day rate. The second is the useful one. Development shifts at a higher grade are among the strongest motivators a venue has, and they are entirely lawful and budgetable provided the higher rate is paid. A venue that avoids giving them because of the cost has decided not to develop people. A venue that gives them without paying the higher rate is underpaying. For the current rate at any classification, use the Fair Work Ombudsman's Pay and Conditions Tool.

What the competency standard actually says about leading people

SITXHRM009 Lead and manage people is core in SIT40422 Certificate IV in Hospitality, SIT50322 Diploma of Event Management and SIT50422 Diploma of Hospitality Management. It applies to supervisors and to operational and senior managers. Its three elements are a usable framework.

Element 1 — model high standards of performance and behaviour.

Act as a positive role model through individual performance

Show support for and commitment to organisational goals in day-to-day work performance

Interact with team members in a positive and professional manner

Element 2 — develop team commitment and cooperation.

Develop and clearly communicate short, medium and long-term plans and objectives in consultation with the team

Communicate expectations, roles and responsibilities so team members take responsibility for their own work

Encourage teams and individuals to develop innovative approaches to work

Model and encourage open and supportive communication

Seek and share information from the wider business environment with the team

Represent team interests in the wider business environment

Seek feedback from team members and implement changes within the bounds of organisational goals and policies

Element 3 — manage team performance.

Delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome them

Evaluate team member skills and provide opportunities for individual development

Monitor team performance against goals

Provide mentoring and coaching

Motivate individuals and teams to achieve optimum performance

Provide recognition and rewards for team achievements

Two of those deserve to be pulled out because they are the ones most often missing in practice.

"Represent team interests in the wider business environment" is a supervisor's obligation, not an optional advocacy role. A section leader who never carries the kitchen's or the floor's position upwards is not doing the job the standard describes.

"Identify barriers to delegation, and implement processes to overcome the identified barriers" is the honest version of delegation. The standard assumes delegation will be obstructed and requires the supervisor to deal with the obstruction, rather than concluding that the team cannot be trusted.

The unit's performance evidence is where it becomes measurable. A person must lead and manage individual or team performance using at least four of seven leadership and management roles: decision making; delegation of tasks; information provision; monitoring performance; provision of feedback; motivation through recognition and rewards; and planning and organising. Separately, they must seek and respond to feedback from team members on at least two occasions, in the areas of allocation or performance of work, effectiveness of communication within the team or between teams, or efficiency or deficiency in workplace practices.

Note that recognition and rewards is only one of seven roles. A venue whose entire engagement strategy is an employee-of-the-month board is using one seventh of the available toolkit.

Standards people agreed to, and problems you actually carried upwards

Two things separate motivation that works from motivation that is merely performed, and both are written into units currently on our scope of registration.

The standard has to be agreed, not announced. BSBLDR522 Manage people performance is current on our scope. Its element 1 requires the manager to consult relevant groups and individuals on the work to be allocated and the resources available, to develop work plans and allocate work according to organisational requirements and operational plans, to conduct risk analysis according to the organisational risk management plan and legal requirements, and — the part that matters here — to

develop and confirm performance standards and key performance indicators with the relevant staff . Not publish them. Confirm them, with the people who will be measured against them.

The rest of the unit is the honest shape of the cycle. Element 2 requires performance management processes to be reviewed against legislation, organisational objectives and policies, and requires participants to be trained in the performance management and review process before they are subjected to it. Element 3 requires informal feedback and coaching , requires poor performance to be raised with relevant personnel and acted on, requires feedback to be documented in the performance management system , and provides for formal structured feedback sessions where necessary. Element 4 develops performance improvement and development plans , monitors and responds to underperforming individuals, and closes by requiring the manager to reinforce excellence in performance through recognition and continuous feedback .

Read in that order, recognition arrives last — after the standard was agreed, the process was explained, feedback was given and documented, and underperformance was actually addressed. Recognition offered without any of those steps is simply the cheapest part of the cycle to perform.

The issues people raise have to go somewhere. BSBTWK502 Manage team effectiveness, also current on our scope, applies to people at managerial level who lead and build a positive culture in their work teams, and it is unusually direct about the follow-through. Element 2.1 requires strategies for team member input into planning, decision making and the operational aspects of team tasks . Element 2.2 requires policies promoting team member accountability for their own work and the team's. Element 2.4 requires processes for identifying and addressing issues, concerns and problems raised by team members. Element 4.1 requires open communication processes and 4.2 requires information from line management to be communicated to the team. And element 4.3 requires the manager to communicate and follow up unresolved issues, concerns and problems raised by team members with line management .

That last clause is the one most "how to motivate your team" advice leaves out. Asking for feedback creates an obligation to move what you cannot fix yourself, and to come back with what happened to it. A team that has raised the same problem three times and never heard an outcome has learned something about its supervisor that no recognition scheme reverses.

The unit's performance evidence puts both halves together: manage the effectiveness of at least one work team ; provide feedback to encourage, value and reward others ; model desired behaviour and practices; encourage and foster a shared understanding of purpose, roles and responsibilities; support the team to meet expected performance outcomes including by providing formal and informal learning opportunities ; develop performance plans with KPIs, outputs and goals incorporating stakeholder input ; communicate effectively with stakeholders about team performance; and evaluate and take corrective action on unresolved issues.

What "monitoring performance" means when it is assessed

SITXHRM012 Monitor staff performance is current on our scope of registration. It is written for the supervisor rather than the manager, and it begins one step earlier than most advice does. Element 1 requires the supervisor to consult with and inform colleagues about expected standards of performance using appropriate communication mechanisms, before any monitoring happens. It then requires ongoing performance to be monitored through regular performance appraisals and by maintaining close contact with the workplace and colleagues, regular guidance and support to be provided, recognition and rewards for achievements and outstanding performance to be given, and the need for further coaching or training to be identified and organised according to organisational policy.

The unit is specific about what gets measured, which is where good intentions usually come apart. Performance must be monitored against at least six of ten named standards : adherence to procedures, cost minimisation, customer service standards, level of accuracy in work, personal presentation, productivity, punctuality, response times, team interaction and waste minimisation. Motivation aimed at

something outside that list is aimed at nothing the unit recognises.

Element 2 draws a line that matters once motivation has already failed. Performance problems are identified and investigated, addressed using feedback and coaching , and solutions discussed and agreed with the colleague — and there are two distinct steps, informal counselling whose outcomes are followed up by review in the workplace, and a formal counselling session organised and conducted according to required procedures. Element 3 requires formal performance management systems to be implemented and individual performance evaluations conducted openly and fairly . Skipping the informal step and arriving at the formal one is a common way for a motivated employee to become a departing one.

This page does not say where SITXHRM012 sits in a qualification. It is current on our scope at deliver-and-assess extent; whether it is core or elective in any particular qualification is a packaging-rules question for training.gov.au.

Progression has to be visible, not merely possible

Most venues have a progression path. Few employees can describe their own. The difference is whether someone has told that individual, in concrete terms, what the next step is, what it requires, and when it will be reviewed.

| Motivator | What it looks like for one person | What it is not | | --- | --- | --- | | Progression | A named next role, the competencies it needs, a review date | A vague assurance that there is room to grow | | Mastery | A new station, a new unit of competency, a certification kept current | Repeating the same shift more smoothly for two years | | Trust | Running a section unsupervised, holding keys, closing the venue | Simply being given more of the same work | | Recognition | Naming the specific thing that was done well | A generic thanks at the end of a shift | | Advocacy | The supervisor carrying the team's position upwards, and returning with the outcome | Being told management has decided |

The progression path in hospitality has a real shape, and naming it helps. SIT30622 or SIT30722 Certificate III is operational. SIT40422 Certificate IV in Hospitality is supervisory, and three of its nine core units are HR units — SITXHRM007 Coach others in job skills, SITXHRM008 Roster staff and SITXHRM009 Lead and manage people. SIT50422 Diploma of Hospitality Management, at AQF level 5, is management. That is a four-step ladder an employee can actually see, with codes they can look up themselves.

Mastery has to be real and verifiable

Skill acquisition motivates because progress can be evidenced. Regulated certifications give an individual dated, portable milestones that belong to them rather than to the venue. A Statement of Attainment does not stop being valid when someone changes employer, which is precisely why it motivates.

Several units specify countable practice, which makes progress visible week by week rather than at the end:

| Unit | What must be demonstrated | | --- | --- | | SITHFAB027 Serve food and beverage | 5 service periods, including at least one peak | | SITHFAB034 Provide table service of food and beverage | 12 service periods, full menu advice in every one | | SITHFAB030 Prepare and serve cocktails | 3 service periods, two cocktails by each of six methods — 12 preparations minimum | | SITHFAB025 Prepare and serve espresso coffee | Ten specified beverages, three occasions each | | SITXFSA006 Participate in safe food handling practices | Hazard control at nine critical control points, plus temperature probe calibration | | SITXHRM007 Coach others in job skills | On-the-job coaching of two different colleagues, within commercial time constraints |

Responsible Service of Alcohol is a single unit, SITHFAB021 , under eight jurisdictional regimes, and currency differs.

| Jurisdiction | Interstate certificate accepted | Expiry | | --- | --- | --- | | Queensland | Accepted where the evidence is a Statement of Attainment for the nationally accredited Provide Responsible Service of Alcohol course. An attendance certificate is insufficient. | Valid RSA training generally has no expiry; training completed before 2002 must be replaced. | | Western Australia | Provide the RSA certificate showing completion of the nationally accredited course. An interstate RSA card alone is not accepted as evidence. | Keep the RSA certificate as training evidence; approved-manager cards have separate renewal requirements. | | Victoria | Use a current Victorian RSA certificate. Eligible interstate holders can apply for free bridging: approved original training within three years, with the online-course residence condition. Specific exemptions apply at qualifying producer events. | Victorian RSA Refresher every three years. | | New South Wales | Eligible temporary interstate workers can use approved interstate RSA. Permanent movers and security or RSA marshal roles must meet NSW training and competency-card requirements; eligible holders can use bridging instead of the full NSW RSA course. | NSW competency card: five years. Interstate concessions have separate eligibility and certificate-age requirements. | | South Australia | Check provider approval and training date. Training from 1 November 2020 must be through a Commissioner-approved RTO. Earlier RSA training need not be repeated solely because of that approval change. | No routine RSA renewal period stated in the cited CBS guidance; check applicable licence conditions. | | Northern Territory | Certificates from an RTO registered to deliver RSA are accepted, including interstate certificates. Check certificate age and the NT refresher requirements. | NT guidance gives a three-year limit for interstate certificates and directs holders to a refresher; check current renewal guidance. | | Australian Capital Territory | Valid interstate RSA certificates are recognised, subject to the ACT's three-year currency limit and ACT-approved refresher requirements. | Three years from course completion, then an ACT-approved refresher. | | Tasmania | Interstate certificates can be accepted under the Commissioner's conditions. Requirements differ for employees and liquor licence holders; check the appropriate role. | No RSA expiry date in the regulator's FAQ; an employer may request updated training. |

Current regulator guidance: NSW , VIC , SA , QLD , WA , NT , ACT , TAS .

For a new Victorian RSA course, use an LCV-approved provider for the delivery mode and complete the required LCV Learning Hub surveys and sexual harassment and assault module as well as the national unit. Victorian certificate holders must complete the free RSA Refresher every three years. In Victoria, an interstate RSA certificate generally cannot be used on its own. Eligible holders can apply for the free RSA Refresher bridging course to obtain a Victorian certificate. LCV requires approved original RSA training completed within the last three years and, for an online course, residence interstate or overseas at the time. Allow about ten working days for the application. LCV lists a specific exemption for interstate liquor producers at qualifying temporary or major events. Check the Victorian eligibility and event rules before relying on a certificate. Queensland and Western Australia accept suitable national RSA training evidence from an RTO. This is subject to the correct credential: Queensland requires a Statement of Attainment for the national RSA course, and WA requires the RSA certificate rather than an interstate card alone. Check the Queensland requirements and WA requirements .

Food safety works at the business level rather than the individual one. Standard 3.2.2A, which commenced 8 December 2023 , requires category one and category two businesses to appoint a certified Food Safety Supervisor , holding a certificate issued within the immediately preceding five years and remaining reasonably available , meaning on site or easily contacted, for instance by phone. In New South Wales that certificate must come from a provider approved by the NSW Food Authority under section 106H of the Food Act 2003 (NSW). We are not on that list and cannot issue a NSW Food Safety Supervisor certificate.

Being appointed Food Safety Supervisor is, incidentally, one of the more meaningful pieces of responsibility a venue can hand someone, because it is a named role with a statutory obligation attached rather than a title.

Trust is the strongest single signal

Handing one person a section on a busy night, the ordering for a category, or the close of the venue communicates more than any recognition scheme. The condition is that the handover is genuine: the decisions are theirs, mistakes are debriefed rather than punished, and the responsibility is not quietly withdrawn the moment service gets difficult.

There is a safety boundary on this. Work health and safety law requires supervision proportionate to experience and competence, and it names young workers under 18, trainees and apprentices, new or inexperienced staff and high-risk tasks as needing more of it. Handing an inexperienced worker a close on their second week is not trust, it is an uncontrolled risk. Trust is given at the point competence has been demonstrated, which is why an honest competency record makes the whole thing possible.

What flattens an individual fastest

Being trained on a task and then never rostered to perform it. Standards that shift depending on who is on shift. Feedback that only ever arrives when something has gone wrong. Each is fixable without spending anything.

The first one is worth dwelling on, because it is a rostering failure rather than a motivation failure. SITXHRM008 Roster staff requires rosters to be built with a complementary skills mix, developed in consultation with colleagues, and then evaluated — monitoring the roster's effectiveness with colleagues and identifying how the roster and the roster development process can be improved. A roster that never gives a newly trained person the section they trained for fails that evaluation test.

It is also, under MA000009 and MA000119, the thing that keeps the Level 4 floor out of reach. If the qualification has to be used at work for the floor to bite, then never rostering someone to the work is not only demoralising, it withholds a pay outcome the employee has already earned the qualification for.

The legal floor underneath all of this in Victoria is that the definition of health in the Occupational Health and Safety Act 2004 (Vic) expressly includes psychological health. Psychosocial hazards such as bullying, harassment and workplace culture sit inside the employer's primary duty under section 21, not outside it. The equivalent duty in the harmonised jurisdictions, for example section 19(1) of the Work Health and Safety Act 2011 (NSW), is framed around the person conducting a business or undertaking. Either way, a demoralising workplace is not only a retention problem.

Where formal training fits

For an established workforce, recognition of prior learning is the biggest lever available. Registered training organisations must offer RPL under Standard 1.6, it is raised at the pre-training review under Standard 2.2 as an individual assessment for that learner, and it is a genuine assessment against the same evidence requirements as classroom delivery, not a waiver.

That matters for motivation specifically, because it shortens the distance between where an experienced employee is and where a qualification would put them. On a 33-unit qualification like SIT40521 Certificate IV in Kitchen Management, where 27 units are core, an experienced chef may already hold a substantial proportion. Nobody can say how much before the pre-training review, because it is assessed per learner, but the gap is usually smaller than the employee assumes.

A single step does not always need a whole qualification. Our scope of registration carries 17 current qualifications, 81 current skill sets and 579 current units, so a skill set or a single unit is often the right size for one move — SITSS00087 Mentoring and Supervision, SITSS00080 Espresso Machine Operation, SITSS00094 Sommelier and SITSS00069 Food Safety Supervision are all on scope, among many others. Ask by code rather than choosing from the marketed list.

For nationally recognised training, a Unique Student Identifier (USI) is generally required before a qualification or Statement of Attainment can be issued, unless an applicable exemption applies. See

the official USI exemption guidance . A USI is free at usi.gov.au . If you already have one, recover it rather than creating another.

Relevant pages: Certificate IV in Hospitality , its workplace-delivered version , Certificate III in Hospitality , Certificate IV in Leadership and Management , Diploma of Hospitality Management , Food Safety Supervisor and RSA . Begin with a skills assessment , a course enquiry or an expression of interest .

Related reading: managing and motivating your hospitality team , the power of positive reinforcement in training , cross-training , rostering and time management , training up a manager and building a training plan .

About us

We are Complete Hospitality Training , RTO 3722, CRICOS 04242E. Registered since 1 June 1994 , with our current registration period running to 30 June 2032 under the Australian Skills Quality Authority. Level 3, 28 Elizabeth Street, Melbourne VIC 3000, and 410 Elizabeth Street, Surry Hills NSW 2010. Contact melbourne@cht.edu.au or +61 3 9654 1554 . Confirm current course and fee arrangements directly.

We link to the relevant course and regulatory sources in this guide. Check those sources for current requirements, and confirm course availability, delivery, fees and entry requirements with us before enrolling.

Source records and further guidance

We link the unit records and regulator guidance relevant to this page below. Check the current source before making an enrolment, licensing or employment decision.

SITXHRM012 Monitor staff performance

BSBTWK502 Manage team effectiveness

SIT50422 Diploma of Hospitality Management

BSBLDR522 Manage people performance

SITXHRM009 Lead and manage people

Responsible Service of Alcohol training requirements (Victoria)

Responsible Service of Alcohol training requirements (Queensland)

Responsible Service of Alcohol training requirements (Western Australia)

Responsible Service of Alcohol training requirements (South Australia)

Responsible Service of Alcohol training requirements (Tasmania)

Responsible Service of Alcohol training requirements (Northern Territory)

Food Safety Supervisor certificate requirements (New South Wales)

Food Standards Code — Standards 3.2.2 and 3.2.2A (food safety practices and food safety management tools)

Hospitality Industry (General) Award 2020 (MA000009)

Restaurant Industry Award 2020 (MA000119)

Unique Student Identifier (USI) requirements for RTOs

Does this mean pay does not matter?

It matters absolutely, as a precondition. Underpayment or misclassification will undo every other measure, but paying correctly by itself does not produce engagement.

What is the most concrete thing I can offer an employee?

A relevant AQF Certificate III or higher, used at work, sets a minimum classification of Level 4 under MA000009, MA000119 and MA000058. That is a documented entitlement rather than a promise. The fast food award, MA000003, has no equivalent provision.

Is that floor automatic once they finish the qualification?

Not under MA000009 or MA000119, which require the employee to make use of the skills and knowledge derived from those competencies. MA000058 omits "or higher" from its wording and allows the Fair Work Commission to require the employee to demonstrate they utilise the relevant skills. So rostering someone to the work is part of delivering the benefit.

Does giving someone a higher-graded shift change their pay?

Under MA000009 clause 22, yes. Two or more hours in a day at a higher classification attracts the higher rate for the whole day; less than two hours attracts it for the time worked only. Food and beverage attendants grades 2 and 3 are excluded from the provision, and clause 22 is MA000009 — check the award that matches your premises before assuming the same rule. Use the Fair Work Ombudsman's Pay and Conditions Tool for the amount.

Which award covers our venue?

Coverage follows the premises. MA000009 for hotels, pubs, taverns, motels, resorts, casinos and caterers; MA000058 for not-for-profit registered clubs; MA000119 for standalone restaurants, cafes, night clubs, reception centres and roadhouses; MA000003 for takeaway and food courts. A registered club is not MA000009, and a night club is not MA000058.

Where would a Level 4 classification dispute go?

MA000009 clause 40, MA000119 clause 34, or under MA000058 referral to the Fair Work Commission.

Should key performance indicators be set with staff or handed to them?

With them. BSBLDR522 Manage people performance element 1 requires performance standards and key performance indicators to be developed and confirmed with the relevant staff, and BSBTWK502 requires performance plans with KPIs, outputs and goals that incorporate stakeholder input. Both units are current on our scope of registration.

What happens to a concern a team member raises that I cannot resolve myself?

It goes up, and the answer comes back. BSBTWK502 element 4.3 requires the manager to communicate and follow up unresolved issues, concerns and problems raised by team members with line management. Element 2.4 requires a process for identifying and addressing those issues in the first place, and the unit's performance evidence requires unresolved issues to be evaluated and corrective action taken.

Is an informal chat about performance the same as counselling?

No, and SITXHRM012 treats them as separate steps. Element 2 provides for informal counselling, whose outcomes are followed up by review in the workplace, and for a formal counselling session organised and conducted according to required procedures. Problems are meant to be investigated, addressed with feedback and coaching, and solutions agreed with the colleague before the formal step.

What should a supervisor actually measure?

SITXHRM012 names ten standards and requires at least six to be monitored: adherence to procedures, cost minimisation, customer service standards, level of accuracy in work, personal presentation, productivity, punctuality, response times, team interaction and waste minimisation.

Does a step up require a full qualification?

Often not. A skill set or a single unit of competency is frequently the right size, and we hold 81 current skill sets on scope. Recognition of prior learning may also cover part of a qualification for an experienced worker.

What is the highest level an employee can reach here?

Diploma, AQF level 5. SIT50422 Diploma of Hospitality Management is 28 units, made up of 11 core and 17 elective, and is delivered in Victoria only. We deliver to AQF 5 and no higher.

Can an employee pick any Responsible Service of Alcohol provider?

An RSA Statement of Attainment is a national training record, but permission to serve alcohol depends on the destination's rules. NSW permits eligible temporary interstate workers; permanent movers and security or RSA marshal roles must meet NSW training and competency-card requirements, using bridging where eligible. Victoria offers bridging to eligible interstate holders. SA applies approved-provider rules to training from 1 November 2020, with earlier training not required to be repeated solely for that change. QLD and WA require suitable national RSA evidence. Tasmania distinguishes staff from licence holders; the ACT and NT have local currency and refresher requirements. Check the regulator before your first shift. See RSA recognition by jurisdiction (*/rsa/*), NSW's rules (<https://www.nsw.gov.au/business-and-economy/liquor-and-gaming/training/rsa-bridging>) and SA's rules (<https://www.cbs.sa.gov.au/sections/LGL/RSA-approved-providers>).

Who is bound by the RTO Standards?

Registered training organisations. Complete Hospitality Training, RTO 3722, is bound by them. An employer developing its own staff is not.

How many leadership behaviours does the competency standard actually expect?

At least four of seven: decision making, delegation, information provision, monitoring performance, provision of feedback, motivation through recognition and rewards, and planning and organising. Recognition alone is one of the seven.

How often should a supervisor be asking for feedback?

SITXHRM009 sets a floor of seeking and responding to team feedback on at least two occasions, across work allocation, communication effectiveness or workplace-practice efficiency. In a live venue that is a minimum, not a target.

Is a demoralising workplace a safety issue?

In Victoria, yes, directly. Health under the Occupational Health and Safety Act 2004 expressly includes psychological health, which brings bullying, harassment and workplace culture inside the employer's primary duty at section 21.

What is the point of training someone who might leave?

The portability is the reason it motivates. A Statement of Attainment belongs to the person. In practice, venues that fund training report the opposite of the feared effect, because the offer itself is the retention mechanism.

Can an employee stay at Introductory level while they train?

For up to three months, extendable by mutual agreement for up to a further three. Six months is the ceiling. A trainee is a different case, paid under the National Training Wage rather than at Introductory level.

Does being the Food Safety Supervisor count as a promotion?

It is not an award classification by itself, but it is a named role with a statutory obligation, a five-year certificate cycle and a reasonable-availability requirement. Treated seriously, it is real responsibility.

What if an employee already has a Unique Student Identifier?

Use it. Recover the existing USI rather than creating a second one, because duplicates split a person's training history across two records.