

Managing and Motivating Your Hospitality Team: Tips and Tricks - Complete Hospitality Training

Canonical: <https://cht.edu.au/news/managing-and-motivating-your-hospitality-team-tips-and-tricks/>

Details:

A roster published on the same day every week, far enough ahead that staff can plan around it, does more for team stability than any amount of encouragement during service. Most of what makes a hospitality team steady or volatile sits in structures the manager controls directly: how shifts are allocated, how information reaches the floor before doors open, and whether anything a staff member notices during service has somewhere to go afterwards.

This page is about the team as a system. Individual motivation, progression and classification are covered separately in how to motivate employees in hospitality .

Motivation includes belonging and a workable life outside service

The source team guide also emphasises a welcome for new staff, clear expectations, development, inclusion and work-life balance. Give a new colleague someone to ask for help, explain how their work contributes to the shift, and discuss a path to learn the next task. Listen when people raise a conflict or an accessibility need, and apply rules fairly across the team. Rosters are where balance becomes concrete: publish them in time for staff to plan and talk early when availability changes.

These practices can support retention and service, but neither a team activity nor a course guarantees lower turnover or a higher margin. The structures below show how to make communication, feedback and safety duties repeatable rather than dependent on a manager's mood.

Rosters are the first management system

Staff read the roster as a statement of how they are valued. Three structural choices carry most of the weight: publishing on a fixed day so the roster is predictable, allocating the desirable and undesirable shifts by a rule the team can see rather than by who asked last, and running swaps through a documented process instead of private arrangements that leave the venue short.

The national training package treats rostering as a competency in its own right, SITXHRM008 Roster staff , which is core in both SIT40422 Certificate IV in Hospitality and SIT50422 Diploma of Hospitality Management. Its four elements are a better rostering checklist than most software provides.

Element 1 — develop staff rosters.

Develop rosters according to relevant industrial agreements, other considerations and wage budgets

Maximise operational and customer service efficiency while minimising wage costs

Combine duties where appropriate to make effective use of staff

Roster teams with a complementary skills mix

Take account of social and cultural considerations and organisational policies affecting rosters

Consult with colleagues to obtain their input

Use roster systems and equipment to administer rosters

Element 2 — present and communicate rosters. Present them in required formats so the information is clear, and communicate them to the appropriate colleagues within designated timeframes .

Element 3 — maintain rostering records. Administer records of shift time completed by employees or contractors, and maintain rostering records according to organisational procedures.

Element 4 — evaluate rosters. Monitor the effectiveness of rosters in consultation with colleagues , identify ways the rosters and the roster development process may be improved, and take action.

Two things stand out. Consultation appears twice, at the development stage and at the evaluation stage, so a roster built and reviewed without staff input is not a competent roster by the standard's own definition. And element 1.1 puts industrial agreements first , ahead of the wage budget: a roster that breaches the award has failed the unit regardless of how well it controls cost.

The applicable modern award and any enterprise agreement set the non-negotiable floor underneath all of that, including minimum engagement, breaks, penalty and overtime rates, and notice requirements for roster changes. Read those provisions from the current award rather than from memory or from a page like this one, because the detail differs between instruments and the rates are re-set periodically.

Which award applies is determined by the nature of the premises , not by an employee's job title, and there are four destinations:

Premises	Award
Hotels, pubs, taverns, motels, resorts, casinos, caterers, accommodation	MA000009 Hospitality Industry (General) Award 2020
Not-for-profit registered clubs — RSL, bowls, golf, sporting, community	MA000058 Registered and Licensed Clubs Award 2020
Standalone restaurants, cafes, night clubs, reception centres, roadhouses	MA000119 Restaurant Industry Award 2020
Takeaway, food courts, food sold mainly to be eaten away from the counter	MA000003 Fast Food Industry Award 2010

Two cooks doing identical work can sit under different instruments because their venues differ, and getting this wrong is a common and expensive error. Two boundaries are counter-intuitive enough to state plainly: a registered club is not MA000009 — clause 4.4(d)(i) of the hospitality award expressly excludes clubs registered or recognised under State or Territory legislation, and a club under MA000058 must also operate not-for-profit for members and the community — and a night club is not MA000058 , because it is commercial, so it sits in MA000119. A restaurant inside a hotel is MA000009.

One classification provision belongs in a rostering discussion, because it changes the cost of an hour. Under MA000009 and MA000119 (both clause 18.1, adult rates) and MA000058 (clause 18.3), a relevant AQF Certificate III or higher used at work sets a minimum classification of Level 4 . The fast food award, MA000003 , has no equivalent provision. MA000009 and MA000119 require the employee to make use of those competencies, so the floor is not automatic on completion; MA000058 omits the words "or higher" and allows the Fair Work Commission to require the employee to demonstrate they utilise the relevant skills. Disputes route to MA000009 clause 40, MA000119 clause 34, or under MA000058 to the Fair Work Commission. A trained employee and an untrained one are not interchangeable hours at the same price.

Rostering someone above their grade is priced: MA000009 clause 22

Element 1.1 puts industrial agreements ahead of the wage budget, and the clearest place that bites is a roster that moves people between grades. Under MA000009 clause 22 , where an employee performs work at a higher classification during a day:

Time at the higher classification in a day	What must be 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. Clause 22 is MA000009 — do not assume the same wording appears in MA000058, MA000119 or MA000003; read the award that matches the premises.

This is a rostering fact before it is a pay fact. Covering an absent section leader by moving up the next person on the floor is a wage-budget decision, and a two-hour "just for the start of service" cover has usually already crossed into the whole-day rate. Plan for it in the wage budget rather than discovering it in the pay run, and check the current rate for each classification with the Fair Work Ombudsman's Pay and Conditions Tool.

There is a second, more useful reading. If higher-graded shifts are budgeted, they become a routine development tool rather than an exception a manager avoids. A venue that never rosters anyone above their grade is not saving money so much as declining to build bench strength, which is the thing that makes the next absence expensive.

Allocating work is the first element of an assessed unit

Work allocation is not only a roster-building task. BSLDR522 Manage people performance, current on our scope of registration, opens with it. 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 develop and confirm performance standards and key performance indicators with the relevant staff, and to conduct risk analysis according to the organisational risk management plan and legal requirements.

Those four together are a fair description of a competent roster meeting: what work exists, what resources cover it, what the standard for that work is, who agreed to that standard, and what risk the allocation creates. Element 2 of the same unit then requires participants to be trained in the performance management and review process before they are measured by it, which is the step most venues skip entirely.

One rostering constraint sits above the award entirely: the Fair Work Act maximum of 38 ordinary hours per week for a full-time employee, with additional hours only where reasonable. For an employee on a student visa, the condition 8105 work limitation is usually the binding constraint rather than the award, and it applies per fortnight while the course is in session. The cap has changed more than once, so confirm the current figure with the Department of Home Affairs rather than relying on a remembered number.

The pre-service briefing

A briefing at the same point before every service, in the same shape, removes most mid-service correction. Four items cover it: what has changed (items off, specials, allergen substitutions), who is working which section, one thing from the previous service worth repeating or avoiding, and one standard being watched tonight. Setting a standard to the group beforehand is far cheaper than correcting an individual in front of a table.

The "one standard being watched tonight" does not have to be invented. SITXHRM012 Monitor staff performance, current on our scope of registration, names the ten standards performance is monitored against and requires at least six of them to be used: adherence to procedures; cost minimisation; customer service standards; level of accuracy in work; personal presentation; productivity; punctuality; response times; team interaction; waste minimisation. A briefing that names one of those ten and a

debrief that reports back on it is a monitoring system, not a habit.

That unit also has a briefing-shaped requirement of its own: element 1 opens by requiring the supervisor to consult with and inform colleagues about expected standards of performance using appropriate communication mechanisms, before any monitoring happens. The briefing is the mechanism. A standard that appears for the first time in a correction was never communicated.

Allergen substitutions belong in the briefing rather than in a note on the pass. Staff need to be able to answer accurately about the allergens that must be declared under the Food Standards Code, and the correct answer when they are unsure is to ask the kitchen, never to guess.

Planning for the things that will go wrong

SITXMGT004 Monitor work operations is core in both SIT40422 and SIT50422 , and it requires a supervisor to plan and organise workflow for a team operation taking account of at least six contingencies . The list of nine is the most useful single paragraph in the unit, because it is what actually derails a service:

Contingency	What it looks like on a Friday
Delays and time difficulties	A late delivery, a slow first sitting
Difficult customer service situations	A table that has to be moved, a complaint mid-course
Equipment breakdown or technical failure	Glasswasher, point-of-sale, one burner
Financial resources	The wage budget for that week
Staffing levels and skill profiles	Two on the floor who cannot run the section alone
Rostering requirements	A swap that was approved verbally and forgotten
Staff performance	Someone underperforming who has not been spoken to
Procedural requirements	Opening and closing checks that only one person knows
Product development and marketing	A promotion that lands without the floor being briefed

The unit also requires monitoring and responding to team-based operational and service issues, and completing organisational records including performance reports and staff records. Its knowledge requirements name principles of effective delegation and delegation techniques , quality assurance, time management, and industrial or legislative issues affecting short-term work organisation — which is the training package's way of saying that a manager cannot organise a week's work without knowing the award.

Feedback loops that survive service

Loop	Cadence	What it is for
Pre-service briefing	Every service	Pushes information down to the floor
Post-service debrief	Every service, five minutes	Pulls observations back up

One-on-one check-in	Regular and scheduled	Progression and development, not policing
Incident and near-miss reporting	As it happens	A safety duty, not an optional form
Availability and roster review	Each roster cycle	Keeps shift allocation defensible
WHS consultation	Scheduled	A legal obligation in the harmonised jurisdictions

The debrief is the loop most venues skip and the one that costs most, because the person who saw the problem is usually not the person who can fix it.

There is a competency benchmark for the upward loop too. SITXHRM009 Lead and manage people requires a supervisor to seek and respond to feedback from team members on at least two occasions , across work allocation or performance, the effectiveness of communication within the team or between teams, and efficiency or deficiency in workplace practices. Two occasions is the assessment floor, not a target for a live venue.

The loops have a destination, and it is written down

BSBTWK502 Manage team effectiveness, current on our scope of registration, applies to people at managerial level who lead and build a positive culture in their work teams. Its element 4 is the clearest published account of what the two briefing loops are for, and it runs in both directions:

BSBTWK502 element 4	The loop it describes
4.1 Establish and maintain open communication processes with all stakeholders	The fixed-cadence briefing and debrief themselves
4.2 Communicate information from line management to the team	The downward half of the pre-service briefing
4.3 Communicate and follow up unresolved issues, concerns and problems raised by team members with line management	The upward half of the debrief, and the part venues drop
4.4 Address issues raised by internal and external stakeholders	Closing the loop back out again

Element 4.3 is the obligation that makes a debrief worth holding. A supervisor who collects observations and never moves the ones they cannot fix has built a loop with no outlet, and the team stops filling it within a month. The rest of the unit supports the same point: 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 a process for identifying and addressing issues, concerns and problems raised by team members; and element 3.2 requires the manager to support the team to identify and resolve work performance problems.

Its performance evidence is worth reading as a job description for a section leader: manage the effectiveness of at least one work team ; provide feedback to encourage, value and reward others ; model desired behaviour and practices; 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 ; and evaluate and take corrective action on unresolved issues.

Between a quiet word and a formal warning there is a named step

When the debrief surfaces a problem about one person rather than one process, SITXHRM012 sets out the ladder. Element 2 requires performance problems to be identified and investigated, addressed using feedback and coaching , and solutions discussed and agreed with the colleague — and it names 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 evaluations conducted openly and fairly .

Element 1 of the same unit sits on the other side of the ledger, requiring ongoing monitoring through regular performance appraisals , regular guidance and support, recognition and rewards for achievements and outstanding performance , and the identification and organisation of further coaching or training where it is needed. A team where the only individual conversation is a correction is running one half of the unit.

This page makes no claim about where SITXHRM012 , BSBLDR522 or BSBTWK502 sit as core or elective units in any qualification. All three are current on our scope of registration at deliver-and-assess extent; packaging is a question for training.gov.au.

Conflict in a hospitality team is mostly structural

SITXCOM010 Manage conflict , also core in SIT40422 and SIT50422 , requires a person to resolve team member disputes in at least two of four named categories:

A dispute or argument among work colleagues

A drug or alcohol-affected person

Job duties or rosters

Lack of competence

The last two are the interesting ones, because both are management artefacts rather than personality clashes. "Job duties or rosters" is a rostering and role-clarity failure. "Lack of competence" is a training failure. A manager who treats team conflict as an interpersonal problem will keep resolving the same dispute.

The same unit requires resolving escalated customer disputes in at least three of eight categories, which include a person who appears violent or threatening, refused entry or ejection from premises, and a situation where someone has been or may be hurt. Those are safety events as well as service events, and they belong in the incident log.

Safety duties sit with the business, and they include consultation

In Victoria, the Occupational Health and Safety Act 2004 places duties on the employer . Most other states and territories operate under the harmonised Work Health and Safety framework, which places duties on the person conducting a business or undertaking , abbreviated to PCBU. Multi-state operators should not paste PCBU wording into Victorian policies.

	Victoria	Harmonised jurisdictions (e.g. NSW)
Act	Occupational Health and Safety Act 2004 (Vic)	Work Health and Safety Act 2011 (NSW)
Regulator	WorkSafe Victoria, 13 23 60	SafeWork NSW, 13 10 50
Primary duty	s 21	s 19(1)

Persons other than employees	s 23	s 19(3)
Management or control of the workplace	s 26	s 20
Consult, cooperate and coordinate with other duty holders	No general equivalent	s 46
Incident records	Written record within 48 hours	Written notice on request
Retention	Minimum 5 years	Minimum 5 years

Both regimes require the provision of information, instruction, training and supervision , both apply the reasonably practicable standard as an objective test where cost alone does not justify inaction, and neither duty can be transferred by contract. Victoria's definition of health expressly includes psychological health, which brings psychosocial hazards such as bullying, harassment and workplace culture inside the primary duty.

The management-level safety unit, SITXWHS007 Implement and monitor work health and safety practices , is core in SIT40422 and SIT50422 and names six things a supervisor must do. Two of them are management systems rather than safety tasks:

Provide information on health, safety and security, and make it readily accessible

Monitor safe work practices and take prompt action on non-compliance

Coordinate consultative arrangements so staff have opportunities to contribute their views on how safety is managed

Implement and monitor procedures for scheduled hazard identification and risk assessment

Coordinate health, safety and security training, identifying training needs and monitoring training effectiveness

Maintain records and reports accurately, and use the data as reliable management input

Point 3 is the one that connects safety to team management. Consultation is a duty in the harmonised jurisdictions and a competency requirement everywhere, and it is the same mechanism as the post-service debrief. A venue that runs a genuine debrief is already halfway to a consultative arrangement.

Point 5 deserves attention too: monitoring training effectiveness , not just delivery. Signing an induction sheet is delivery. Watching whether the person actually isolates the slicer before cleaning it is effectiveness.

Supervision must be proportionate to experience and competence , with more for young workers under 18, trainees and apprentices, new or inexperienced staff and high-risk tasks. If the venue hosts work placement students, there are additional duties: a documented work placement risk management procedure agreed with the training organisation, day-one site induction, appropriate supervision, notification of notifiable incidents, and the same standards as for employed staff.

Turnover is the cost that hides

Replacing a floor staff member consumes recruitment time, induction time, the productivity gap while a new starter learns the menu and the point-of-sale system, and the extra load carried by everyone who stayed. None of that appears as a line item, which is why venues tolerate churn that a predictable roster and a working debrief would have prevented.

There is a compliance cost too. Every new starter triggers a full induction sequence: a general industry safety induction before commencing work, a site-specific induction on day one, the Fair Work

Information Statement, the Casual Employment Information Statement if casual, food handler training before any prescribed activity, and an RSA in hand before any shift serving alcohol. Churn multiplies that work, and it is the work most often done badly under time pressure.

What to document as a matter of course

Roster changes and swap approvals, and records of shift time completed

Incident and near-miss reports, retained for a minimum of five years

Induction completion, both the general and the site-specific induction

Hazard assessments and the hazard register

WHS training delivered, and the evidence it was effective

Any formal performance conversation, and the performance standards and key performance indicators the staff member confirmed

Unresolved issues raised by the team, where they were escalated, and what came back

For a category one food business, Standard 3.2.2A substantiation records, kept three months and accessible at the premises

Note the asymmetry worth knowing: food handler training carries no record-keeping duty under Standard 3.2.2A and no mandated refresher period, while category one substantiation records are a live duty for any venue with a kitchen. Employers routinely over-document the first and under-document the second.

Where formal training fits

Supervisory capability can be structured rather than absorbed.

Qualification	Size	Delivery
SIT40422 Certificate IV in Hospitality (CRICOS 116358F)	21 units: 9 core, 12 elective	All eight states and territories
BSB40520 Certificate IV in Leadership and Management	12 units: 5 core, 7 elective	All eight states and territories
SIT50422 Diploma of Hospitality Management (CRICOS 115534C)	28 units: 11 core, 17 elective	Victoria only
SIT50322 Diploma of Event Management (CRICOS 118427D)	20 units: 13 core, 7 elective	Victoria only

SIT40422 is the hospitality supervision qualification because of what is core: three of its nine core units are HR units (SITXHRM007 coaching, SITXHRM008 rostering, SITXHRM009 leading and managing people), alongside SITXCOM010 conflict, SITXFIN009 managing finances within a budget, SITXMGT004 monitoring work operations, SITXWHS007 WHS, SITXCCS015 customer service experiences and SITHIND008 working effectively in hospitality service.

BSB40520 is the cross-industry alternative. Its five core units are BSBLDR411 Demonstrate leadership in the workplace, BSBLDR413 Lead effective workplace relationships, BSBOPS402 Coordinate business operational plans, BSBXCM401 Apply communication strategies in the workplace and BSBXTW401 Lead and facilitate a team. It is also equivalent to the superseded BSB42015, which matters if a manager holds the old code.

SIT50422 adds SITXGLC002 Identify and manage legal risks and comply with law and SITXFIN010 Prepare and monitor budgets to the core, which is the step from supervising a shift to running a venue.

A whole qualification is not always the right size. Our scope of registration carries 17 current qualifications, 81 current skill sets and 579 current units , so a targeted skill set often fits a single capability gap better — SITSS00087 Mentoring and Supervision and SITSS00070 Hospitality Compliance are both on scope, among many others. The individual performance-management units named on this page — SITXHRM012 , BSBLDR522 and SSBTWK502 — are also on scope and can be taken as single units.

For an existing team, recognition of prior learning is the lever. RTOs must offer it under Standard 1.6 , it is raised at the pre-training review under Standard 2.2, and it is a genuine assessment against the same evidence requirements rather than a waiver. An experienced supervisor may already hold a substantial share of a Certificate IV.

Start with a course enquiry , an expression of interest or a skills assessment . See also Certificate IV in Hospitality , its workplace-delivered version , Certificate IV in Leadership and Management and Diploma of Hospitality Management .

Related reading: rostering and time management , working hours, rosters and public holidays , training up a manager , health and safety best practice , cross-training and onboarding new employees .

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.

SIT40422 Certificate IV in Hospitality

SSBTWK502 Manage team effectiveness

SITXHRM012 Monitor staff performance

SIT50422 Diploma of Hospitality Management

BSB40520 Certificate IV in Leadership and Management

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)

Can a manager choose which award applies?

No. Coverage follows the nature of the premises, not the job title or the employer's preference. A restaurant inside a hotel is covered by MA000009.

Which award covers a registered or licensed club?

MA000058 Registered and Licensed Clubs Award 2020. MA000009 clause 4.4(d)(i) expressly excludes clubs registered or recognised under State or Territory legislation, and a club under MA000058 must be both registered or licensed under a liquor, gaming, associations or corporations statute and operating not-for-profit for members and the community.

Which award covers a night club?

MA000119. A night club is commercial rather than not-for-profit, so the clubs award does not cover it.

Does a staff member's Certificate III change the cost of rostering them?

In three of the four awards, yes. Under MA000009, MA000119 and MA000058, a relevant AQF Certificate III or higher used at work sets a minimum classification of Level 4. MA000003 has no equivalent provision, and MA000009 and MA000119 require the competencies to be used at work rather than merely held.

Does moving someone up a section for part of a 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. Clause 22 is an MA000009 provision, so check the award that covers your premises. Get the amount from the Fair Work Ombudsman's Pay and Conditions Tool and budget for it before the roster is published.

Who decides the performance standards a team is measured against?

Under BSBLDR522 element 1, the manager and the staff together: performance standards and key performance indicators must be developed and confirmed with the relevant staff. BSBTWK502 requires performance plans whose KPIs, outputs and goals incorporate stakeholder input, and SITXHRM012 element 1 requires colleagues to be consulted about and informed of expected standards of performance before monitoring begins.

Where does a problem go when the supervisor cannot fix it?

Upwards, and an 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; and the unit's performance evidence requires unresolved issues to be evaluated and corrective action taken. Record where each escalation went and what returned.

What is the step between a quiet word and a formal warning?

SITXHRM012 element 2 names it: informal counselling, whose outcomes are followed up by review in the workplace, sits between ordinary feedback and a formal counselling session organised and conducted according to required procedures. Problems are investigated first, addressed with feedback and coaching, and solutions agreed with the colleague.

Is a debrief a performance review?

No. A debrief concerns the service just finished and is directed at the whole team. Performance conversations are individual, scheduled and documented separately.

Does a venue have obligations under the RTO Standards?

No. Those standards bind registered training organisations. Complete Hospitality Training, RTO 3722, is bound by them; a venue running in-house induction is not.

What should be documented as a matter of course?

Roster changes and swap approvals, shift time records, incident and near-miss reports, induction completion, hazard assessments, WHS training and its effectiveness, confirmed performance standards and KPIs, escalated team issues and their outcomes, and any formal performance conversation. Category one food businesses must also keep substantiation records.

Does the rostering competency require consulting staff?

Yes, twice. SITXHRM008 requires consulting colleagues to obtain input when developing the roster, and monitoring the roster's effectiveness in consultation with colleagues when evaluating it.

How many contingencies should a shift plan cover?

SITXMGT004 sets the benchmark at at least six from a list of nine, which includes staffing levels and skill profiles, rostering requirements, staff performance, equipment failure, delays, difficult service situations, financial resources, procedural requirements, and product or marketing changes.

Is WHS consultation optional?

Not in the harmonised jurisdictions, where section 46 of the Work Health and Safety Act 2011 requires consulting, cooperating and coordinating with other duty holders. Victoria has no general equivalent provision, but SITXWHS007 requires coordinating consultative arrangements regardless, and it is sound practice everywhere.

How long do incident records have to be kept?

A minimum of five years. In Victoria a written record is required within 48 hours; in New South Wales written notice is required on request.

Is a demoralised team a safety matter?

In Victoria, yes. Health under the Occupational Health and Safety Act 2004 expressly includes psychological health, so psychosocial hazards sit inside the employer's primary duty.

Which qualification is better for a hospitality supervisor, SIT40422 or BSB40520?

They answer different questions. SIT40422 is hospitality-specific, 21 units, with rostering, coaching, leading, conflict, budget, operations and WHS all core. BSB40520 is 12 units and cross-industry, useful where the person may move outside hospitality or where the venue wants leadership fundamentals only.

Does an old leadership qualification still count?

BSB40520 is equivalent to the superseded BSB42015, so a holder of the older code is in a different position from someone holding a superseded qualification marked not equivalent. BSB30120 Certificate III in Business, by contrast, is not equivalent to the BSB codes it superseded, so gap assessment is needed there.

What limits how many hours we can roster a student employee?

The Fair Work Act sets 38 ordinary hours per week for full-time employees, with extra hours only where reasonable, but for a student visa holder the condition 8105 fortnightly work limitation is usually the binding constraint. Confirm the current cap with the Department of Home Affairs.

Do we have to keep records of food handler training?

No. Standard 3.2.2A imposes no record-keeping duty for that tool and mandates no refresher period. Category one substantiation records, by contrast, must be kept three months and be accessible at the premises.