



MANAGEMENT SUPPORT FUNCTIONS

STANDARDS OF PERFORMANCE



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MANAGEMENT & SUPPORT FUNCTIONS

MSF/01: PLANNING

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Achieving Operational Excellence means recognizing the important role that Planning plays in achieving business success. Planning, at all levels in the business is important, but planning must be driven by senior management to ensure that operational and tactical plans are in line with overall strategic goals and objectives.

To achieve
Operational
Excellence, the
Standard we must
attain is

Our Standard is:

An integrated and structured approach will be adopted to planning at all levels in the hotel and plans are reviewed and evaluated regularly

What we must do to achieve our Standard?

How do we know we have done it correctly?

Ensure that a structured approach is adopted to the development of the annual hotel plan

- Responsibilities in the planning process are clearly defined and communicated.
- Concise timeframes for the development of the annual plan are established and adhered to.
- Senior management guide the planning process and all relevant managers and staff contribute to the planning process.
- Appropriate consultations and meetings are held a part of the planning process.

Ensure that functional plans are developed and integrated into the annual hotel plan

- Senior management define the overall targets and goals, which must be achieved in the next period.
- Annual plans are developed for the key functional areas; Finance, HR, Marketing and Operations.
- Functional plans are reviewed and integrated to ensure they are cohesive and will collectively achieve the defined business goals.
- The annual plan is finalised and communicated to the appropriate parties.

Ensure that the impact of the annual plan on business operations is identified and appropriate action taken

- Operations plans are developed to implement the necessary measures to achieve the goals outlined in the annual plan.
- Operations managers liaise closely with Finance, Marketing and HR managers to develop effective plans.
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Conduct regular reviews of performance to assess progress on the annual hotel plan	<ul style="list-style-type: none"> - Annual plan is formally reviewed by senior managers on an on-going basis to measure progress. - Appropriate financial and non-financial data is available to facilitate effective decision making. - Adjustments or revisions to annual plans are made if necessary and communicated appropriately.
Ensure that on-going operations planning is undertaken to facilitate the efficient operation of the hotel	<ul style="list-style-type: none"> - Demand forecasting is regularly conducted and resources allocated accordingly. - Efficient rostering systems and staffing structures ensure staffing levels are appropriate to business volume. - Daily, weekly and monthly planning meetings are held to improve operational performance. - Effective communication systems are in place to ensure the smooth transfer of information between departments, individuals and from one shift to another.

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