

Federal Democratic Republic of Ethiopia  
OCCUPATIONAL STANDARD



TOURISM MANAGEMENT  
NTQF Level V



*Ministry of Education  
September 2012*

## Introduction

Ethiopia has embarked on a process of reforming its TVET-System. Within the policies and strategies of the Ethiopian Government, technology transformation – by using international standards and international best practices as the basis, and, adopting, adapting and verifying them in the Ethiopian context – is a pivotal element. TVET is given an important role with regard to technology transfer. The new paradigm in the outcome-based TVET system is the orientation at the current and anticipated future demand of the economy and the labor market.

The Ethiopia Occupational Standard (EOS) is the core element of the Ethiopian National TVET-Strategy and an important factor within the context of the National TVET-Qualification Framework (NTQF). They are national Ethiopia standards, which define the occupational requirements and expected outcome related to a specific occupation without taking TVET delivery into account.

This document details the mandatory format, sequencing, wording and layout for the Ethiopia Occupational Standard which comprised of Units of Competence.

A Unit of Competence describes a distinct work activity. It is documented in a standard format that comprises:

- Occupational title, NTQF level
- Unit title
- Unit code
- Unit descriptor
- Elements and Performance Criteria
- Variables and Range statement
- Evidence guide

Together all the parts of a Unit of Competence guide the assessor in determining whether the candidate is competent.

The ensuing sections of this EOS document comprise a description of the respective occupation with all the key components of a Unit of Competence:

- the chart with an overview of all Units of Competence for the respective occupation including the Unit Codes and the Unit Titles
- the contents of each Unit of Competence (competence standard)
- occupational map providing the technical and vocational education and training (TVET) providers with information and important requirements to consider when designing training programs for this standards and for the individual, a career path

## UNIT OF COMPETENCE CHART

**Occupational Standard: Tourism Management**

**Occupational Code: CST TOM**

### ***NTQF Level V***

**CST TOM5 01 0912**

Manage Finances within a Budget

**CST TOM5 02 0912**

Lead and Manage People

**CST TOM5 03 0912**

Research, Assess and Develop Tourism Products

**CST TOM5 04 0912**

Manage Volunteers

**CST TOM5 05 0912**

Obtain and Manage Sponsorship

**CST TOM5 06 0912**

Manage Payroll

**CST TOM5 07 0912**

Manage Compliance with Franchisee Obligations and Legislative

**CST TOM5 08 0912**

Manage Relationship with Franchisor

**CST TOM5 09 0912**

Manage a Franchise Operation

**CST TOM5 10 0912**

Manage Workplace Diversity

**CST TOM5 11 0912**

Read and Write Workplace Documents in Two International Languages in Addition to English

**CST TOM5 12 0912**

Manage Projects

**CST TOM5 13 0912**

Manage Business Risk

**CST TOM5 14 0912**

Develop and Manage Marketing Strategies

**CST TOM5 15 0912**

Plan and Develop Ecologically Sustainable Tourism Operations

**CST TOM5 16 0912**

Plan and Develop Culturally Appropriate Tourism Operations

**CST TOM5 17 0912**

Assess Tourism Opportunities for Local Communities

**CST TOM5 18 0912**

Develop and Implement Local or Regional Tourism Plan

**CST TOM5 19 0912**

Manage Quality Systems and Procedures

**CST TOM5 20 0912**

Facilitate and Capitalize on Change and Innovation

**CST TOM5 21 0912**

Establish and Conduct Business Relationships

**CST TOM5 22 1012**

Develop and Refine  
Systems for  
Continuous  
Improvement in  
Operations

Occupational Standard: Tourism Management Level V	
Unit Title	Manage Finances within a Budget
Unit Code	<a href="#">CST TOM5 01 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to take responsibility for budget management where others may have developed the budget. The skills and knowledge for budget development are found in unit Prepare and monitor budgets.

Elements	Performance Criteria
1. Allocate budget resources.	1.1 Allocate funds according to <b>budget</b> and agreed priorities. 1.2 Discuss changes in income and expenditure priorities with <b>appropriate colleagues</b> prior to implementation. 1.3 Consult and inform all relevant personnel in relation to resource decisions. 1.4 Promote awareness of the importance of budget control. 1.5 Maintain detailed records of resource allocation according to organisation control systems
2. Monitor financial activities against budget.	2.1 Check actual income and expenditure against budgets at regular intervals. 2.2 Include financial commitments in all documentation to ensure accurate monitoring. 2.3 Identify and report deviations according to organisation policy and significance of deviation. 2.4 Investigate appropriate options for more effective management of deviations. 2.5 Advise <b>appropriate colleagues</b> of budget status in relation to targets, within agreed timeframes.
3. Identify and evaluate options for improved budget performance.	3.1 Assess existing costs and resources and proactively identify areas for improvement. 3.2 Discuss desired budget outcomes with relevant colleagues. 3.3 Undertake appropriate <b>research to investigate new approaches to budget management</b> . 3.4 Define and communicate clearly the benefits and disadvantages of new approaches. 3.5 Take account of impacts on customer service levels and colleagues in developing new approaches. 3.6 Present recommendations for <b>budget management</b> clearly

	and logically to the appropriate person or department.
4. Complete financial and statistical reports.	<p>4.1 Complete all required <b>financial and statistical reports</b> accurately and within designated timelines.</p> <p>4.2 Produce clear and concise information to enable informed decision making.</p> <p>4.3 Forward reports promptly to the appropriate person or department.</p>

Variable	Range
Budgets	<p>May include:</p> <ul style="list-style-type: none"> <li>• cash budgets</li> <li>• departmental budgets</li> <li>• wage budgets</li> <li>• project budgets</li> <li>• purchasing budgets</li> <li>• sales budgets</li> <li>• cash flow budgets</li> <li>• budgets for micro, small, medium or large businesses</li> </ul>
Appropriate colleagues	<p>May include:</p> <ul style="list-style-type: none"> <li>• operational staff</li> <li>• managers</li> <li>• internal or external financial specialists</li> </ul>
Research to investigate new approaches	<p>May include:</p> <ul style="list-style-type: none"> <li>• discussions with existing suppliers</li> <li>• sourcing new suppliers</li> <li>• evaluating staffing and rostering requirements</li> <li>• reviewing operating procedures</li> <li>• potential roster changes</li> </ul>
Financial and statistical reports	<p>May relate to:</p> <ul style="list-style-type: none"> <li>• daily, weekly and monthly transactions and reports</li> <li>• break-up by department</li> <li>• occupancy</li> <li>• sales performance</li> <li>• commission earnings</li> <li>• sales returns</li> <li>• yield management</li> <li>• commercial account activity</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• knowledge of basic budget principles and structures</li> <li>• budgeting terminology relevant to a specific industry context</li> </ul>

	<ul style="list-style-type: none"> <li>• ability to monitor budgeted income and expenditure and to identify ways of improving budget performance</li> <li>• understanding of the main types of budgets that apply in the specific organisation or industry context</li> <li>• management of and reporting on a budget for a specific project or operational area over a period of time so that the monitoring and implementation aspects of managing finances within a budget can be assessed</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• knowledge and understanding of budgets, specifically how a budget is structured and how to interpret a budget</li> <li>• any legislative requirements in relation to disbursement of funds and record keeping</li> <li>• techniques related to maximising budget performance relevant to the organisation or industry sector</li> <li>• budgeting terminology relevant to a specific industry context</li> <li>• financial reporting procedures and cycles relevant to the organisation or industry sector</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• research, critical thinking and problem-solving skills to investigate and develop options for potential budget performance improvements</li> <li>• communication skills to discuss budget requirements and to seek and provide feedback</li> <li>• literacy skills to interpret a wide range of business and financial documents, and to create accurate budget reporting and recommendations documentation</li> <li>• numeracy skills to interpret and use budget figures in day-to-day work operations, and to develop budget estimates and scenarios for performance improvement</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Lead and Manage People
Unit Code	<a href="#">CST TOM5 02 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to lead and manage teams of people in the workplace, including volunteers where appropriate. The unit focuses on modelling high standards, developing commitment and managing team performance through effective leadership.

Elements	Performance Criteria
1. Model high standards of performance and behavior.	<p>1.1 Make individual performance a positive role model for others.</p> <p>1.2 Show support for and commitment to organisation goals in day-to-day work performance.</p> <p>1.3 Treat people with integrity, respect and empathy.</p>
2. Develop team commitment and cooperation.	<p>2.1 Develop and clearly communicate <b>plans and objectives</b> in consultation with the <b>team</b>.</p> <p>2.2 Make plans and objectives consistent with organisation goals.</p> <p>2.3 Communicate <b>expectations, roles and responsibilities</b> of team members and leaders in a way that encourages individuals and teams to take responsibility for their work.</p> <p>2.4 Encourage teams and individuals to develop <b>innovative approaches</b> to work.</p> <p>2.5 Identify, encourage, value and reward individual and team efforts and contributions.</p> <p>2.6 Model and encourage <b>open and supportive communication styles</b> within the team.</p> <p>2.7 Seek and share <b>information from the wider environment</b> with the team.</p> <p>2.8 Represent the team's interests appropriately in the wider environment.</p>
3. Manage team performance.	<p>3.1 Assess the skills of team members and provide opportunities for <i>individual development</i>.</p> <p>3.2 Monitor team performance to ensure progress towards achievement of goals.</p> <p>3.3 Delegate tasks and responsibilities appropriately, identify barriers to delegation and implement processes to overcome them.</p>



	3.4 Provide mentoring and coaching support to team members. 3.5 <i>Provide recognition and reward</i> for team achievements.
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Variable	Range
Plans and objectives may be short, medium or long-term and relate to:	<ul style="list-style-type: none"> <li>• sales targets</li> <li>• performance targets for a particular project</li> <li>• increased productivity</li> <li>• meeting key performance indicators</li> <li>• organisational strategies</li> <li>• operational activities</li> <li>• task management</li> <li>• contingency management</li> </ul>
Team	May be: <ul style="list-style-type: none"> <li>• project-based</li> <li>• permanent teams</li> <li>• paid workers (freelancers)</li> <li>• volunteers</li> </ul>
Expectations, roles and responsibilities	May include: <ul style="list-style-type: none"> <li>• nature and scope of work</li> <li>• relationships with others in the workplace and interdependent areas of activity</li> <li>• roles of leaders and managers, including information provision, decision making, planning and organising, and monitoring staff</li> <li>• expectations around communication</li> <li>• reporting requirements</li> </ul>
Innovative approaches	May include: <ul style="list-style-type: none"> <li>• making suggestions about better ways of doing things</li> <li>• alerting colleagues to the potential of new technologies</li> <li>• trying new approaches to old problems</li> <li>• seeking information or ideas from unexpected places</li> </ul>
Open and supportive communication styles	May include: <ul style="list-style-type: none"> <li>• planned and unplanned exchanges of information</li> <li>• providing open access to documents</li> <li>• using technology to support effective communication, e.g. email groups</li> <li>• involving others in developing solutions</li> <li>• being prepared to declare own need for assistance</li> <li>• providing constructive feedback</li> </ul>
Information from the wider environment which may affect the team	May include: <ul style="list-style-type: none"> <li>• overall organisation objectives</li> <li>• rationale for management decisions</li> <li>• changes in organisation policies</li> <li>• marketing information and targets</li> <li>• business performance information, including financial</li> </ul>

	<ul style="list-style-type: none"> <li>• technology updates</li> <li>• plans for new equipment</li> <li>• training developments</li> </ul>
Opportunities for individual development	<p>May include:</p> <ul style="list-style-type: none"> <li>• internal training and professional development</li> <li>• external training and professional development</li> <li>• change in job responsibilities</li> <li>• opportunity for greater autonomy or responsibility</li> <li>• formal promotion</li> </ul>
Recognition and reward for team members	<p>May include:</p> <ul style="list-style-type: none"> <li>• informal acknowledgment</li> <li>• acknowledgment to the whole team of an individual's good performance</li> <li>• presentation of awards</li> <li>• written report to management</li> <li>• incentive initiatives</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• knowledge of leadership, motivation and teamwork principles</li> <li>• ability to build positive team spirit and effectively manage overall team performance within a specific workplace context</li> <li>• project or work activities conducted over a period of time to allow the candidate to play an ongoing team-leading role</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• roles of and functions performed by supervisors and managers</li> <li>• different leadership styles and the characteristics of effective leadership</li> <li>• principles of teamwork, including characteristics of effective teams, roles and attributes of team members, organisation of teams, potential team problems and the benefits of effective teamwork</li> <li>• role and theories of motivation and their application to different workplace contexts</li> <li>• typical causes of workplace conflict, including cultural differences</li> <li>• impact of conflict on the role of leaders</li> <li>• organisational structure and group dynamics</li> <li>• formal and informal communication methods and application</li> <li>• legislative issues that impact on team management, including equal employment opportunity (EEO)</li> <li>• types of plans and planning processes</li> </ul>

Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• communication and interpersonal to provide effective support and motivation to a team and overcome communication barriers</li> <li>• planning and organisational to ensure activities and initiatives important to team development are integrated into own work planning</li> <li>• literacy to interpret a wide range of operational workplace information and develop clear and articulate team plans</li> <li>• time management skills</li> <li>• problem solving and decision making</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Research, Assess and Develop Tourism Products
Unit Code	<a href="#">CST TOM5 03 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage product development strategically within tourism and hospitality organisations. It covers the strategic development of the organisation's product range and requires the ability to research the market, analyse issues relevant to establishing the product, determine a profitable selling price, establish the product, and monitor and evaluate its success.

Elements	Performance Criteria
1. Research the market.	<p>1.1 Focus the research of potential <b>tourism products</b> within the context of the overall business plan and marketing focus of the organisation.</p> <p>1.2 Identify and access general <b>information sources</b> for tourism, tourism market trends, and distribution and marketing networks.</p> <p>1.3 Consult with and incorporate input from internal colleagues and <b>external stakeholders</b> in the research phase.</p> <p>1.4 Conduct research to identify current market trends, needs, and <b>product and service gaps</b> and analyse the potential for future product development.</p> <p>1.5 Identify a range of product development opportunities based on review of the market place and market needs.</p> <p>1.6 Identify distribution and marketing networks that would support the proposed tourism product and analyse the ability to successfully market.</p>
2. Analyze issues relevant to establishing the product.	<p>2.1 Identify and analyse product preferences and requirements of different consumer markets, including those with special needs.</p> <p>2.2 Consult external stakeholders on customer and tourism industry service and quality expectations for tourism products and services.</p> <p>2.3 Identify and assess <b>external issues that impact on establishing a product</b>.</p> <p>2.4 Assess suitability of destinations at which product will be delivered for accessibility and availability of services that will meet preferences and requirements of target market.</p>

	<p>2.5 Conduct <b>a self-assessment of organisation's capability to provide proposed product</b> and identify additional resources required to establish and deliver the product.</p> <p>2.6 Consider issues relating to product life cycle.</p>
3. Determine a profitable selling price.	<p>3.1 Identify all <b>expenditure items</b> involved in delivering the tourism product to determine the net delivery cost.</p> <p>3.2 Identify organisations that will be involved in the product distribution network and the commission or mark-up structures that would apply.</p> <p>3.3 Incorporate required distributor commissions or mark-ups, and determine required profit margin and mark-up for profit.</p> <p>3.4 Make reasonable cost adjustments to ensure market take-up of price-competitive product.</p> <p>3.5 Assess cost-effectiveness and profitability of a range of proposed products and choose products that will provide the highest yield.</p> <p>3.6 Clearly and accurately document the full range of pricing structures.</p>
4. Establish the product.	<p>4.1 Communicate a clear, scheduled implementation plan for all personnel involved in establishing the operational details of the product.</p> <p>4.2 Establish all required marketing activities to promote the product.</p> <p>4.3 Where appropriate, test new products and services in the marketplace prior to full implementation.</p>
5. Monitor and evaluate the success of the product.	<p>5.1 Monitor product development initiatives in terms of response in the marketplace; feedback from the distribution network, staff and customers; and changes in the internal or external environment that may impact on plans, cost-effectiveness and profitability.</p> <p>5.2 Identify and action changes required in a timely manner and according to any contractual obligations.</p> <p>5.3 Communicate changes to all relevant colleagues, customers and distributors.</p>

Variable	Range
Tourism products offered within the tourism industry are diverse and	<p>May include:</p> <ul style="list-style-type: none"> <li>• products designed for: <ul style="list-style-type: none"> <li>➢ domestic tourists</li> <li>➢ international tourists (inbound)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ Ethiopians travelling internationally (outbound) <ul style="list-style-type: none"> <li>• group tours</li> <li>• touring products for individuals</li> <li>• a single product or service</li> <li>• multiple products and services making up a complete tour package</li> <li>• brochure tours</li> <li>• day tours or excursions</li> <li>• extended touring programs</li> <li>• specially tailored itineraries</li> <li>• inclusive products or optional touring products</li> <li>• incentive tours</li> <li>• meetings and conferences</li> <li>• special events</li> <li>• cultural events</li> <li>• sporting events</li> <li>• transportation</li> <li>• transfers</li> <li>• accommodation</li> <li>• food, beverage and catering</li> <li>• entertainment</li> <li>• cruises</li> <li>• attractions or sites</li> <li>• exhibits</li> <li>• guest activities and shows</li> <li>• tour guiding services</li> <li>• adventure activities</li> <li>• functions</li> <li>• venue facilities</li> <li>• convention facilities</li> </ul> </li> </ul>
Information sources	<p>May include:</p> <ul style="list-style-type: none"> <li>• local, regional and federal tourism organisations</li> <li>• local, regional and federal tourism and tourism marketing plans</li> <li>• other government agencies</li> <li>• government funding bodies</li> <li>• government and private tourism research bodies</li> <li>• tourism industry associations</li> <li>• destination marketing companies</li> <li>• others in the distribution network, which will vary but can include: <ul style="list-style-type: none"> <li>➤ tour operators</li> <li>➤ tour wholesalers</li> <li>➤ inbound tour operators</li> <li>➤ retail travel agencies</li> <li>➤ event management companies</li> <li>➤ professional conference organisers</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• business management and marketing consultancies</li> <li>• reports on tourism</li> <li>• privately owned tourism businesses</li> <li>• national parks and land management agencies</li> <li>• other local communities</li> <li>• local people</li> <li>• internet</li> </ul>
External stakeholders	<p>May include:</p> <ul style="list-style-type: none"> <li>• local, regional and federal tourism organisations</li> <li>• other government agencies</li> <li>• privately owned tourism businesses</li> <li>• tourism industry associations</li> <li>• tourism marketing organisations</li> <li>• destination marketing companies</li> <li>• business management and marketing consultancies</li> <li>• others in the distribution network, which will vary but can include: <ul style="list-style-type: none"> <li>➤ tour operators</li> <li>➤ tour wholesalers</li> <li>➤ inbound tour operators</li> <li>➤ retail travel agencies</li> <li>➤ event management companies</li> <li>➤ professional conference organisers</li> </ul> </li> <li>• local communities and cultural groups within the destination of the product</li> <li>• local businesses within the destination of the product</li> <li>• regional or local councils which manage the implementation of laws to protect the environment and local community</li> <li>• land management and protection authorities</li> <li>• special interest groups</li> <li>• licensing or regulatory authorities</li> </ul>
Product and service gaps	<p>May include:</p> <ul style="list-style-type: none"> <li>• gaps within the existing product range</li> <li>• gaps in product not currently delivered by any competitor or potential competitor</li> <li>• gaps in products delivered at current or prospective destinations</li> <li>• specific consumer markets not currently serviced by any competitor or potential competitor</li> <li>• markets for which level of demand is not being met</li> </ul>
Assessment of external issues that impact on establishing a product	<p>May include:</p> <ul style="list-style-type: none"> <li>• required legal compliance especially consumer protection</li> <li>• requirements for public liability and duty of care</li> <li>• reliability of other tourism operators, who supply a component of any packaged tourism product, in complying with laws especially those that relate to responsible service of alcohol, food safety , environmental and local community protection</li> </ul>

	<ul style="list-style-type: none"> <li>• reliability of other tourism operators in providing promised products and services</li> <li>• technological developments</li> <li>• general industry trends</li> <li>• environmental and local community protection credentials of tourism operators whose product will be a component of any packaged tourism product</li> </ul>
Self-assessment of organisation's capability to provide proposed product may involve consideration of:	<ul style="list-style-type: none"> <li>• the range of products currently offered and resources required to diversify</li> <li>• the product preferences and requirements of target market</li> <li>• resources required to establish a new product</li> <li>• the budgetary constraints involved in providing the product and applying a profitable selling price</li> <li>• current environmental credentials and the need to extend these to deliver tourism products in environmentally sensitive areas</li> <li>• any legislative, permit, licence or accreditation requirements especially those that relate to environmental and local community protection</li> <li>• ability of environmentally or culturally sensitive destinations to sustain a tourism operation</li> <li>• the organisation's ability to operate tours and to sustain the natural and cultural environment by use of minimal impact practices</li> <li>• a documented risk assessment of all aspects of providing required products including control measures</li> </ul>
Expenditure items	<p>May include:</p> <ul style="list-style-type: none"> <li>• supply of all component products and services that make up the product</li> <li>• capital costs of the product developer and proportion attributed to the product</li> <li>• fixed costs that relate to delivery of the product</li> <li>• variable costs</li> <li>• marketing costs</li> <li>• human resource costs for all personnel involved in planning and delivering the product</li> <li>• business insurances</li> <li>• licensing and permit fees</li> <li>• proportion of product developer's operating costs attributed to operating the product</li> </ul>
Tourism products offered within the tourism industry are diverse and	<p>May include:</p> <p>products designed for:</p> <ul style="list-style-type: none"> <li>• domestic tourists</li> <li>• international tourists (inbound)</li> <li>• Ethiopians travelling internationally (outbound)</li> </ul> <p>group tours</p> <ul style="list-style-type: none"> <li>• touring products for individuals</li> <li>• a single product or service</li> </ul>



	<ul style="list-style-type: none"> <li>• multiple products and services making up a complete tour package</li> <li>• brochure tours</li> <li>• day tours or excursions</li> <li>• extended touring programs</li> <li>• specially tailored itineraries</li> <li>• inclusive products or optional touring products</li> <li>• incentive tours</li> <li>• meetings and conferences</li> <li>• special events</li> <li>• cultural events</li> <li>• sporting events</li> <li>• transportation</li> <li>• transfers</li> <li>• accommodation</li> <li>• food, beverage and catering</li> <li>• entertainment</li> <li>• cruises</li> <li>• attractions or sites</li> <li>• exhibits</li> <li>• guest activities and shows</li> <li>• tour guiding services</li> <li>• adventure activities</li> <li>• functions</li> <li>• venue facilities</li> <li>• convention facilities</li> </ul>
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Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• ability to research, assess and develop tourism products for a specific tourism operation and to monitor the product's success</li> <li>• ability to fully research, comprehend and analyse information on the full range of issues that relate to the development of the tourism product</li> <li>• detailed knowledge of the tourism industry, including structure and interrelationships, tourism industry networks, information sources and distribution and marketing networks</li> <li>• ability to consult and communicate with colleagues and external stakeholders</li> <li>• project or work activities conducted over a commercially realistic period of time so that the research, analysis and monitoring aspects of this unit can be assessed</li> </ul>

Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• detailed knowledge of the tourism industry, including structure and interrelationships, tourism industry networks and information sources</li> <li>• in-depth knowledge of distribution and marketing networks, especially those that would support the proposed tourism product</li> <li>• in-depth knowledge of main stakeholders in local, regional and national tourism organisations and the structures of these organisations at each level</li> <li>• current market trends, products and service styles that would meet certain market requirements and customer and tourism industry service and quality expectations for tourism products</li> <li>• in-depth knowledge of the current tourism product base for the proposed destination and market to be serviced</li> <li>• competitors' current and proposed products and services</li> <li>• in-depth knowledge of the destination at which the product will be delivered</li> <li>• the primary components of laws that impact on tourism operations and actions that must be adhered to by tourism operators when delivering services, in particular laws that cover: <ul style="list-style-type: none"> <li>➤ unethical and/or illegal activities in tourism</li> <li>➤ legal liability insurance requirements and duty of care of customers</li> <li>➤ environmental protection (This would include required environmental licenses, permits, accreditation and minimal impact practices)</li> <li>➤ local community protection (This would include land ownership, management and access requirements)</li> <li>➤ consumer protection (This would include refund requirements that must be met by tourism businesses, terms and conditions of quotations and cancellation fees)</li> <li>➤ responsible service of alcohol</li> <li>➤ food safety</li> </ul> </li> <li>• understanding of the financial operating costs of the organisation, desired profit margins and achievement of high yield in order to determine an appropriate selling price</li> <li>• industry commission and mark-up procedures and rates appropriate to the varying organisations within the distribution network</li> <li>• planning and project management</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• market research critical thinking skills to facilitate rational and logical analysis of all input from colleagues and external stakeholders and to research information collected</li> <li>• high-level communication to conduct consultation with internal and external stakeholders</li> </ul>

	<ul style="list-style-type: none"> <li>• high-level literacy to read complex tourism research documents that relate to tourism trends, market statistics, information on market preferences and requirements</li> <li>• numeracy to enable complex budgetary costing, calculate a range of different commission and mark-up structures and assess the profitability of various product options</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competency may be assessed through: <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Manage Volunteers
Unit Code	<a href="#">CST TOM5 04 0912</a>
Unit Descriptor	This unit covers the performance outcomes skills and knowledge required to recruit and retain volunteers.

Elements	Performance Criteria
1. Research, determine and define needs for volunteer involvement.	<p>1.1 Determine and evaluate volunteer requirements based on analysis of relevant <b>human resource information</b> and consultation with relevant stakeholders.</p> <p>1.2 Assess <b>benefits, costs and risks</b> to the organisation or project of volunteer involvement.</p> <p>1.3 Establish and assess the requirements and impacts of <b>relevant legislation and industry codes</b>.</p> <p>1.4 Define overall <b>volunteer roles</b> according to specific organisational or project requirements.</p>
2. Undertake volunteer recruitment.	<p>2.1 Develop appropriate <b>position descriptions</b> based on review of volunteer roles.</p> <p>2.2 Establish and incorporate <b>volunteer rewards</b> into the recruitment program.</p> <p>2.3 Communicate and delegate responsibility for volunteer coordination to relevant parties according to specific workplace requirements.</p> <p>2.4 Identify key <b>target areas</b> from which volunteers might be recruited.</p>
3. Maximize volunteer retention.	<p>3.1 Assist in developing a climate of recognition and support for volunteers through <b>representation in the wider environment</b>.</p> <p>3.2 Identify and incorporate individual requirements of volunteers into work role design.</p> <p>3.3 Arrange suitable induction and training for volunteers to ensure work roles, rights and responsibilities are clearly understood.</p>
4. Ensure a positive experience for volunteers.	<p>4.1 Liaise with volunteers regularly to monitor experience from both organisation and volunteer perspective and identify any areas of concern.</p> <p>4.2 Identify and evaluate areas of concern and initiate follow-up action.</p>

	4.3 Identify and incorporate consideration of volunteer <b><i>social and other motivations</i></b> in work design programs.
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Variable	Range
Human resource information	May include: <ul style="list-style-type: none"> <li>organisational human resource plans</li> <li>operational plans</li> <li>event information</li> </ul>
Benefits, costs and risks	May include: <ul style="list-style-type: none"> <li>financial</li> <li>community engagement</li> <li>community cultural development</li> <li>risks of using untrained or partially trained staff</li> <li>impact on the paid workforce</li> </ul>
Relevant legislation and industry codes	May include: <ul style="list-style-type: none"> <li>Occupational Health and Safety (OHS)</li> <li>consumer affairs</li> <li>Equal Employment Opportunities (EEO)</li> <li>organisation articles of association</li> <li>professional association regulations</li> <li>company codes and guidelines</li> </ul>
Position descriptions may include information on:	<ul style="list-style-type: none"> <li>required knowledge</li> <li>skills and attributes</li> <li>responsibilities</li> <li>accountability</li> <li>commitment</li> <li>rewards</li> <li>reimbursement of costs</li> <li>uniform</li> </ul>
Volunteer rewards	May include: <ul style="list-style-type: none"> <li>free admittance to games, competitions or events</li> <li>free or discounted merchandise</li> <li>opportunities for social interaction</li> <li>community involvement</li> <li>skill development</li> <li>pathway to employment</li> </ul>
Target areas	May include: <ul style="list-style-type: none"> <li>past and present membership</li> <li>family and friends</li> <li>local community and community groups</li> <li>volunteer agencies</li> </ul>

	<ul style="list-style-type: none"> <li>• unemployed people</li> <li>• service organisations</li> </ul>
Representation in the wider environment	<p>May include:</p> <ul style="list-style-type: none"> <li>• providing input to organisation's overall human resource plan</li> <li>• promoting the benefits and value of volunteers to colleagues</li> </ul>
Social and other motivations	<p>May relate to:</p> <ul style="list-style-type: none"> <li>• socialisation</li> <li>• enjoyment</li> <li>• loyalty</li> <li>• desire to do something different</li> <li>• support of family members and friends</li> <li>• meet new people</li> <li>• break from routine</li> <li>• sense of involvement</li> <li>• learn new skills</li> <li>• increased self-esteem</li> <li>• pathway to employment</li> <li>• travel</li> <li>• acknowledgment</li> <li>• status</li> </ul>

Evidence Guide			
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• knowledge of the specific issues that affect the management of a volunteer workforce</li> <li>• evaluation of reports prepared by the candidate analysing volunteer management case studies</li> <li>• ability to research, evaluate and implement a volunteer management program</li> <li>• development and management of at least one volunteer program for a business or community activity</li> </ul>		
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• social, political, cultural and historical issues that affect volunteering</li> <li>• contribution made by volunteers in the relevant industry or community sector</li> <li>• motivational patterns of volunteers</li> <li>• benefits, costs and risks of using volunteers</li> <li>• human resource management practices and principles as they apply to volunteer management, including: <ul style="list-style-type: none"> <li>➤ defining broad work roles and position descriptions</li> <li>➤ recruitment methods</li> <li>➤ training requirements</li> <li>➤ relevant industrial awards and agreements</li> <li>➤ links to broader organisational or project strategies</li> </ul> </li> <li>• insurance issues that impact on using a volunteer workforce</li> </ul>		
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	<ul style="list-style-type: none"> <li>• features of legislation that impact on volunteer management, including equal employment opportunity (EEO), workplace relations, OHS and trade practices</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• critical thinking to research and evaluate various aspects of volunteer recruitment and management</li> <li>• communication and leadership to provide support to volunteers</li> <li>• literacy to develop volunteer documentation, such as position descriptions</li> <li>• numeracy to estimate numbers of volunteers</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Obtain and Manage Sponsorship
Unit Code	<a href="#">CST TOM5 05 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to obtain and manage sponsorship for an activity, event or other organisational activity.

Elements	Performance Criteria
1. Determine sponsorship requirements and opportunities	<p>1.1 Identify sponsorship requirements in consultation with <b>appropriate colleagues</b>.</p> <p>1.2 Develop targets for sponsorship based on financial parameters of the activity.</p> <p>1.3 Identify <b>items, activities or projects to be sponsored</b> based on potential sponsor appeal and the needs of the organisation.</p> <p>1.4 Identify <b>potential sponsors</b> according to nature of the activity and previous approaches.</p>
2. Source sponsorship.	<p>2.1 Develop <b>sponsorship materials</b> in a clear, concise and professional format to include a full breakdown of costs and benefits and other relevant sponsor information.</p> <p>2.2 Distribute and present sponsorship materials according to agreed targets and after appropriate approvals.</p> <p>2.3 Undertake follow-up promotion and negotiation with potential sponsors.</p> <p>2.4 Discuss and negotiate additional opportunities with the sponsor where appropriate.</p> <p>2.5 Make written contracts or agreements with the sponsor to include full details of commitments made by both parties.</p>
3. Service sponsors.	<p>3.1 Brief colleagues on details of sponsorship arrangements.</p> <p>3.2 Organise activities according to sponsorship agreement ensuring all agreements made are honored.</p> <p>3.3 Monitor and evaluate activities and make adjustments accordingly.</p> <p>3.4 Provide and request feedback to and from the sponsor.</p> <p>3.5 Identify and action opportunities to enhance value of involvement for sponsors and benefits for the organisation.</p> <p>3.6 Maintain and distribute accurate and current <b>sponsorship documentation</b> throughout the process.</p>



	3.7 Liaise and follow up with sponsor in a timely fashion, initiating future cooperative approaches where appropriate.
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Variable	Range
Appropriate colleagues	May include: <ul style="list-style-type: none"> <li>• management</li> <li>• event organisers</li> <li>• customers</li> <li>• management committees</li> <li>• funding bodies</li> </ul>
Items, activities or projects to be sponsored	May include: <ul style="list-style-type: none"> <li>• overall event or activity sponsorship</li> <li>• physical items, such as satchels</li> <li>• meals</li> <li>• travel</li> <li>• permanent or temporary exhibitions</li> <li>• entertainment</li> <li>• sporting components</li> <li>• speaker sessions</li> <li>• social events</li> <li>• ongoing organisation activities, such as an annual publication</li> <li>• one-off promotional activities or projects</li> </ul>
Potential sponsors	May include: <ul style="list-style-type: none"> <li>• individuals</li> <li>• private companies</li> <li>• government agencies</li> <li>• industry organisations or professional associations</li> <li>• educational institutions</li> <li>• community organisations</li> <li>• investors</li> <li>• existing sponsors</li> </ul>
Sponsorship materials	May include: <ul style="list-style-type: none"> <li>• electronic presentations</li> <li>• printed promotional material</li> </ul>
Sponsorship documentation	May include: <ul style="list-style-type: none"> <li>• financial records</li> <li>• activity reports or schedules</li> <li>• attendance figures</li> <li>• feedback documentation</li> <li>• contracts</li> </ul>

## Evidence Guide

Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• development of clear, concise and professional sponsorship proposals</li> <li>• comprehensive knowledge of practices and protocols in relation to accessing sponsorship opportunities</li> <li>• application of effective communication and negotiation skills in the context of sponsorship management</li> <li>• demonstration of skills by obtaining and managing sponsorship for at least one activity, project or event</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• sponsorship protocols in relation to making contact, nature of proposals, involvement of sponsor in activities and reporting expectations</li> <li>• features and formats for sponsorship proposals and packages in the relevant industry context</li> <li>• features of sponsorship contracts and agreements</li> <li>• potential sponsorship contacts and sources of finance in the relevant industry context</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• literacy to develop sponsorship materials and agreements expressing complex business ideas and proposals</li> <li>• numeracy to evaluate budgets and interrogate or use a range of financial data to inform sponsorship activities</li> <li>• negotiation and communication to undertake sponsor liaison and management</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Manage Payroll
Unit Code	<a href="#">CST TOM5 06 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to establish and monitor security procedures for managing organisational payroll services and to calculate and process salary payments, group taxation and related payments.

Elements	Performance Criteria
1. Establish procedures for the management of payroll	1.1. Establish <b>security procedures</b> that ensure the confidentiality and security of payroll information 1.2. Ensure procedures guarantee substantiation of claims for allowances 1.3. Establish <b>control measures</b> to safeguard organisation's financial resources in accordance with <b>legislative and organisational requirements</b> 1.4. Establish systems to ensure that statutory obligations are met and records are kept for the period determined by government legislation
2. Prepare payroll data	2.1. Use <b>nominated industrial awards, contracts and government legislation</b> to <b>calculate gross pay and annual salaries</b> 2.2. Calculate <b>statutory and voluntary deductions</b> using government and employee documentation 2.3. Provide payroll data to payroll processor for calculation within <b>designated time lines</b>
3. Authorise payment of salaries	3.1. Check payroll, and authorise salaries and wages for payment in accordance with organisational policy and procedures 3.2. Reconcile salaries, wages and deductions in accordance with organisational policy and procedures 3.3. Deal with salary, wage and related enquiries in accordance with organisational policy and procedures
4. Administer salary records	4.1. Process declaration forms for new and existing employees in accordance with the requirements of The Ethiopian Customs and Revenue Authority 4.2. Forward periodic deductions to <b>nominated creditors</b> within designated time lines

	<p>4.3. Prepare and dispatch payments to government authorities accurately and in accordance with the relevant government legislation</p> <p>4.4. Calculate and transcribe group tax amounts and make payments in accordance with taxation procedures</p> <p>4.5. Prepare and reconcile employee group certificate amounts from salary records</p>
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Variable	Range
Security procedures	<p>May include:</p> <ul style="list-style-type: none"> <li>• authorised access</li> <li>• back-up files</li> <li>• computer passwords</li> <li>• employees signing for pay</li> <li>• ensuring security of passwords and keys</li> <li>• keeping payroll documents secure</li> <li>• maintaining security and confidentiality of employees' details</li> <li>• numbering payroll registers</li> <li>• restricting access to electronic files and locking paper-based confidential information</li> <li>• separating locations of confidential information</li> <li>• storage of information off site</li> <li>• supervision of timesheets</li> </ul>
Control measures	<p>May include:</p> <ul style="list-style-type: none"> <li>• authorisation requirements</li> <li>• dual checking system</li> <li>• internal control policies and procedures</li> <li>• multiple checks and balances</li> <li>• reconciliation of records</li> <li>• separation of duties</li> </ul>
Legislative and organisational requirements	<p>May include:</p> <ul style="list-style-type: none"> <li>• The Ethiopian Accounting and Auditing Standards</li> <li>• The Ethiopian Investment Agency (EIA) requirements</li> <li>• The Ethiopian Customs and Revenue Authority regulations</li> <li>• corporations law</li> <li>• Income Tax</li> <li>• Higher Education Contribution Scheme (HECS)</li> <li>• Higher Education Loan Programme (HELP)</li> <li>• legislation and regulations in relation to superannuation such as the Superannuation Guarantee (Pension Payment) Act</li> <li>• organisational policy and procedures for cash handling</li> <li>• superannuation (Pension Fund Payment)</li> <li>• tax file number</li> </ul>

Nominated industrial awards, contracts and government legislation	May include: <ul style="list-style-type: none"> <li>certified and workplace agreements</li> <li>enterprise agreements</li> <li>federal and state/territory awards</li> <li>use of Wage line</li> </ul>
Calculating gross pay and annual salaries	May include: <ul style="list-style-type: none"> <li>allowances</li> <li>annual leave loading</li> <li>appropriate pay structure</li> <li>deductions</li> <li>employment history cards</li> <li>Income Tax</li> <li>long service leave</li> <li>overtime</li> <li>penalty rates</li> <li>salary packaging items</li> <li>salary sacrificing</li> <li>sick leave</li> <li>time sheets</li> </ul>
Statutory and voluntary deductions	May include: <ul style="list-style-type: none"> <li>Higher Education Contribution Scheme (HECS)</li> <li>Higher Education Loan Programme (HELP)</li> <li>insurance</li> <li>payroll tax</li> <li>union fees, and others</li> </ul>
Designated time lines	May include: <ul style="list-style-type: none"> <li>The Ethiopian Customs and Revenue Authority time lines for submission such as income tax</li> <li>Business Activity Statement (BAS)</li> <li>stipulated time period before employee departs organisation</li> <li>stipulated time period before pay is due to employees</li> <li>organisational time lines</li> </ul>
Nominated creditors	May include: <ul style="list-style-type: none"> <li>The Ethiopian Customs and Revenue Authority</li> <li>government agencies</li> <li>health funds</li> <li>membership organisations</li> <li>those nominated as part of salary packaging</li> <li>union</li> <li>vehicle leasing organisations</li> </ul>

## Evidence Guide

Critical aspects of Competence	Evidence of the following is essential: <ul style="list-style-type: none"> <li>documenting steps undertaken to establish payroll system</li> <li>using data and calculations to calculate payroll, including a</li> </ul>
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	<p>range of deductions</p> <ul style="list-style-type: none"> <li>• preparing appropriate records to record payroll processing</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• key provisions of relevant legislation from all forms of government, standards, regulations and codes that may affect aspects of business operations, such as: <ul style="list-style-type: none"> <li>➢ The Ethiopian Customs and Revenue Authority legislation</li> <li>➢ ethical principles</li> <li>➢ codes of practice</li> <li>➢ financial legislation</li> <li>➢ privacy laws</li> <li>➢ relevant industrial awards</li> <li>➢ other relevant government and statutory bodies in relation to payroll</li> <li>➢ Superannuation Guarantee (Administration) Act and superannuation regulations</li> <li>➢ organisational policies and procedures across the full range of tasks required payroll processes</li> </ul> </li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• communication to answer enquiries, and to explain and resolve discrepancies with employees</li> <li>• literacy to follow complex financial procedures and to follow and write detailed instructions</li> <li>• numeracy to: <ul style="list-style-type: none"> <li>➢ use financial formulae</li> <li>➢ calculate gross and net pay</li> <li>➢ compare differing rates of pay over a given time span of the same nature</li> <li>➢ prepare cash analysis sheets</li> <li>➢ reconcile figures and rectify anomalies to ensure accuracy</li> </ul> </li> </ul>
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Tourism Management Level V	
Unit Title	Manage Compliance with Franchisee Obligations and Legislative Requirements
Unit Code	<a href="#">CST TOM5 07 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to comply with obligations set out in the franchising agreement and with relevant legislative requirements specific to the type of franchise.

Elements	Performance Criteria
1. Determine franchisee obligations and legislative requirements	1.1. Identify <b>obligations under franchising agreement</b> 1.2. Identify relevant <b>legislative requirements</b> 1.3. Access codes of practice and material that interprets and explains obligations and legislative requirements 1.4. Clarify obligations and legislative requirements with franchisor and relevant <b>government</b> and licensing agencies
2. Develop strategies for compliance with franchisee obligations and legislative requirements	2.1. Analyse available information on obligations and legislative requirements to develop <b>strategies</b> for compliance 2.2. Check strategies with franchisor to determine suitability to operate franchise within obligations and legislative requirements 2.3. Use strategies to develop regular, cyclical <b>compliance checks</b> 2.4. Complete <b>training</b> to facilitate compliance requirements
3. Undertake scheduled compliance checks	3.1. Communicate compliance requirements to staff 3.2. Delegate compliance checks to relevant staff and provide training and support for staff to carry out these checks 3.3. Record timing and outcomes of compliance checks according to organisational requirements 3.4. Identify instances of non-compliance from compliance checks
4. Act on identified instances of non compliance with franchisee obligations and legislative	4.1. Determine courses of action to address instances of non-compliance 4.2. Seek assistance of franchisor or other relevant parties to address non-compliance 4.3. Take action to address non-compliance 4.4. Make checks to ensure non-compliance has been

requirements	<p>addressed</p> <p>4.5. Monitor compliance in a specific area to ensure continuing compliance</p> <p>4.6. Analyse reasons for non-compliance to guide future compliance</p>
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Variable	Range
Obligations under franchising agreement	<p>May include:</p> <ul style="list-style-type: none"> <li>• area of operations</li> <li>• fees and pricing structures</li> <li>• fees paid to franchisor</li> <li>• financial controls</li> <li>• franchise corporate image requirements and branding</li> <li>• limits on trading of other products and services that are outside franchise operations</li> <li>• merchandising requirements</li> <li>• quality assurance requirements</li> <li>• reporting of income, sales or turnover</li> <li>• stock control and inventory requirements, and reporting of this information</li> </ul>
Legislative requirements	<p>May include:</p> <ul style="list-style-type: none"> <li>• Ethiopian Customs and Revenue Authority requirements, including requirements to register as a business and obtain a trade license from Ministry of Trade and Investment Agency</li> <li>• Dangerous Goods Act requirements</li> <li>• fire regulations</li> <li>• food safety requirements</li> <li>• Liquor Licensing Act requirements</li> <li>• local government planning and land use zoning regulations</li> <li>• OHS requirements</li> <li>• other legislative requirements specific to the nature and type of franchise</li> <li>• relevant permits, licences and completion of training programs such as in safe food handling</li> <li>• requirements under employment legislation</li> </ul>
Government	<p>May include:</p> <ul style="list-style-type: none"> <li>• Federal government</li> <li>• Regional governments</li> <li>• Local authorities</li> </ul>
Strategies may be:	<ul style="list-style-type: none"> <li>• broad statements of requirements for compliance</li> <li>• used to develop specific work procedures and compliance checks</li> </ul>
Compliance checks	<p>May be:</p> <ul style="list-style-type: none"> <li>• continuous, daily, weekly, monthly as required to ensure</li> </ul>



	<p>compliance</p> <ul style="list-style-type: none"> <li>logged in specific logbook or checked against checklists and filed as required</li> <li>undertaken by franchisee or staff delegated with specific tasks</li> </ul>
Training	<p>May include:</p> <ul style="list-style-type: none"> <li>a cyclical schedule (such as yearly refresher courses and product knowledge workshops)</li> <li>legislative requirements such as first aid, OHS, food handling</li> <li>specifications in the initial franchise agreement</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>schedule of checks being undertaken associated with a broad statement of strategies to ensure compliance</li> <li>compliance check schedule and examples of checks made</li> <li>documented actions to address instances of non-compliance</li> <li>demonstrated support to staff to assist with compliance</li> <li>knowledge of relevant legislation, codes of practice and national standards</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>occupational health and safety (OHS) requirements: <ul style="list-style-type: none"> <li>specific to nature and type of franchise</li> <li>generic to all workplaces</li> </ul> </li> <li>other relevant legislation, codes of practice and national standards, for example: <ul style="list-style-type: none"> <li>legislation covering fire safety, employment of staff, dangerous goods, liquor licensing and food safety</li> <li>Franchising Code of Conduct</li> </ul> </li> <li>franchise specific obligations: <ul style="list-style-type: none"> <li>as per franchise agreement</li> <li>as per updates and amendments to agreement over time</li> <li>auditing requirements</li> </ul> </li> <li>penalties for non-compliance and context for franchisee obligations and legislative requirements</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>culturally appropriate communication s to relate to people from diverse backgrounds and people with diverse abilities</li> <li>communication and negotiation to establish franchisee obligations</li> <li>problem-solving to address non-compliance</li> <li>research to access necessary information</li> </ul>
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>

Methods of Assessment	Competency may be assessed through: <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Manage Relationship with Franchisor
Unit Code	<a href="#">CST TOM5 08 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage the business relationship with the franchisor and oneself as the franchisee.

Elements	Performance Criteria
1. Establish relationship with franchisor	1.1. Identify the <b>franchisor's representative/s or liaison person/s</b> 1.2. Identify <b>communication channels</b> with the franchisor's representative/s or liaison person/s 1.3. Establish <b>schedule of contact</b> with the franchisor's representative/s or liaison person/ 1.4. Hold initial meeting with the franchisor's representative/s or liaison person/s to initiate ongoing relationship 1.5. Ensure participation in the franchisee advisory council meetings and relevant activities
2. Determine services available from franchisor	2.1. Consult with the franchisor's representative/s or liaison person/s to determine the range of <b>services available through the franchisor</b> 2.2. Establish schedule for accessing services of the franchisor 2.3. Access services available through the franchisor according to schedule and as needs arise in the course of business operations 2.4. Maintain currency of information relating to services available through the franchisor
3. Implement strategies for meeting franchisor financial obligations	3.1. Identify <b>franchisee financial obligations</b> to the franchisor 3.2. Develop and implement strategies and procedures to meet franchisee financial obligations 3.3. Undertaken planning to facilitate <b>ongoing management of franchise</b>
4. Resolve disputes with franchisor	4.1. Identify disputes with the franchisor and enter into negotiations with the franchisor's representative/s or liaison person/s in line with complaints handling procedure as described in the Franchising Code of Conduct 4.2. Seek assistance of third parties or mediators to facilitate resolution of disputes arising with the franchisor and in line

	<p>with the complaints handling procedure</p> <p>4.3. Resolve disputes and document courses of agreed action</p> <p>4.4. Implement agreed courses of action to resolve disputes</p> <p>4.5. Use lessons learned from disputes to guide future business operations and to facilitate positive relationships with the franchisor</p>
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Variable	Range
Franchisor's representative/s or liaison person/s	<p>May include:</p> <ul style="list-style-type: none"> <li>franchisor's appointed representative</li> <li>specialist personnel within franchisor organisation including financial advisers, training personnel and marketing advisers</li> </ul>
Communication channels	<p>May include:</p> <ul style="list-style-type: none"> <li>email address</li> <li>meeting schedules</li> <li>mobile and office based telephone numbers</li> <li>other emergency contact channels</li> <li>pager number</li> <li>workshops for franchisees</li> </ul>
Schedule of contact	<p>May include:</p> <ul style="list-style-type: none"> <li>occasional visits</li> <li>regular meetings</li> <li>training schedules and franchisee network meetings</li> <li>visits by representative/s</li> </ul>
Services available through the franchisor	<p>May include:</p> <ul style="list-style-type: none"> <li>equipment repair and replacement</li> <li>financial advise</li> <li>IT support</li> <li>market intelligence</li> <li>marketing and promotional activities</li> <li>product updates</li> <li>purchasing of stock</li> <li>training programs</li> </ul>
Franchisee financial obligations	<p>May include:</p> <ul style="list-style-type: none"> <li>payment schedules</li> <li>fixed price</li> <li>percentage of turnover</li> <li>percentage of income</li> </ul>
Ongoing management of franchise	<p>May include:</p> <ul style="list-style-type: none"> <li>planning for life of agreement</li> <li>planning for extinction of agreement</li> </ul>

<b>Evidence Guide</b>	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• implementing processes to manage the relationship between franchisor and self</li> <li>• identifying and resolving disputes</li> <li>• financial planning to meet franchisor requirements</li> <li>• knowledge of relevant legislation, codes of practice and national standards</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• occupational health and safety (OHS) requirements: <ul style="list-style-type: none"> <li>➤ specific to nature and type of franchise</li> <li>➤ generic to all workplaces</li> <li>➤ specific to own safety such as manual handling</li> </ul> </li> <li>• legislation, codes of practice and national standards, for example: <ul style="list-style-type: none"> <li>➤ Franchising Code of Conduct</li> <li>➤ legislation covering fire safety, OHS, employment of staff, company law and fair trading</li> <li>➤ required permits (under federal and regional governments and local authorities regulations and legislation)</li> </ul> </li> <li>• franchise specific obligations as per franchise agreement, specifically financial obligations</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• culturally appropriate communication to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• communication and negotiation to resolve disputes</li> <li>• problem-solving to address disputes arising in the course of business operations</li> </ul>
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	<p>Competency may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Tourism Management Level V	
Unit Title	Manage a Franchise Operation
Unit Code	<a href="#">CST TOM5 09 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage a franchise operation.

Elements	Performance Criteria
1. Establish procedures for managing a franchise operation	1.1. Determine obligations of both parties under franchising agreement 1.2. Develop procedures for ensuring compliance with <b>franchising obligations</b> and <b>legislative requirements</b> 1.3. Develop and communicate to franchises <b>reporting requirements</b> for franchisees
2. Implement procedures for managing a franchise operation	2.1. Implement procedures for franchises to ensure compliance with franchising obligations and legislative requirements 2.2. Identify instances of non-compliance and act upon them in conjunction with franchises 2.3. Monitor reports from franchises for completeness, accuracy and timeliness of submission 2.4. Identify potential disputes with franchises and take action to resolve potential disputes before they eventuate 2.5. Resolve disputes that eventuate and reach an agreed settlement within established procedures as documented in the Franchising Code of Conduct
3. Review a franchise operation	3.1. Use monitoring of franchises to inform review process for franchise operation 3.2. Identify improvements in franchise operation and management of franchises from monitoring franchises' business operations 3.3. Make recommendations to improve the effectiveness of the franchise operation and individual franchises

Variable	Range
Franchising obligations	May include: <ul style="list-style-type: none"> <li>• fees and pricing structures</li> <li>• franchise corporate image requirements and branding</li> <li>• merchandising requirements</li> <li>• quality assurance requirements</li> </ul>

	<ul style="list-style-type: none"> <li>• reporting of income, sales and turnover</li> <li>• stock control and inventory requirements, and reporting of this information</li> </ul>
Legislative requirements	<p>May include:</p> <ul style="list-style-type: none"> <li>• Ethiopian Customs and Revenue Authority requirements, including requirements to register as a business and obtain a trade license from the Ministry of Trade and Investment Agency</li> <li>• Dangerous Goods Act requirements</li> <li>• fire regulations</li> <li>• food safety requirements</li> <li>• Liquor Licensing Act requirements</li> <li>• local authority planning and land use zoning regulations</li> <li>• OHS requirements</li> <li>• other legislative requirements specific to the nature and type of franchise</li> <li>• relevant permits, licences and completion of training programs such as in safe food handling</li> <li>• requirements under employment legislation</li> </ul>
Reporting requirements	<p>May include:</p> <ul style="list-style-type: none"> <li>• accident and incident reporting and recording</li> <li>• customer numbers and turnover</li> <li>• income, expenditure and other financial reports</li> <li>• stock levels and inventory control</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• documenting franchising agreement, including franchisee obligations</li> <li>• taking action to ensure franchisee compliance with obligations and addressing non-compliance</li> <li>• improving franchise operations based on feedback and monitoring activities</li> <li>• knowledge of relevant legislation, codes of practice and national standards</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• legislation, codes of practice and national standards relating to occupational health and safety (OHS), company law, fair trading and other areas specific to the franchise operation</li> <li>• Franchising Code of Conduct</li> <li>• franchise specific obligations: <ul style="list-style-type: none"> <li>➤ as per franchise agreement</li> <li>➤ as per updates and amendments to the agreement over time</li> </ul> </li> </ul>

Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• culturally appropriate communication to relate to people from diverse backgrounds and people with diverse abilities</li> <li>• marketing to promote new franchises</li> <li>• problem-solving to resolve issues in commencement of operations and new franchises</li> <li>• communication and negotiation to address potential disputes</li> <li>• analysis skills to monitor and review franchise performance</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting



Occupational Standard: Tourism Management Level V	
Unit Title	Manage Workplace Diversity
Unit Code	<a href="#">CST TOM5 10 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to provide leadership in a diverse workplace where customers and staff are from a wide range of backgrounds. It builds and reflects the importance of managing diversity in the workplace.

Elements	Performance Criteria
1. Encourage respect for diversity in the workplace.	<p>1.1 Provide a role model for others through individual behaviour that demonstrates respect for <b>diversity</b>.</p> <p>1.2 Develop <b>work practices</b> and undertake planning in a manner that shows respect for workplace diversity.</p> <p>1.3 Assist and coach colleagues in ways of accepting diversity in relation to customers and other colleagues.</p> <p>1.4 Initiate open communication and discussion about diversity issues among colleagues and team members.</p>
2. Use diversity as an asset.	<p>2.1 Recognise and use the skills of a diverse workforce to enhance organisation performance.</p> <p>2.2 Promote the <b>benefits of productive diversity</b> to colleagues.</p> <p>2.3 Seek out information about emerging approaches to diversity and integrate into current work practice.</p>
3. Deal with problems arising from diversity issues.	<p>3.1 Recognise workplace <b>problems that arise from diversity issues</b> promptly and take action to resolve the situation.</p> <p>3.2 Identify training needs related to diversity issues and take appropriate action.</p> <p>3.3 Use coaching and mentoring to assist colleagues to work successfully in a diverse environment.</p>

Variable	Range
Diversity is referred to here in its broadest sense and	<p>May be related to:</p> <ul style="list-style-type: none"> <li>• race</li> <li>• language</li> <li>• special needs</li> <li>• family structure</li> <li>• gender</li> </ul>

	<ul style="list-style-type: none"> <li>• age</li> </ul>
Work practices that reflect respect for diversity	<p>May include:</p> <ul style="list-style-type: none"> <li>• acknowledgment of religious and cultural celebrations</li> <li>• appropriate allocation of duties to particular staff members</li> <li>• culturally appropriate mixing of staff</li> <li>• training in culturally appropriate communication</li> <li>• consideration of customers with special needs</li> </ul>
Benefits of productive diversity	<p>May include:</p> <ul style="list-style-type: none"> <li>• multilingual workforce</li> <li>• workforce that reflects the diversity of the customer base</li> <li>• improved cross-cultural communication</li> <li>• education of the workforce in relation to greater understanding of diversity</li> <li>• removal of prejudice</li> <li>• different perspectives on problem-solving</li> <li>• increased trade with other countries or cultures</li> <li>• more interesting work environments</li> </ul>
Problems that arise from diversity issues	<p>May include:</p> <ul style="list-style-type: none"> <li>• communication challenges</li> <li>• conflicting beliefs and values in the workplace</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• understanding of the role of leaders and managers in encouraging diversity</li> <li>• knowledge of cross-cultural communication techniques as they apply to leaders and managers</li> <li>• knowledge of specific cultural issues that may apply in a particular industry context</li> <li>• ability to apply knowledge and understanding of diversity issues to specific workplace situations</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• specific diversity issues that apply to the relevant industry context and contribute to the industry's progress, including benefits of productive diversity</li> <li>• current and emerging views and approaches on managing workplace diversity</li> <li>• potential scope of the term diversity</li> <li>• how diversity may affect workplace operations</li> <li>• legal issues that relate to diversity, including equal employment opportunity (EEO)</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• cross-cultural communication with specific reference to the roles of leaders and managers, including cross-cultural communication for: <ul style="list-style-type: none"> <li>➤ conflict resolution</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ negotiation</li> <li>➤ motivation</li> <li>• problem-solving to address diversity issues and challenges at a leadership level</li> <li>• literacy to interpret a wide range of information dealing with complex ideas and concepts</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competency may be assessed through: <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Read and Write Workplace Documents in Two International Languages in Addition to English
Unit Code	<a href="#">CST TOM5 11 0912</a>
Unit Descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to carry out both predictable and non-routine and varied communication in tourism and hospitality workplaces in two international languages other than English involving daily transactions and interactions. It covers the reading and writing skills required to provide customer service at work place, conduct negotiations at a functional level, and establish and maintain customer relations.</p> <p>This unit can be used for training delivery and assessment of written communication proficiency in any international languages other than English. There is no direct parity with any formal language proficiency ratings or assessment framework.</p>

Elements	Performance Criteria
1. Correspond with customers and colleagues.	<p>1.1 Use appropriate <b><i>courtesy expressions to extend interactions</i></b> by references to customers' and colleagues' comfort and satisfaction.</p> <p>1.2 Provide any required appropriate written information about personal job roles and responsibilities.</p> <p>1.3 Provide explanations of problems and their cause, and elaborate on detail and offer apologies when required.</p> <p>1.4 Provide further assistance according to the business of the workplace to ensure full service is provided.</p> <p>1.5 Courteously request further information from customers or colleagues in order to satisfy their needs.</p> <p>1.6 Provide full and clear information to customers and colleagues.</p> <p>1.7 Support communication with comments on topical familiar matters, workplace business and events.</p>
2. Provide detailed information and advice.	<p>2.1 Identify and understand the need for <b><i>detailed information and advice</i></b>.</p> <p>2.2 Convey detailed information and advice using vividly written statements as necessary to <b><i>communicate</i></b>.</p> <p>2.3 Clarify all communications to avoid misunderstanding and to explain difficult points.</p> <p>2.4 Use <b><i>workplace documents, materials and other</i></b></p>

	<b>references</b> if required.
3. Respond to unpredictable situations and problems.	<p>3.1 Provide appropriate advice in response to requests, <b>unpredictable situations and problems</b>.</p> <p>3.2 Identify need for and seek assistance from others in order to better respond to the situation or problem.</p> <p>3.3 Accurately identify the nature and key facts of any problems and provide an appropriate solution by consulting and openly communicating with appropriate parties.</p> <p>3.4 Respond to all conflicts and complaints promptly with sensitive expressions and in keeping with the social and cultural conventions.</p> <p>3.5 Convey appropriate apologies and expressions of regret for the situation.</p>
4. Conduct negotiations at a functional level.	<p>4.1 Facilitate exchange of <b>negotiations at a functional level</b> through key information and agreement on details, including personnel, dates, quantities, products and services.</p> <p>4.2 Provide appropriate explanations about products and services.</p> <p>4.3 Achieve mutual understanding and agreement.</p>

Variable	Range
Courtesy expressions to extend interactions	<p>May relate to:</p> <ul style="list-style-type: none"> <li>questioning about needs and preferences</li> <li>correspondences about topical matters</li> <li>offers of additional assistance</li> </ul>
Detailed information and advice	<p>May relate to:</p> <ul style="list-style-type: none"> <li>workplace and local facilities, locations, guiding, activities and events</li> <li>roles and responsibilities of support personnel</li> <li>food and beverage products and services</li> <li>functions, meetings and event services</li> <li>tourism products and services</li> <li>workplace health and security</li> <li>shopping locations, including post office</li> <li>medical and emergency services</li> <li>timetables and itineraries</li> </ul>
Communicate	<p>Must include:</p> <ul style="list-style-type: none"> <li>providing information about the workplace</li> </ul>

	<ul style="list-style-type: none"> <li>conducting product and service transactions</li> <li>responding queries about products and services</li> <li>providing specialised assistance within the scope of responsibility</li> </ul>
Workplace documents, materials and other references	<p>May include:</p> <ul style="list-style-type: none"> <li>brochures, magazines, newspapers and price lists</li> <li>signs, maps, diagrams, forms, labels and tickets</li> <li>pamphlets, timetables, charts, price tags and menus</li> <li>tour documentation and tickets</li> <li>booking conditions</li> <li>invoices</li> </ul>
Unpredictable situations and problems	<p>May include:</p> <ul style="list-style-type: none"> <li>lost luggage and stolen property</li> <li>lost people</li> <li>delays to vacation schedule, and changes and errors in itinerary</li> <li>service quality issues, such as special dietary needs and dissatisfaction with room, room service or food</li> <li>medical emergencies and minor injuries</li> <li>breaches in security and workplace health and safety rules</li> <li>non-functioning equipment</li> <li>lack of other guests' awareness and knowledge of social and cultural conventions</li> </ul>
Negotiations at a functional level	<p>May relate to arrangements for:</p> <ul style="list-style-type: none"> <li>conferences and functions</li> <li>tours, guiding, cruises and visits to theme parks</li> <li>accommodation</li> <li>restaurant services, including food and beverage</li> <li>entertainment and shopping</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>ability to use a range of extended written communication skills effectively in descriptive statements</li> <li>ability to use clarification techniques to clarify requirements, solve problems and conflict, and reassure customers and colleagues</li> <li>ability to communicate constructively and sensitively in two international languages other than English to solve problems and conflict, and reassure customers and colleagues in a particular workplace</li> </ul>

Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• key information and information sources relating to the particular tourism or hospitality circumstance</li> <li>• key information and standard procedures specific to negotiating in relation to operations and functions in a particular workplace</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• cross-cultural communication to participate in non-routine and varied communication situations</li> <li>• communication and interpersonal to allow for positive and courteous interactions with customers</li> <li>• positive and effective written communicative and interactive techniques to establish rapport, provide detailed information and advice, be responsive to customers and deal with the needs of a particular workplace relevant to the languages being assessed</li> <li>• problem solving and conflict resolution techniques</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Manage Projects
Unit Code	<a href="#">CST TOM5 12 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage all aspects of a complex project, including project planning, monitoring and evaluation.

Elements	Performance Criteria
1. Confirm project.	<p>1.1 Confirm <b>project objectives and scope</b> in consultation with appropriate <b>stakeholders</b>.</p> <p>1.2 Evaluate financial viability of project through analysis of <b>key factors</b>.</p> <p>1.3 Determine and develop a resource strategy for project.</p> <p>1.4 Confirm <b>administrative structure</b> for project.</p>
2. Plan project.	<p>2.1 Develop an integrated <b>project management plan</b> using appropriate <b>project management tools</b> and communicate plan to appropriate colleagues.</p> <p>2.2 Allocate project responsibilities in agreement with others, and clearly communicate responsibilities to all involved.</p> <p>2.3 Identify <b>key project milestones</b> and communicate these to persons involved.</p> <p>2.4 Plan internal and external communications and <b>public relations and marketing approaches</b> together with appropriate colleagues.</p> <p>2.5 Consult and reach agreement on suitable project <b>evaluation methods</b>.</p>
3. Administer and monitor project.	<p>3.1 Implement project strategies and monitor them in conjunction with project team members.</p> <p>3.2 Provide <b>support and assistance</b> to team members as required.</p> <p>3.3 Use effective interpersonal communication to build trust and respect within the project team.</p> <p>3.4 Assess progress against project goals and review progress in consultation with project team members.</p> <p>3.5 Determine the need for additional project resources and take action accordingly.</p> <p>3.6 Implement <b>financial control systems</b> and monitor them according to project guidelines.</p>



	<p>3.7 Provide regular reports on project progress to appropriate colleagues and customers.</p> <p>3.8 Complete the project within agreed timelines.</p>
4. Evaluate project.	<p>4.1 Assess effectiveness of project at specified stages, using agreed <b><i>evaluation methods</i></b>.</p> <p>4.2 Take account of agreed goals and priorities when carrying out a project evaluation.</p> <p>4.3 Involve project team members, appropriate colleagues and customers in the project evaluation.</p> <p>4.4 Incorporate evaluation results into ongoing project management.</p> <p>4.5 Share information from project evaluation with appropriate colleagues and incorporate information into future planning.</p>

Variable	Range
Project objectives and scope	<p>May relate to:</p> <ul style="list-style-type: none"> <li>• overall business objectives</li> <li>• community or industry development objectives</li> <li>• specific outcomes required</li> <li>• levels of resourcing to be applied</li> <li>• how project relates to other internal and external projects and activities</li> </ul>
Stakeholders	<p>May include:</p> <ul style="list-style-type: none"> <li>• internal or external customers</li> <li>• organising committees</li> <li>• management</li> <li>• funding bodies</li> <li>• regulatory authorities</li> <li>• industry associations</li> </ul>
Key factors to determine financial viability of the project	<p>May include:</p> <ul style="list-style-type: none"> <li>• availability of short and long-term funding</li> <li>• cash flow issues</li> <li>• market feasibility</li> <li>• level of financial risk involved</li> <li>• cost-benefit analysis</li> <li>• impact on other aspects of operation</li> <li>• break-even points and profitability</li> </ul>
Administrative structure for the project	<p>May involve:</p> <ul style="list-style-type: none"> <li>• management</li> <li>• secretariat</li> <li>• consultants</li> <li>• contractors and suppliers</li> <li>• steering committee</li> </ul>

	<ul style="list-style-type: none"><li>• advisory and reference groups</li><li>• consultative groups</li></ul>		
Project management plan	May include: <ul style="list-style-type: none"><li>• goals and outcomes</li><li>• selection or tendering process</li><li>• personnel</li><li>• budget</li><li>• stages</li><li>• timeframes</li><li>• key milestones</li><li>• internal and external communication processes and channels</li><li>• sponsors</li><li>• risk management and contingency plans</li><li>• quality assurance</li><li>• consultation strategies</li><li>• reporting requirements</li><li>• marketing</li></ul>		
Project management tools	May include: <ul style="list-style-type: none"><li>• project management software</li><li>• planning tools, such as Gantt charts, critical path and etc.</li></ul>		
Key project milestones	May relate to: <ul style="list-style-type: none"><li>• stages</li><li>• outcomes</li><li>• reporting requirements</li></ul>		
Public relations and marketing approaches are those directly relevant to the project, including:	<ul style="list-style-type: none"><li>• providing advice and information to clients, funding bodies and stakeholders</li><li>• developing and publishing reports</li><li>• developing and distributing brochures, flyers and other marketing materials</li><li>• communicating to public and stakeholders via mass media</li></ul>		
Evaluation methods may be internal or external and	May include: <ul style="list-style-type: none"><li>• customer and stakeholder feedback</li><li>• client or funding body evaluation</li><li>• surveys and questionnaires</li><li>• pilots and trials</li><li>• long-term monitoring strategies</li></ul>		
Support and assistance	May include: <ul style="list-style-type: none"><li>• informal coaching and feedback</li><li>• formal training opportunities</li><li>• moderation and joint planning sessions</li><li>• regular meetings and briefings</li><li>• representing the team's interests in wider forums</li><li>• additional resources</li></ul>		
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Financial control systems	May include: <ul style="list-style-type: none"> <li>established organisational systems</li> <li>project-specific systems</li> </ul>
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Evidence Guide	
Critical aspects of Competence	Evidence of the following is essential: <ul style="list-style-type: none"> <li>ability to effectively plan, administer, monitor and evaluate a tourism or hospitality-based project, including evidence of skills in planning, administration, financial management and leadership</li> <li>ability to apply understanding of the critical aspects of effective project management</li> <li>management of a multifaceted, complex industry-based project that reflects real industry practice and is completed within a specified timeframe</li> </ul>
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: <ul style="list-style-type: none"> <li>project management processes, the project life-cycle and relationship between project stages</li> <li>administrative structures and processes required for successful project planning and implementation, including the range of documentation required to support the project</li> <li>in-depth knowledge of nature of the project being managed, including internal and external issues to be considered</li> <li>risk management processes and issues applicable to project in general and to projects in a particular workplace context</li> <li>OHS requirements that may impact on project management</li> <li>project planning and control procedures</li> </ul>
Underpinning Skills	Demonstrates skills to: <ul style="list-style-type: none"> <li>planning and organisational to allow for the complete management of a complex project and all its facets</li> <li>problem-solving to allow for the development of contingency management plans and to anticipate a wide range of unpredictable problems and operational challenges</li> <li>communication and leadership to lead and motivate a project team effectively, and to liaise and negotiate with a wide range of diverse stakeholders</li> <li>literacy to interpret and develop a wide range of documentation dealing with complex ideas and management issues</li> <li>numeracy to manage budgets</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competency may be assessed through: <ul style="list-style-type: none"> <li>Interview / Written Test / Oral Questioning</li> <li>Observation / Demonstration</li> </ul>

Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting
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Occupational Standard: Tourism Management Level V	
Unit Title	Manage Business Risk
Unit Code	<a href="#">CST TOM5 13 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to actively identify risks to business operations, assess the associated consequences and take measures to eliminate or control the risk. It requires the ability to monitor business risks on an ongoing basis.

Elements	Performance Criteria
1. Identify risks to business operations.	<p>1.1 Determine <b>operational objectives</b> through consultation with <b>key people</b> and by referring to available <b>information sources</b> and use this as the basis for identifying, assessing and controlling risks to the organisation or activity.</p> <p>1.2 Develop or access <b>a business risk identification and assessment tool or template document</b> which incorporates <b>assessment criteria</b> for assessing risks and consequences.</p> <p>1.3 Use appropriate <b>methods to identify foreseeable risk</b> that has the potential to adversely affect operational activities.</p> <p>1.4 Ensure that risk assessment processes are a key component of all operational activities.</p> <p>1.5 Involve <b>other people</b> in the risk identification process and integrate the perspective of key people.</p> <p>1.6 Produce <b>clear documents that outline identified risks</b> to allow for a full assessment.</p>
2. Assess risks to business operations.	<p>2.1 Refer to identified and documented <b>risks</b>, consult with and involve key people to achieve broad input into the risk assessment process.</p> <p>2.2 Use a systematic and <b>four-staged hierarchical process model</b> to conduct the risk assessment.</p> <p>2.3 Use established <b>assessment criteria</b> for assessing risks and consequences.</p> <p>2.4 Prepare clear <b>documentation of the outcome of risk assessment</b> and proposed control actions.</p>
3. Eliminate or control the business risk.	<p>3.1 Assess the organisation's <b>capability to eliminate or control risk</b> and determine specific control measures.</p> <p>3.2 Develop and document contingency plans for risk elimination, minimisation or control and communicate these</p>

	<p>to key people involved in the operational activity.</p> <p>3.3 Implement control measures according to individual level of responsibility or refer to appropriate personnel for permission or further action.</p> <p>3.4 Eliminate risk where possible or take action to control and minimise the risk.</p> <p>3.5 Continuously monitor specific risks and controls to ensure effectiveness of control method.</p> <p>3.6 Regularly monitor low or accepted risks for any unacceptable consequences.</p>
4. Monitor and evaluate business risk management practices.	<p>4.1 Continuously monitor operational activities for a changing risk profile and identify, assess and control business risks on an ongoing basis.</p> <p>4.2 Make evaluation of specific risk controls a key component of all operational activity reviews.</p> <p>4.3 Consult with a range of key people to elicit feedback on the effectiveness of all risk management practices.</p> <p>4.4 Identify inadequacies in risk management practices, develop, implement, document and communicate improvements to risk management practices.</p>

Variable	Range
Operational objectives	<p>May include:</p> <ul style="list-style-type: none"> <li>• business or operational objectives relating to: <ul style="list-style-type: none"> <li>➤ client of the organisation</li> <li>➤ department within an organisation</li> <li>➤ whole of the organisation</li> <li>➤ particular project</li> <li>➤ particular event or community activity</li> </ul> </li> <li>• meeting budget</li> <li>• minimising losses</li> <li>• making a business profit</li> <li>• meeting project deadlines</li> <li>• staging an event or community activity successfully</li> <li>• successful project outcomes</li> </ul>
Key people	<p>May include:</p> <ul style="list-style-type: none"> <li>• colleagues, including: <ul style="list-style-type: none"> <li>➤ peers</li> <li>➤ supervisors</li> <li>➤ managers</li> </ul> </li> <li>• clients</li> <li>• contractors</li> <li>• participants and performers</li> </ul>

	<ul style="list-style-type: none"> <li>• venue and facility managers</li> <li>• industry association personnel</li> <li>• legal representatives</li> <li>• business accountants</li> <li>• insurance brokers</li> <li>• specialist or technical advisers</li> <li>• government authorities</li> </ul>
Information sources	<p>May include:</p> <ul style="list-style-type: none"> <li>• business plans</li> <li>• operational plans</li> <li>• project plans</li> <li>• marketing plans</li> <li>• tender, proposal or bid documents</li> <li>• customer quotations</li> <li>• discussions with colleagues or clients</li> <li>• group workshops or brainstorming</li> <li>• incident reports</li> <li>• industry association reports and articles</li> <li>• media reports and articles</li> <li>• observation checklists</li> <li>• surveys</li> </ul>
A business risk identification tool or template document and assessment criteria	<p>May include:</p> <ul style="list-style-type: none"> <li>• self-designed tools and assessment criteria</li> <li>• tools and templates developed: <ul style="list-style-type: none"> <li>➤ by external consultancy services</li> <li>➤ by industry associations for use by member businesses</li> <li>➤ by the organisation as part of a risk management system</li> <li>➤ for public use and found within business management manuals</li> </ul> </li> <li>• assessment criteria nominated in Australian standards</li> </ul>
Methods to identify foreseeable risk	<p>May include:</p> <ul style="list-style-type: none"> <li>• audit of operational activity</li> <li>• interview and discussion</li> <li>• investigation of an incident with a negative result</li> <li>• monitoring of operational activity</li> <li>• observation of business, project or client activities</li> <li>• review of incident reports and registers</li> <li>• review of information sources, such as plans and reports</li> <li>• review of global or local reports and media discussions that identify critical economic, social, terror-related, war-related or health issues</li> </ul>
Clear documents that outline identified risks and documentation of the outcome of	<p>May include:</p> <ul style="list-style-type: none"> <li>• checklist</li> <li>• completed risk identification and assessment report or checklist, such as a tool or template document</li> <li>• comprehensive file notes</li> <li>• correspondence with customer, supplier or specialist adviser</li> </ul>

the assessment	<ul style="list-style-type: none"> <li>• report</li> <li>• meeting notes or minutes</li> <li>• action plan</li> </ul>
Risks	<p>May involve:</p> <ul style="list-style-type: none"> <li>• product failure</li> <li>• failure of marketing program</li> <li>• competitor activity</li> <li>• damage to property or equipment</li> <li>• system or equipment failure</li> <li>• financial loss</li> <li>• industrial dispute</li> <li>• inability to provide business or operational activity with appropriate human, financial or physical resources</li> <li>• natural disasters</li> <li>• political events</li> <li>• civil uprising</li> <li>• terrorism</li> <li>• world or local health events or epidemics</li> <li>• professional incompetence</li> <li>• non-compliance with industry or legal requirements</li> <li>• security breaches or failures</li> <li>• change of client or customer requirements</li> </ul>
Four-staged hierarchical process model	<p>Must include:</p> <ul style="list-style-type: none"> <li>• identifying the consequences that could result from the identified risk</li> <li>• determining the exposure to the risk</li> <li>• estimating the probability that negative impacts will occur</li> <li>• determining an overall risk level for the identified issue, identifying risk level as: <ul style="list-style-type: none"> <li>➤ low</li> <li>➤ accepted</li> <li>➤ medium</li> <li>➤ high</li> </ul> </li> </ul>
Capability to eliminate or control risk	<p>May include:</p> <ul style="list-style-type: none"> <li>• access to accurate information</li> <li>• expertise within the organisation to determine and implement appropriate control measures</li> <li>• legal liability</li> <li>• financial or other resource constraints on implementing sufficient control measures</li> </ul>

## Evidence Guide



Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>project or work activities that show the candidate's ability to systematically identify risks to business operations, assess the associated consequences and take measures to control the risks for a given service industry operation</li> <li>ability to develop or access and use business risk identification and assessment template</li> <li>project or work activities conducted over a commercially realistic period of time so that the monitoring and evaluation aspects of business risk can be assessed</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>broad and working knowledge of risk management systems or practices</li> <li>the way business risk management practices link with other management systems</li> <li>context of risk assessment within the overall operation of the business or activity</li> <li>key principles and elements of risk assessment processes</li> <li>appropriate risk identification or assessment templates, and their format and use</li> <li>range of techniques for assessing risks, such as the four-staged hierarchical process model</li> <li>broad and working knowledge of industry and legal compliance requirements</li> <li>broad and working knowledge of consultative mechanisms commonly used by organisations</li> <li>common risk control measures</li> <li>organisational activities and capabilities</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>ability to access appropriate risk identification or assessment templates</li> <li>high-level communication to communicate and consult with key people on issues of business risk identification, assessment and control</li> <li>literacy to read and interpret complex business management materials, such as business plans, marketing plans and reports that relate to managing business risks; and write risk identification, assessment and control documents</li> <li>critical thinking to allow for a rational and logical evaluation of the business risk and to apply or suggest effective controls while incorporating the views of other people consulted</li> </ul>
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>Interview / Written Test / Oral Questioning</li> <li>Observation / Demonstration</li> </ul>

Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting
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Occupational Standard: Tourism Management Level V	
Unit Title	Develop and Manage Marketing Strategies
Unit Code	<a href="#">CST TOM5 14 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to develop and manage marketing strategies, including developing a marketing plan. The actual conduct of activities that generally takes place within the framework of marketing plans is covered in various other units such as Coordinate production of brochures and marketing materials, and Coordinate marketing activities.

Elements	Performance Criteria
1. Collect and analyse information on the internal business environment.	<p>1.1 Identify and confirm core activities, customer base, business values and current business direction.</p> <p>1.2 Identify and analyse <b>information</b> on current and past marketing and its effectiveness.</p> <p>1.3 Review performance information from all areas of the business to identify strengths, weaknesses and critical success factors.</p> <p>1.4 Identify and record current <b>capabilities and resources</b>, including the need for specialist assistance.</p> <p>1.5 Identify any under-performing products and services and analyse and report on reasons for under-performance.</p> <p>1.6 Record and report information according to organisation requirements.</p>
2. Collect and analyse information on the external business environment.	<p>2.1 Identify and analyse information on expected market growth or decline with associated risk factors.</p> <p>2.2 Record and analyse projected changes in the labour force, population and economic activity.</p> <p>2.3 Gather and analyse <b>comparative market information</b>.</p> <p>2.4 Identify and analyse industry and customer <b>trends and developments</b>, including emerging issues and technology.</p> <p>2.5 Identify and analyse legal, ethical and environmental constraints of the market and potential business impacts.</p> <p>2.6 Record and report information according to organisation requirements.</p>

3. Develop marketing strategies.	<p>3.1 Identify and analyse specific opportunities based on internal and external market analysis.</p> <p>3.2 Develop marketing strategies that are consistent with direction, values and business plans of the organisation.</p> <p>3.3 Ensure marketing strategies meet <b>legal and ethical constraints</b>.</p> <p>3.4 Develop strategies in consultation with key stakeholders.</p>
4. Prepare marketing plan.	<p>4.1 Formulate marketing plan to clearly communicate all priorities, responsibilities, timelines and budgets.</p> <p>4.2 Provide timely opportunities for colleagues to contribute to marketing plan.</p> <p>4.3 Submit marketing plan for approval where appropriate according to organisation policy.</p>
5. Implement and monitor marketing activities.	<p>5.1 Implement and monitor activities detailed in the plan in a cost-efficient manner and according to schedule and contingencies.</p> <p>5.2 Produce marketing reports according to organisation policy.</p> <p>5.3 Share information on marketing activities with operational staff to maintain awareness of current organisation focus.</p>
6.	<p>6.1 Evaluate marketing activities using agreed methods and benchmarks.</p> <p>6.2 Make adjustments according to evaluation.</p> <p>6.3 Communicate and implement agreed changes promptly.</p>

Variable	Range
Sources of information	<p>May include:</p> <ul style="list-style-type: none"> <li>• peers</li> <li>• internet</li> <li>• official statistics</li> <li>• government agencies</li> <li>• industry associations</li> <li>• business advisory services</li> <li>• financial institutions</li> <li>• industry publications</li> </ul>
Capabilities and resources	<p>May include:</p> <ul style="list-style-type: none"> <li>• human resources</li> <li>• financial resources</li> <li>• equipment capacity</li> <li>• staff skill levels</li> <li>• hours of operation</li> <li>• communication capabilities</li> </ul>

	<ul style="list-style-type: none"> <li>• location and position</li> <li>• e-business capacity</li> </ul>
Comparative market information	May include: <ul style="list-style-type: none"> <li>• best practice information</li> <li>• benchmarking</li> <li>• competitor information</li> </ul>
Trends and developments	May be: <ul style="list-style-type: none"> <li>• economic</li> <li>• ecological and environmental</li> <li>• government activities</li> <li>• social and cultural</li> <li>• demographic</li> <li>• technological</li> <li>• industrial</li> </ul>
Legal and ethical constraints	May include: <ul style="list-style-type: none"> <li>• legislation</li> <li>• regulations</li> <li>• codes of practice</li> <li>• cultural expectations and influences</li> <li>• social responsibilities, such as protection of children and environmental protection</li> </ul>

Evidence Guide	
Critical aspects of Competence	Evidence of the following is essential: <ul style="list-style-type: none"> <li>• ability to develop a marketing strategy and plan for a specific tourism or hospitality product, service or organisation that identify current and relevant industry organisation marketing issues and include a detailed, realistic implementation program</li> <li>• knowledge and understanding of specific implementation and monitoring issues</li> <li>• project or work activities conducted over a period of time to allow the candidate to develop and implement a marketing strategy for a given product or service</li> <li>• development and implementation of a marketing strategy that targets and involves individuals or businesses with a genuine interest or potential in purchasing the product or service</li> </ul>
Underpinning Knowledge and Attitudes	Demonstrates knowledge of: <ul style="list-style-type: none"> <li>• data collection tools and research methodologies of particular relevance to marketing</li> <li>• marketing planning techniques and formats</li> <li>• internal and external issues that impact on market planning in a given industry context</li> <li>• in-depth knowledge of industry marketing and distribution networks in the relevant context</li> </ul>

	<ul style="list-style-type: none"> <li>• legal issues that impact on marketing activities including Trade Practices and Fair Trading legislation</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• research and analytical to analyse internal and external business environments</li> <li>• planning and organisational to implement the marketing plan</li> <li>• literacy to analyse a wide range of complex market and business information from varied sources</li> <li>• numeracy to develop marketing resource strategies and scenarios</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Plan and Develop Ecologically Sustainable Tourism Operations
Unit Code	<a href="#">CST TOM5 15 0912</a>
Unit Descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to strategically plan ecologically sustainable tourism operations. It also requires the ability to establish and operate an ecologically sustainable tourism operation and to monitor any environmental impact it may have.</p> <p>The work involved in this unit is subject to a range of regulatory requirements that relate to environmental sustainability at land management agency and federal, regional, and local government level. Therefore, training and assessment must take into account the specific requirements of environmental legislation as it applies to the product or destination.</p>

Elements	Performance Criteria
1. Plan for ecologically sustainable tourism operations.	<p>1.1 Include an evaluation of the relationship between tourism and the environment in the planning process.</p> <p>1.2 Conduct a cost versus yield evaluation of establishing and operating the operation on an ongoing basis according to industry and ecotourism codes and legislation.</p> <p>1.3 Incorporate into the planning process the need for an economic or social return to the local community.</p> <p>1.4 Conduct <b>a range of evaluations</b> prior to any decision to establish the operation.</p> <p>1.5 Investigate and incorporate into the planning process <b>methods of managing tourism impact</b> and protecting vulnerable sites.</p> <p>1.6 Consult all <b>stakeholders</b> and incorporate their views into the planning process.</p> <p>1.7 Develop strategies to balance ecological sustainability and the economic viability of the operation.</p> <p>1.8 Base development decisions on the information obtained in the evaluation and planning process.</p>
2. Develop and implement ecologically sustainable tourism operations.	<p>2.1 Develop and implement courses of action and systems to limit <b>negative environmental impacts</b> and damage.</p> <p>2.2 Establish and integrate best practice environmental standards in the operation.</p> <p>2.3 Identify and use appropriate technology for environmental</p>

	<p>best practice.</p> <p>2.4 Develop environmentally-friendly codes of practice for all aspects of the operation and for customer use.</p> <p>2.5 Conduct operations according to ecologically sustainable practices, guidelines provided by industry and ecotourism codes of practice and requirements of the law.</p> <p>2.6 Promote environmental awareness within the tourism industry and to customers.</p>
3. Monitor environmental impact of operations.	<p>3.1 Monitor and assess environmental impact of operations as part of regular management reviews.</p> <p>3.2 Continuously monitor compliance with industry and ecotourism codes and legislative requirements.</p> <p>3.3 Initiate appropriate follow-up action based on assessment of environmental impact and compliance.</p>

Variable	Range
Range of evaluations prior to establishing the operation	<p>May involve:</p> <ul style="list-style-type: none"> <li>• a complete environmental impact study</li> <li>• evaluation of: <ul style="list-style-type: none"> <li>➤ sites</li> <li>➤ the social impact on local communities</li> <li>➤ the operation's ability to comply with industry and ecotourism codes of practice</li> <li>➤ the operation's ability to comply with environmental and community protection laws</li> </ul> </li> </ul>
Methods of managing tourism impact	<p>May include:</p> <ul style="list-style-type: none"> <li>• limits of acceptable change</li> <li>• zoning</li> <li>• exclusion</li> <li>• community consultation and involvement</li> <li>• tourism development plans</li> <li>• scheduling</li> <li>• consideration of optimal weather conditions and seasons</li> <li>• selection of most appropriate transport modes</li> <li>• education</li> <li>• size of operation and group size</li> </ul>
Stakeholders	<p>May include:</p> <ul style="list-style-type: none"> <li>• host community where the operation is to take place</li> <li>• investors</li> <li>• federal, regional and local government authorities</li> <li>• land management and protection authorities, such as national parks</li> <li>• consumer representatives</li> <li>• suppliers of environmentally-friendly products</li> </ul>



Negative environmental impacts	<p>May include:</p> <ul style="list-style-type: none"> <li>• disturbance of flora and fauna</li> <li>• physical damage</li> <li>• introduction of exotic and feral species</li> <li>• pollution</li> <li>• waste, energy and consumable demands and issues</li> <li>• visual impacts</li> <li>• Bio-piracy</li> </ul>
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Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• ability to strategically plan for, establish and operate an ecologically sustainable tourism operation and to monitor any environmental impact</li> <li>• project or work activities conducted over a commercially realistic period of time so that the planning, evaluation and monitoring aspects of the operations can be assessed</li> <li>• ability to critically analyse all information that relates to the product development phase</li> <li>• knowledge of the current range of legislation, regulations and industry codes and ability to interpret the requirements as they relate to the tourism operation</li> <li>• knowledge of minimal impact and environmental management strategies</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• the key characteristics of tourism trends, developments and the environmental impact of tourism</li> <li>• the key characteristics of global environmental issues and intricacies of local environmental issues</li> <li>• the intricacies of the social, cultural and economic aspects of the local host community</li> <li>• the objectives, components and comprehensive details of environmental and local community protection compliance requirements within federal, regional and local government laws and regulations</li> <li>• the objectives, components and comprehensive details of guidance given by industry and ecotourism codes of practice, especially that of the Ecotourism Associations</li> <li>• consultative and communication mechanisms commonly used by organisations to deal with sensitive ecological and community issues</li> <li>• the objectives and intricate details of minimal impact techniques</li> <li>• the intricate details of methods of managing tourism impacts</li> <li>• the intricate details of environmental management strategies and practices to acceptably balance ecological sustainability</li> </ul>

	and the economic viability of an operation
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• interpretation of environmental legislation and regulation imposed by relevant land management agencies and federal, state or territory, and local governments</li> <li>• interpretation of industry and ecotourism codes of practice</li> <li>• high-level communication skills to conduct comprehensive consultation with key stakeholders</li> <li>• critical thinking to facilitate rational and logical analysis of cost versus yield and other evaluations associated with planning the establishment of the tourism operation</li> <li>• literacy to read and interpret complex material describing environmental regulatory requirements and industry and ecotourism codes of practice</li> <li>• high-level written literacy to develop comprehensive plans for ecologically sustainable tourism operations, and operational and customer-focused codes of practice</li> <li>• numeracy to perform complex calculations when evaluating cost versus yield</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Plan and Develop Culturally Appropriate Tourism Operations
Unit Code	<a href="#">CST TOM5 16 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to plan strategically for culturally appropriate tourism operations. It requires the ability to plan, develop and operate a culturally appropriate tourism operation and to monitor its impact on local communities.

Elements	Performance Criteria
1. Plan for culturally appropriate tourism operations.	<p>1.1 Conduct a cost versus yield evaluation of establishing and operating the operation on an ongoing basis according to the local community's cultural considerations.</p> <p>1.2 Identify the full range of cultural issues at the commencement of the planning process.</p> <p>1.3 Consult individuals and communities about <b>cultural issues</b> that might affect the operation and how the operation might affect local community culture.</p> <p>1.4 Identify and analyse the economic and social <b>impact on the communities</b>.</p> <p>1.5 Identify the need for economic and social returns to local communities.</p> <p>1.6 Investigate and develop ways of managing and minimising negative tourism impact and maximising positive impact on the local culture.</p> <p>1.7 Develop strategies to balance cultural appropriateness and the economic viability of the operation.</p> <p>1.8 Base product development decisions on the information obtained in the evaluation and planning process, including the need for culturally appropriate operations.</p>
2. Develop and implement culturally appropriate tourism operations.	<p>2.1 Develop <b>codes of practice and procedures</b> for all aspects of the operation and for customer use that ensures that respect for cultural values is shown.</p> <p>2.2 Conduct operations according to established codes of practice.</p> <p>2.3 Encourage operational participation of individuals from the appropriate culture.</p> <p>2.4 Ensure that all customer activities are culturally appropriate.</p>

	<p>2.5 Share information with customers that is culturally appropriate and accurate and avoids cultural stereotyping.</p> <p>2.6 Consider copyright and intellectual property issues when developing the operation.</p> <p>2.7 Educate colleagues about other cultures and societies during the development process.</p> <p>2.8 Encourage culturally appropriate behaviors in colleagues and customers through education.</p> <p>2.9 Promote the need for culturally appropriate behaviour throughout the organisation and with customers.</p> <p>2.10 Use promotional and other materials to inform colleagues and customers about cultural issues.</p>
3. Monitor operations.	<p>3.1 Continuously monitor the standard of operations to ensure culturally appropriate practices are maintained.</p> <p>3.2 Conduct regular consultation with individuals and local communities as appropriate in order to obtain feedback on the operation.</p> <p>3.3 Deal with operational issues promptly and consider changes to continuously improve organisation practices.</p>

Variable	Range
Cultural issues	<p>May include:</p> <ul style="list-style-type: none"> <li>• culturally appropriate activities</li> <li>• use of cultural information</li> <li>• access restrictions</li> <li>• use of appropriate staff</li> <li>• traditional and contemporary values and customs</li> <li>• cultural differences in styles of negotiation and communication</li> </ul>
Impact on the communities	<p>May be:</p> <ul style="list-style-type: none"> <li>• positive: <ul style="list-style-type: none"> <li>➤ economic benefits to local community</li> <li>➤ improved local facilities</li> <li>➤ employment opportunities</li> <li>➤ cultural benefits</li> <li>➤ visitor education</li> <li>➤ greater understanding between host and visitor cultures</li> </ul> </li> <li>• negative: <ul style="list-style-type: none"> <li>➤ trivialisation of culture</li> <li>➤ effect on social structures</li> <li>➤ damage to culturally sensitive areas or sites</li> </ul> </li> </ul>

Codes of practice and procedures	<p>May relate to:</p> <ul style="list-style-type: none"> <li>• involving appropriate people in both product development and delivery</li> <li>• developing formal or informal guidance on appropriate staff and customer behaviour in given situations</li> <li>• selecting appropriate staff for different situations</li> <li>• guidelines for language skill requirements</li> <li>• specific guidance on the use of culturally sensitive information</li> <li>• guidance for negotiating contracts in cross-cultural situations</li> </ul>
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Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• ability to strategically plan for, develop and operate a culturally appropriate operation and to monitor the delivery of the product to ensure ongoing culturally appropriate behaviour</li> <li>• ability to integrate culturally appropriate practices into the product development phase</li> <li>• ability to critically analyse all information that relates to the product development phase</li> <li>• knowledge of strategies to manage and minimise negative tourism impact and maximise positive impact on the local culture</li> <li>• project or work activities conducted over a commercially realistic period of time so that the planning, evaluation and monitoring aspects of the operations can be assessed</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• general knowledge of the social, cultural and economic impact of tourism</li> <li>• cross-cultural awareness and in-depth understanding of the social, cultural and economic aspects of the local host community</li> <li>• in-depth knowledge of consultation and communication mechanisms commonly used by organisations and by the local host community</li> <li>• copyright and intellectual property issues associated with delivering information about local cultural issues</li> <li>• different ways in which organisations can foster culturally appropriate behaviour during product development and product delivery</li> <li>• ways of managing and minimising negative tourism impacts and maximising positive impacts on the local culture</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• high-level communication to conduct comprehensive and culturally appropriate consultation with local community</li> </ul>

	<p>stakeholders</p> <ul style="list-style-type: none"> <li>critical thinking to facilitate rational and logical analysis of cost versus yield and other evaluations associated with planning the establishment of the tourism operation</li> <li>high-level written literacy to develop comprehensive plans for culturally appropriate tourism operations, and operational and customer-focused codes of practice</li> <li>numeracy to perform complex calculations in evaluating cost versus yield</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>Interview / Written Test / Oral Questioning</li> <li>Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Assess Tourism Opportunities for Local Communities
Unit Code	<a href="#">CST TOM5 17 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to assess the general costs and benefits of tourism development with or on behalf of local communities. It requires the ability to seek all relevant information about potential tourism developments, critically analyse that information and make it available for community consensus and decision.

Elements	Performance Criteria
1. Seek and analyse information about tourism opportunities.	<p>1.1 Choose <b>appropriate communication methods</b>, consult the local <b>community</b> about the possibility of community involvement in tourism and seek agreement to investigate <b>tourism opportunities</b>.</p> <p>1.2 Gather information from the community on their proposed tourism products.</p> <p>1.3 Identify and access general <b>information sources</b> for tourism, tourism market trends and distribution and marketing networks.</p> <p>1.4 Identify product and service gaps within the local area and region and analyse the potential for future development, based on community proposals.</p> <p>1.5 Identify current market trends and the need for tourism products and services and analyse the potential for future development, based on community proposals.</p> <p>1.6 Identify distribution and marketing networks that would support the proposed tourism product and analyse the ability to successfully market the proposal.</p>
2. Liaise with external stakeholders.	<p>2.1 Establish and maintain contacts with relevant people outside the community.</p> <p>2.2 Exchange information and advice with <b>external stakeholders</b>.</p> <p>2.3 Consult external stakeholders on customer and tourism industry service and quality expectations for tourism products and services.</p> <p>2.4 Obtain information from other communities with experience in establishing and developing tourism products and use during analysis and consultation.</p>

	2.5 Seek specialist assistance from external individuals and organisations when required.
3. Analyse local community issues relevant to establishing tourism activities.	<p>3.1 Identify and analyse potential economic and social <b>impact on the community</b>.</p> <p>3.2 Identify and analyse the currently available infrastructure and infrastructure development required to support the delivery of tourism.</p> <p>3.3 Identify and analyse current skill levels and the need for training or specialist expertise.</p> <p>3.4 Identify and analyse potential conflicts between tourism and other community values.</p>
4. Consult with the community.	<p>4.1 Choose appropriate communication methods and conduct <b>consultation with the community</b> about opportunities and potential tourism developments.</p> <p>4.2 Provide the community with <b>relevant, current and accurate information</b> to facilitate informed debate and decisions.</p> <p>4.3 Invite external individuals and organisations to talk to the community where appropriate.</p>
5. Make decisions about tourism opportunities.	<p>5.1 Make decisions about tourism opportunities within the appropriate timeframe, taking into account all information that has been gathered and analysed.</p> <p>5.2 Make decisions that reflect the wishes of the community.</p> <p>5.3 Integrate information collected in the assessment process into future planning of tourism activities.</p>

Variable	Range
Appropriate communication methods	<p>May involve:</p> <ul style="list-style-type: none"> <li>• using interpreters</li> <li>• following cultural protocols</li> <li>• face-to-face meetings</li> <li>• limiting the amount of jargon and printed material and using as much visual information as possible</li> </ul>
Community	<p>May relate to:</p> <ul style="list-style-type: none"> <li>• traditional communities on ancestral lands</li> <li>• local residents in urban, regional or rural settings</li> <li>• extended families in urban or rural settings</li> <li>• small groups with common cultural links and interests</li> <li>• individuals who identify with and are accepted by a particular group</li> </ul>
Tourism opportunities	<ul style="list-style-type: none"> <li>• tourism retailing operations</li> <li>• tour operations</li> </ul>



cover the full range of tourism development opportunities, including:	<ul style="list-style-type: none"> <li>• attractions, events and festivals</li> <li>• accommodation development</li> <li>• visits to the community by external tour operators</li> <li>• community involvement in providing staff for external operations</li> <li>• community involvement in training for the tourism industry</li> </ul>
Information sources	<p>May include:</p> <ul style="list-style-type: none"> <li>• local, regional, state or territory, and federal tourism organisations</li> <li>• local regional, state or territory, and federal tourism and tourism marketing plans</li> <li>• other government agencies</li> <li>• government funding bodies</li> <li>• government and private tourism research bodies</li> <li>• tourism industry associations</li> <li>• destination marketing companies</li> <li>• tour operators, tour wholesalers and inbound tour operators</li> <li>• business management and marketing consultancies</li> <li>• reports on tourism</li> <li>• privately owned tourism businesses</li> <li>• national parks and land management agencies</li> <li>• other local communities</li> <li>• local people</li> <li>• internet</li> </ul>
External stakeholders	<p>May include:</p> <ul style="list-style-type: none"> <li>• wider community</li> <li>• local businesses</li> <li>• local, regional and federal tourism organisations</li> <li>• federal, regional and/or local government authorities</li> <li>• land management and protection authorities</li> <li>• privately owned tourism businesses</li> <li>• tourism industry associations</li> <li>• tourism marketing organisations</li> <li>• destination marketing companies</li> <li>• business management and marketing consultancies</li> <li>• tour operators, tour wholesalers and inbound tour operators</li> <li>• training agencies</li> </ul>
Impact on the community	<p>May include:</p> <ul style="list-style-type: none"> <li>• benefits: <ul style="list-style-type: none"> <li>➢ economic benefits to local community</li> <li>➢ improved local facilities</li> <li>➢ employment opportunities</li> <li>➢ cultural benefits, including cultural preservation</li> <li>➢ visitor education</li> <li>➢ greater understanding between host and visitor cultures</li> </ul> </li> <li>• costs: <ul style="list-style-type: none"> <li>➢ trivialisation of culture</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>➤ effect on social structures</li> <li>➤ damage to environmentally or culturally sensitive areas</li> </ul>
Consultation with the community	<p>May involve:</p> <ul style="list-style-type: none"> <li>• verbal presentations to individuals or groups</li> <li>• public or community meetings</li> <li>• presentations or talks from specialist advisers</li> <li>• preparation and presentation of comprehensive written reports</li> <li>• preparation and presentation of comprehensive written reports</li> <li>• presentation of notes or fact sheets about research findings</li> <li>• copies of information provided from external stakeholders</li> </ul>
Relevant, current and accurate information to be provided to the community	<p>Must include:</p> <ul style="list-style-type: none"> <li>• community's proposed tourism products</li> <li>• product and service gaps within the local area and region</li> <li>• current market trends and needs</li> <li>• need for tourism products and services to meet certain market requirements</li> <li>• customer and tourism industry service and quality expectations for tourism products and services</li> <li>• general information on distribution and marketing networks</li> <li>• information on particular distribution and marketing networks that would support the proposed tourism products</li> <li>• analysis of: <ul style="list-style-type: none"> <li>➤ community's ability to successfully market their proposed tourism products</li> <li>➤ community's ability to successfully deliver their proposed tourism products</li> <li>➤ positive and negative impact of operating the proposed tourism products</li> </ul> </li> <li>• summary of all component analyses above and potential for success of the tourism development</li> <li>• information about other communities that have experience in establishing and developing tourism products</li> <li>• recommendations, including any alternative product offerings for the community to consider</li> </ul>

## Evidence Guide

Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• ability to assess tourism opportunities for a specific community and determine the potential for success</li> <li>• ability to fully research, analyse and provide information on the full range of issues that relate to the proposed tourism development within a community</li> <li>• detailed knowledge of the tourism industry, including structure and interrelationships, tourism industry networks, information sources, and distribution and marketing networks</li> </ul>
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	<ul style="list-style-type: none"> <li>• ability to consult and communicate with the broad community, key community stakeholders and external stakeholders</li> <li>• project or work activities conducted over a commercially realistic period of time so that the research, analysis and consultation aspects of this assessment of opportunities can be assessed</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• general knowledge of the social, cultural and economic impact of tourism</li> <li>• detailed knowledge of the tourism industry, including structure and interrelationships, tourism industry networks and information sources</li> <li>• in-depth knowledge of distribution and marketing networks, especially those that would support any proposed tourism product</li> <li>• in-depth knowledge of the main stakeholders in local, regional and national tourism organisations and the structures of these organisations at each level</li> <li>• current market trends, products and service styles that would meet certain market requirements and customer and tourism industry service and quality expectations for tourism products and services</li> <li>• in-depth knowledge of the current tourism product base for the particular community</li> <li>• the key features of environmentally or culturally sensitive areas in the local or regional area</li> <li>• in-depth understanding of the main stakeholders, the infrastructure within the particular community, and social, cultural and economic aspects of the area</li> <li>• cross-cultural awareness and in-depth knowledge of consultative and communication mechanisms commonly used by organisations and the local community</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• research skills</li> <li>• high-level communication skills to conduct: <ul style="list-style-type: none"> <li>➤ comprehensive and culturally appropriate consultation with local community stakeholders</li> <li>➤ detailed consultation with external stakeholders</li> </ul> </li> <li>• critical thinking skills to facilitate rational and logical analysis of: <ul style="list-style-type: none"> <li>➤ input from the broad community, key community stakeholders and external stakeholders</li> <li>➤ all research information collected</li> </ul> </li> </ul>
Resources Implication	<p>Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p>

Methods of Assessment	Competency may be assessed through: <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Develop and Implement Local or Regional Tourism Plan
Unit Code	<a href="#">CST TOM518 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to develop and implement a strategic tourism plan in a local or regional areas. It requires the ability to develop the plan in consultation with the local community, implement all actions detailed in the plan and monitor all tourism activities for the area or region against the plan.

Elements	Performance Criteria
1. Develop plans for local or regional tourism.	<p>1.1 Draft tourism plans within the context of the organisation's overall approach to tourism development within the region.</p> <p>1.2 Include an inventory of both <b>tourism infrastructure</b> and the carrying capacity of the region.</p> <p>1.3 Identify <b>product and service gaps</b> and the potential for future development, including use of emerging technologies.</p> <p>1.4 Draft plans to take account of the level of <b>community and industry resources</b> available to implement the plan.</p> <p>1.5 Consider <b>impact on the community</b>, including environmental, social, cultural and economic factors, and incorporate these into the planning process.</p> <p>1.6 Ensure development initiatives are both culturally and environmentally appropriate for the region.</p> <p>1.7 Conduct <b>community consultation</b> throughout the tourism planning process.</p> <p>1.8 Develop plans to include a clear strategic and tactical focus.</p> <p>1.9 Include scheduled course of action and evaluation methods.</p> <p>1.10 Submit plans to the appropriate authority for approval prior to implementation.</p>
2. Implement local or regional tourism plans.	<p>2.1 Implement actions detailed in the plan according to schedule and contingencies.</p> <p>2.2 Consult and involve the community in tourism issues on an ongoing basis.</p>
3. Monitor and evaluate plans.	<p>3.1 Monitor activities using the evaluation methods detailed in the plan on an ongoing basis to take account of progress towards objectives, evaluation of individual activities and</p>

	<p>need for changes to the plan.</p> <p>3.2 Submit required changes for consideration and approval by the appropriate authority.</p> <p>3.3 Implement and communicate agreed changes promptly.</p>
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Variable	Range
Tourism infrastructure	<p>May include:</p> <ul style="list-style-type: none"> <li>• transport</li> <li>• accommodation</li> <li>• attractions</li> <li>• retail</li> <li>• visitor information service centres</li> <li>• tours</li> <li>• conference facilities</li> </ul>
Product and service gaps	<p>May relate to:</p> <ul style="list-style-type: none"> <li>• inability to service current demand</li> <li>• inappropriate operating practices for the current market place</li> <li>• opportunities for new products and services</li> <li>• assessment of region to meet current and future customer expectations</li> </ul>
Community and industry resources	<p>May relate to:</p> <ul style="list-style-type: none"> <li>• local government resources</li> <li>• local tourist associations or other industry bodies</li> <li>• preparedness of individual tourism operators to contribute to the plan</li> <li>• expertise of those likely to implement the plan</li> <li>• current market position of the destination</li> <li>• opportunities for sponsorship</li> <li>• opportunities for cooperative approaches</li> <li>• potential for state or federal assistance</li> <li>• local skill profile</li> </ul>
Impact on the community	<p>May include:</p> <ul style="list-style-type: none"> <li>• benefits: <ul style="list-style-type: none"> <li>➤ economic benefits to local community</li> <li>➤ improved local facilities</li> <li>➤ employment opportunities</li> <li>➤ cultural benefits, including cultural preservation</li> <li>➤ visitor education</li> <li>➤ greater understanding between host and visitor cultures</li> </ul> </li> <li>• costs: <ul style="list-style-type: none"> <li>➤ trivialisation of culture</li> <li>➤ effect on social structures</li> <li>➤ damage to environmentally or culturally sensitive areas</li> </ul> </li> </ul>
Community consultation	<p>May include:</p> <ul style="list-style-type: none"> <li>• conduct of seminars and public meetings to gain community input</li> </ul>

	<ul style="list-style-type: none"> <li>• formal and informal research activities within the local community</li> <li>• involvement of community representatives on planning steering committees</li> <li>• activities to gain community support for the planning process prior to commencement</li> <li>• publication and display of draft plans for community comment</li> </ul>
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Evidence Guide	
Critical aspects of Competence	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> <li>• detailed knowledge of the full range of issues that apply to the planning, development and administration of tourism for a local or regional area and the distribution and marketing of particular products</li> <li>• ability to develop, implement and monitor a tourism plan for a specific local or regional area</li> <li>• ability to apply the total planning process to the development of a specific local or regional tourism plan</li> <li>• ability to consult and communicate with the broad community and key stakeholders</li> <li>• project or work activities conducted over a commercially realistic period of time so that the planning, evaluation and monitoring aspects of developing and implementing the plan can be assessed</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• in-depth knowledge of the main stakeholders in local, regional and national tourism organisations and the structures of these organisations at each level</li> <li>• in-depth understanding of the main stakeholders and the environmental, social, cultural and economic aspects of the particular local regional area</li> <li>• in-depth knowledge of current tourism operators and product base, and opportunities to extend these</li> <li>• the key features of environmentally or culturally sensitive areas in the local or regional area</li> <li>• in-depth knowledge of the distribution and marketing networks currently supporting the local or regional tourism product base, and opportunities to extend these</li> <li>• in-depth knowledge of strategic and tactical community communication processes</li> <li>• strategic planning techniques and practices</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• high-level communication skills to: <ul style="list-style-type: none"> <li>➤ conduct comprehensive consultation with the broad community and key community stakeholders</li> <li>➤ facilitate information sessions, such as seminars and</li> </ul> </li> </ul>

	<p>public meetings to elicit feedback and tactically present information</p> <ul style="list-style-type: none"> <li>critical thinking skills to facilitate rational and logical analysis of input from the broad community and key stakeholders</li> <li>high-level written literacy skills to develop both complex and plain documents such as the overall plan, consultation questionnaires and information documents</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>Interview / Written Test / Oral Questioning</li> <li>Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting



Occupational Standard: Tourism Management Level V	
Unit Title	Manage Quality Systems and Procedures
Unit Code	<a href="#">CST TOM5 19 0912</a>
Unit Descriptor	This unit covers the skills, attitudes and knowledge required to manage the implementation of a quality assurance system and procedures within the tourism industry.

Elements	Performance Criteria
1. Maintain quality system framework in work area	1.1 Quality assurance policy for work area is confirmed, documented and communicated to all levels of the workplace 1.2 Quality circles or other relevant aspects of quality assurance systems are established or maintained for the work area 1.3 Facilitation for monitoring of work teams is organized to ensure compliance with standards 1.4 Quality assurance system for work area is developed and maintained in accordance with <b>OHS practices</b> 1.5 Strategies for communicating quality information with work teams are established
2. Establish and maintain quality documentation system	2.1 Quality documentation requirements are identified including records of improvement plans and initiatives 2.2 Documentation relating to quality outcomes and standards is prepared and maintained 2.3 Document control system is established and maintained
3. Implement structured training program in accordance with quality system requirements	3.1 Roles and duties of relevant personnel are analyzed 3.2 Training needs in relation to quality are identified 3.3 Suitable training programs are identified to meet these needs 3.4 Suitable training programs are organized 3.5 Effects of training on quality outcomes are assessed and further action taken if necessary to address quality performance 3.6 Training records are maintained
4. Evaluate the quality system	4.1 Regular audits are conducted of the work area's quality system, its policies and procedures 4.2 New procedures or work instructions are developed as required 4.3 Improvements in the quality system are implemented and monitored

Variable	Range
Quality assurance systems	<p>may include:</p> <ul style="list-style-type: none"> <li>Quality assurance system is a structured and formalized system for the identification and elimination of hazards and other OHS risk factors as well as setting the procedures to eliminate faults and variation in order to achieve set standards of quality and efficiency.</li> <li>Quality assurance for the industry work area may involve accessibility and development of destinations, awareness of the local community about the tourism products and services.</li> </ul>
OHS practices	<p>OHS practices must include hazard identification and control, risk assessment and implementation of risk reduction measures specific to the tasks described by this unit, and may include:</p> <ul style="list-style-type: none"> <li>customer handling techniques</li> <li>customers' health and safety</li> <li>standard operating procedures</li> <li>ergonomic arrangement of workplaces</li> <li>following marked walkways</li> <li>safe storage of equipment</li> <li>housekeeping</li> <li>reporting accidents and incidents</li> <li>other OHS practices relevant to the job and enterprise</li> </ul>

Evidence Guide	
Critical Aspects of competence	<p>Assessment must confirm appropriate knowledge and skills to:</p> <ul style="list-style-type: none"> <li>ensure all relevant personnel are aware of quality assurance system and procedures</li> <li>monitor the service quality performance of work teams and ensure compliance</li> <li>collect and analyze quality data and/or feedback</li> <li>determine service quality procedures</li> <li>implement service quality improvement strategies</li> <li>evaluate and assess effectiveness of quality system and procedures</li> <li>maintain accurate records</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>principles of quality and the application and delegation of responsibilities within quality systems</li> <li>organization quality systems and appropriate national and international quality standards and protocols</li> <li>enterprise standard operating procedures</li> </ul>

	<ul style="list-style-type: none"> <li>the organization business goals and key performance indicators</li> <li>the principles of service improvement</li> <li>the principles of policy and procedure development</li> <li>the principles of data management and documentation</li> <li>appropriate quality methodologies to measure quality of service provision processes</li> <li>safety and environmental aspects of production and quality processes</li> <li>workplace practices and reporting processes</li> <li>relevant OHS legislation and codes of practice</li> <li>hazard identification and control measures associated with managing quality system and procedures</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>establish and implement a quality service system and procedures</li> <li>determine implementation requirements and prepare implementation plan</li> <li>monitor performance</li> <li>investigate and apply methods to eliminate causes of unsatisfactory performance</li> <li>assess results</li> <li>prepare reports</li> <li>communicate effectively within the workplace, including liaising with other stakeholders</li> <li>establish or interpret procedures, where required</li> <li>determine report requirements and present information in appropriate formats</li> <li>read, interpret and follow information on job instructions, specifications, standard</li> <li>operating procedures, patterns, charts and other applicable references</li> <li>carry out work in accordance with OHS practices</li> <li>sequence operations</li> <li>clarify and check task related information</li> <li>analyze quality data or charts</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>Interview / Written Test / Oral Questioning</li> <li>Observation / Demonstration</li> </ul>
Context of	Competency may be assessed in the work place or in a simulated

Assessment	work place setting
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Occupational Standard: Tourism Management Level V	
Unit Title	Facilitate and Capitalize on Change and Innovation
Unit Code	<a href="#">CST TOM5 20 0912</a>
Unit Descriptor	This unit specifies the outcomes required to plan and manage the introduction and facilitation of change; particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

Elements	Performance Criteria
1. Participate in planning the introduction and facilitation of change	<p>1.1 <b>Manager</b> contributes effectively to the organization's planning processes to introduce and facilitate change</p> <p>1.2 Plans to introduce change are made in consultation with <b>appropriate stakeholders</b></p> <p>1.3 Organization's objectives and plans to introduce change are communicated effectively to individuals and teams</p>
2. Develop creative and flexible approaches and solutions	<p>2.1 Variety of approaches to managing workplace issues and problems are identified and analyzed</p> <p>2.2 <b>Risks</b> are identified and assessed, and action initiated to manage these to achieve a recognized benefit or advantage to the organization</p> <p>2.3 Workplace is managed in a way which promotes the development of innovative approaches and outcomes</p> <p>2.4 Creative and responsive approaches to resource management improve productivity and services, and/or reduce costs</p>
3. Manage emerging challenges and opportunities	<p>3.1 Individuals and teams are supported to respond effectively and efficiently to changes in the organization's goals, plans and priorities</p> <p>3.2 Coaching and mentoring assist individuals and teams to develop competencies to handle change efficiently and effectively</p> <p>3.3 Opportunities are identified and taken as appropriate, to make adjustments and to respond to the changing needs of customers and the organization</p> <p>3.4 <b>Information needs</b> of individuals and teams are anticipated and facilitated as part of change implementation and management</p> <p>3.5 Recommendations for improving the methods and techniques to manage change are identified, evaluated and negotiated with appropriate individuals and groups</p>

Variables	Range
Manager	a person with frontline management roles and responsibilities, regardless of the title of their position
Appropriate stakeholders may refer to:	<p>those individuals and organizations who have a stake in the change and innovation being planned, including:</p> <ul style="list-style-type: none"> <li>• organization directors and other relevant managers</li> <li>• teams and individual employees who are both directly and indirectly involved in the proposed change</li> <li>• union/employee representatives or groups</li> <li>• OHS committees</li> <li>• other people with specialist responsibilities</li> <li>• external stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing agencies</li> </ul>
Risks may refer to:	<ul style="list-style-type: none"> <li>• any event, process or action that may result in goals and objectives of the organization not being met</li> <li>• any adverse impact on individuals or the organization</li> <li>• various risks identified in a risk management process</li> </ul>
Information needs may include:	<ul style="list-style-type: none"> <li>• new and emerging workplace issues</li> <li>• implications for current work roles and practices including training and development</li> <li>• changes relative to workplace legislation, such as OHS, workplace data such as productivity, inputs/outputs and future projections</li> <li>• planning documents</li> <li>• reports</li> <li>• market trend data</li> <li>• scenario plans</li> <li>• customer/competitor data</li> </ul>

Evidence Guide	
Critical Aspects of Competence	<ul style="list-style-type: none"> <li>• Planning the introduction and facilitation of change</li> <li>• Developing creative and flexible approaches and solutions</li> <li>• Managing emerging challenges and opportunities</li> </ul>
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> <li>• Relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations</li> <li>• the principles and techniques involved in: <ul style="list-style-type: none"> <li>➢ change and innovation management</li> <li>➢ development of strategies and procedures to implement and facilitate change and innovation</li> <li>➢ use of risk management strategies: identifying hazards,</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• assessing risks and implementing risk control measures <ul style="list-style-type: none"> <li>➤ problem identification and resolution</li> <li>➤ leadership and mentoring techniques</li> <li>➤ management of quality customer service delivery</li> <li>➤ consultation and communication techniques</li> <li>➤ record keeping and management methods</li> <li>➤ the sources of change and how they impact</li> </ul> </li> <li>• factors which lead/cause resistance to change</li> <li>• approaches to managing workplace issues</li> </ul>
Underpinning Skills	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Planning work</li> <li>• Managing risk</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	Competency may be assessed through: <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Establish and Conduct Business Relationships
Unit Code	<a href="#">CST TOM5 21 0912</a>
Unit Descriptor	This unit covers the skills, attitudes and knowledge required to manage business relationship with customers within the constructions industry context.

Elements	Performance Criteria
1. Establish contact with customer	<p>1.1 Welcoming customer environment is maintained</p> <p>1.2 Customer is greeted warmly according to enterprise policies and procedures</p> <p>1.3 Effective service environment is created through verbal and non-verbal presentation according to enterprise policies and procedures</p> <p>1.4 Customer data is maintained to ensure database relevance and currency</p> <p>1.5 Information on customers and service history is gathered for analysis</p> <p>1.6 <b>Opportunities</b> to maintain regular contact with customers are identified and taken up</p>
2. Clarify needs of customer	<p>2.1 Customer needs are determined through questioning and active listening</p> <p>2.2 Customer needs are accurately assessed against the products/services of the enterprise</p> <p>2.3 Customer details are documented clearly and accurately in required format</p> <p>2.4 Conduct negotiations in a business-like and professional manner</p> <p>2.5 Maximize benefits for all parties in the negotiation through use of established <b>techniques</b> and in the context of establishing long term relationships</p> <p>2.6 Communicate the results of negotiations to appropriate colleagues and stakeholders within appropriate timeframes</p>
3. Provide information and advice	<p>3.1 Features and benefits of products/services provided by the enterprise are described/recommended to meet customer needs</p> <p>3.2 Information to satisfy customer needs is provided</p> <p>3.3 Alternative sources of information/advice are discussed</p>



	with the customer
4. Foster and maintain business relationships	<p>4.1 Pro-actively seek, review and act upon information needed to maintain sound business relationships.</p> <p>4.2 Honor agreements within the scope of individual responsibility.</p> <p>4.3 Make adjustments to agreements in consultation with the customer and share information with appropriate colleagues.</p> <p>4.4 Nurture relationships through regular contact and use of effective interpersonal and communication styles.</p>

Variables	Range
Opportunities to maintain regular contact with customers may include:	<ul style="list-style-type: none"> <li>• informal social occasions</li> <li>• industry functions</li> <li>• association membership</li> <li>• co-operative promotions</li> <li>• program of regular telephone contact</li> </ul>
Negotiation techniques	<ul style="list-style-type: none"> <li>• identification of goals, limits</li> <li>• clarification of needs of all parties</li> <li>• identifying points of agreement and points of difference</li> <li>• preparatory research of facts</li> <li>• active listening and questioning</li> <li>• non-verbal communication techniques</li> <li>• appropriate language</li> <li>• bargaining</li> <li>• developing options</li> <li>• confirming agreements</li> <li>• appropriate cultural behavior</li> </ul>

Evidence Guide	
Critical Aspects of Competence	<p>It is essential that competence is fully observed and there is ability to transfer competence to changing circumstances and to respond to unusual situations in the critical aspects of:</p> <ul style="list-style-type: none"> <li>• consistently applying enterprise policies and procedures and industry codes of practice in regard to customer service</li> <li>• providing a quality service environment by treating customers in a courteous and professional manner through all stages of the procedure</li> <li>• using effective questioning/active listening and observation skills to identify customer needs</li> <li>• communicating effectively with others involved in or affected by the work</li> <li>• maintaining relevant and current customer databases in</li> </ul>

	<p>accordance with enterprise policies and procedures</p> <ul style="list-style-type: none"> <li>• ability to build and maintain relationships to achieve successful business outcomes</li> </ul>
Underpinning Knowledge and Attitudes	<ul style="list-style-type: none"> <li>• Operational knowledge of enterprise policies and procedures in regard to: <ul style="list-style-type: none"> <li>➢ customer service</li> <li>➢ dealing with difficult customers</li> <li>➢ maintenance of customer databases</li> <li>➢ allocated duties/responsibilities</li> </ul> </li> <li>• Basic operational knowledge of legislation and statutory requirements, including consumer law, trade practices and fair trading legislation</li> <li>• Basic operational knowledge of industry/workplace codes of practice in relation to customer service</li> <li>• negotiation and communication techniques appropriate to negotiations that may be of significant commercial value</li> </ul>
Underpinning Skills	<ul style="list-style-type: none"> <li>• Use workplace technology related to use of customer database</li> <li>• Collect, organize and understand information related to collating and analyzing customer information to identify needs</li> <li>• Communicate ideas and information</li> <li>• Plan and organize activities concerning information for database entries</li> <li>• Use mathematical ideas and techniques to plan database cells and size</li> <li>• Establish diagnostic processes which identify and recommend improvements to customer service</li> </ul>
Resources Implication	Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.
Methods of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test / Oral Questioning</li> <li>• Observation / Demonstration</li> </ul>
Context of Assessment	Competency may be assessed in the work place or in a simulated work place setting

Occupational Standard: Tourism Management Level V	
Unit Title	Develop and Refine Systems for Continuous Improvement in Operations
Unit Code	<a href="#">CST TOM5 22 1012</a>
Unit Descriptor	This unit of competency covers the skills, knowledge and processes required to ensure that continuous improvement systems do not stultify and continue to improve along with other operational systems in an organization. This unit is about improving the process yield/unit of effort or cost, reducing process variation and increasing process reliability, upgrading, enhancing or refining process outputs, and includes developing a culture of reviewing and sustaining change ensuring improvements are maintained and built on.

Elements	Performance Criteria
1. Establish parameters of current internal improvement systems	1.1 Describe <b>organization systems</b> that impact on continuous improvement 1.2 Identify current <b>relevant metrics</b> and their values 1.3 Check that metrics are collected for all improvements 1.4 Determine <b>yield of current improvement processes</b> 1.5 Review results of improvements
2. Distinguish breakthrough improvement processes	2.1 Identify all <b>improvements</b> which have occurred over an agreed period of time 2.2 Distinguish between <b>breakthrough improvements</b> and continuous improvements 2.3 Determine the timing of breakthrough improvement processes 2.4 Analyze factors controlling the <b>timing</b> and selection of breakthrough improvements 2.5 Analyze <b>continuous improvements</b> to identify cases where breakthrough improvements were required 2.6 Validate findings with process/system owners and obtain required approvals 2.7 Improve timing/selection of breakthrough improvements 2.8 Improve other factors limiting the gains from breakthrough improvements
3. Develop continuous	3.1 Check that levels of delegated authority and responsibility are appropriate for continuous improvement from the shop
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improvement practice	floor			
	3.2	Ensure all personnel have appropriate capabilities for continuous improvement processes		
	3.3	Ensure personnel and systems recognize potential breakthrough improvement projects		
	3.4	Ensure sufficient resources are available for the operation of continuous and breakthrough improvement processes		
	3.5	Check that relevant information flows from improvement changes to all required areas and stakeholders		
	3.6	Check data collection and metrics analysis capture changes which result from improvement actions		
	3.7	Check that improvement changes are standardized and sustained		
	3.8	Check review processes for routine continuous improvements		
	3.9	Remove or change factors limiting gains from improvements		
	3.10	Modify systems to ensure appropriate possible changes are referred to other improvement processes		
	3.11	Institutionalize breakthrough		
4. Establish parameters of current external improvement system	4.1	Review <b>value stream</b> systems that impact on improvement		
	4.2	Review procedures for deciding improvement methodologies Identify current relevant metrics and their values, as appropriate		
	4.3	Determine yield of current improvement processes		
	4.4	Review results of improvements		
5. Explore opportunities for further development of value stream improvement processes	5.1	Review mechanisms for consultation with value stream members		
	5.2	Develop mechanisms for further improving joint problem solving		
	5.3	Develop mechanisms for increased sharing of organizational knowledge		
	5.4	Obtain support and necessary authorizations from process/system owners		
	5.5	Capture and standardize improvements		
	5.6	Improve factors limiting gains from continuous improvements		
6. Review systems for compatibility	6.1	Review all systems which impact or are <b>impacted on improvements</b> and the improvement system		
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with improvement strategy	<p>6.2 Analyze relationships between improvement systems and other relevant systems</p> <p>6.3 Analyze practices caused by and results from the systems</p> <p>6.4 Negotiate changes to the systems to improve the outcomes from improvement systems</p> <p>6.5 Obtain necessary approvals to implement changes</p> <p>6.6 Monitor the implementation of the changes</p>
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Variable	Range
Competitive systems and practices	<p>Competitive systems and practices may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• lean operations</li> <li>• agile operations</li> <li>• preventative and predictive maintenance approaches</li> <li>• monitoring and data gathering systems, such as Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Materials Resource Planning (MRP) and proprietary systems</li> <li>• statistical process control systems, including six sigma and three sigma</li> <li>• JIT, KANBAN and other pull-related operations control systems</li> <li>• supply, value, and demand chain monitoring and analysis</li> <li>• 5S</li> <li>• continuous improvement (kaizen)</li> <li>• breakthrough improvement (kaizen blitz)</li> <li>• cause/effect diagrams</li> <li>• overall equipment effectiveness (OEE)</li> <li>• TAKT time</li> <li>• process mapping</li> <li>• problem solving</li> <li>• run charts</li> <li>• standard procedures</li> <li>• current reality tree</li> <li>• Competitive systems and practices should be interpreted so as to take into account: <ul style="list-style-type: none"> <li>– stage of implementation of competitive systems and practices</li> <li>– the size of the enterprise</li> <li>– the work organization, culture, regulatory environment and the industry sector</li> </ul> </li> </ul>

Code of practice and standards	Where reference is made to industry codes of practice, and/or Ethiopian/international standards, the latest version must be used
Organization systems	Organization systems may include: <ul style="list-style-type: none"> <li>• problem recognition and solving</li> <li>• operational/process improvement</li> <li>• improvement projects</li> <li>• product/process design and development</li> <li>• processes for making incremental improvements</li> </ul>
Relevant metrics	Relevant metrics include all those measures which might be used to determine the performance of the improvement system and may include: <ul style="list-style-type: none"> <li>• hurdle rates for new investments</li> <li>• KPIs for existing processes</li> <li>• quality statistics</li> <li>• delivery timing and quantity statistics</li> <li>• process/equipment reliability ('uptime')</li> <li>• incident and non-conformance reports</li> <li>• complaints, returns and rejects</li> </ul>
Process improvement yield	Improvement process yield may be regarded as: <ul style="list-style-type: none"> <li>• the benefit achieved for the effort invested</li> </ul>
Breakthrough improvements	Breakthrough improvements include: <ul style="list-style-type: none"> <li>• those which result from a kaizen blitz or other improvement project or event and are a subset of all improvements</li> </ul>
Timing of breakthrough improvements	Timing of breakthrough improvements includes: <ul style="list-style-type: none"> <li>• frequency (which should be maximized) and duration (which should be minimized) of events/projects</li> </ul>
Continuous improvement	Continuous improvement is part of normal work and does not require a special event to occur (although may still require authorizations) and contrasts with breakthrough improvement/kaizen blitz which occurs by way of an event or project
Resources for improvement	Resources for improvements include: <ul style="list-style-type: none"> <li>• improvement budget</li> <li>• guidelines for trialing of possible improvements</li> <li>• mechanism for approvals for possible improvements</li> <li>• business case guidelines for proposed improvements</li> <li>• indicators of success of proposed improvement</li> <li>• mechanisms for tracking and evaluation of changes</li> <li>• forum for the open discussion of the results of the implementation</li> <li>• mechanisms for the examination of the improvement for additional improvements</li> <li>• organization systems to sustain beneficial changes</li> </ul>
Capturing value stream improvements	Capturing value stream improvements includes: <ul style="list-style-type: none"> <li>• revised contractual arrangements</li> <li>• revised specifications</li> </ul>

	<ul style="list-style-type: none"> <li>• signed agreements</li> <li>• other documented arrangements which formalize the raised base line</li> </ul>
Systems impacting improvements	<p>Systems which impact/are impacted on improvements and the improvement system include:</p> <ul style="list-style-type: none"> <li>• office</li> <li>• purchasing</li> <li>• rewards (individual or team at all levels)</li> <li>• sales</li> <li>• marketing</li> <li>• maintenance</li> <li>• process/product</li> <li>• transport and logistics</li> </ul>
Organizational knowledge	<p>Organizational knowledge should:</p> <ul style="list-style-type: none"> <li>• be able to be quantified or otherwise modified to make its outcomes measurable or observable</li> <li>• be able to be expressed in an accessible and distributable form appropriate to the organization operations and stakeholders</li> </ul>
Improvements	<p>Improvements may:</p> <ul style="list-style-type: none"> <li>• be to process, plant, procedures or practice</li> <li>• include changes to ensure positive benefits to stakeholders are maintained</li> </ul>
Manager	<p>Manager may include:</p> <ul style="list-style-type: none"> <li>• any person who may have either a permanent or an ad hoc role in facilitating the function of multiple teams in a workplace, departments or entire organizations</li> </ul>

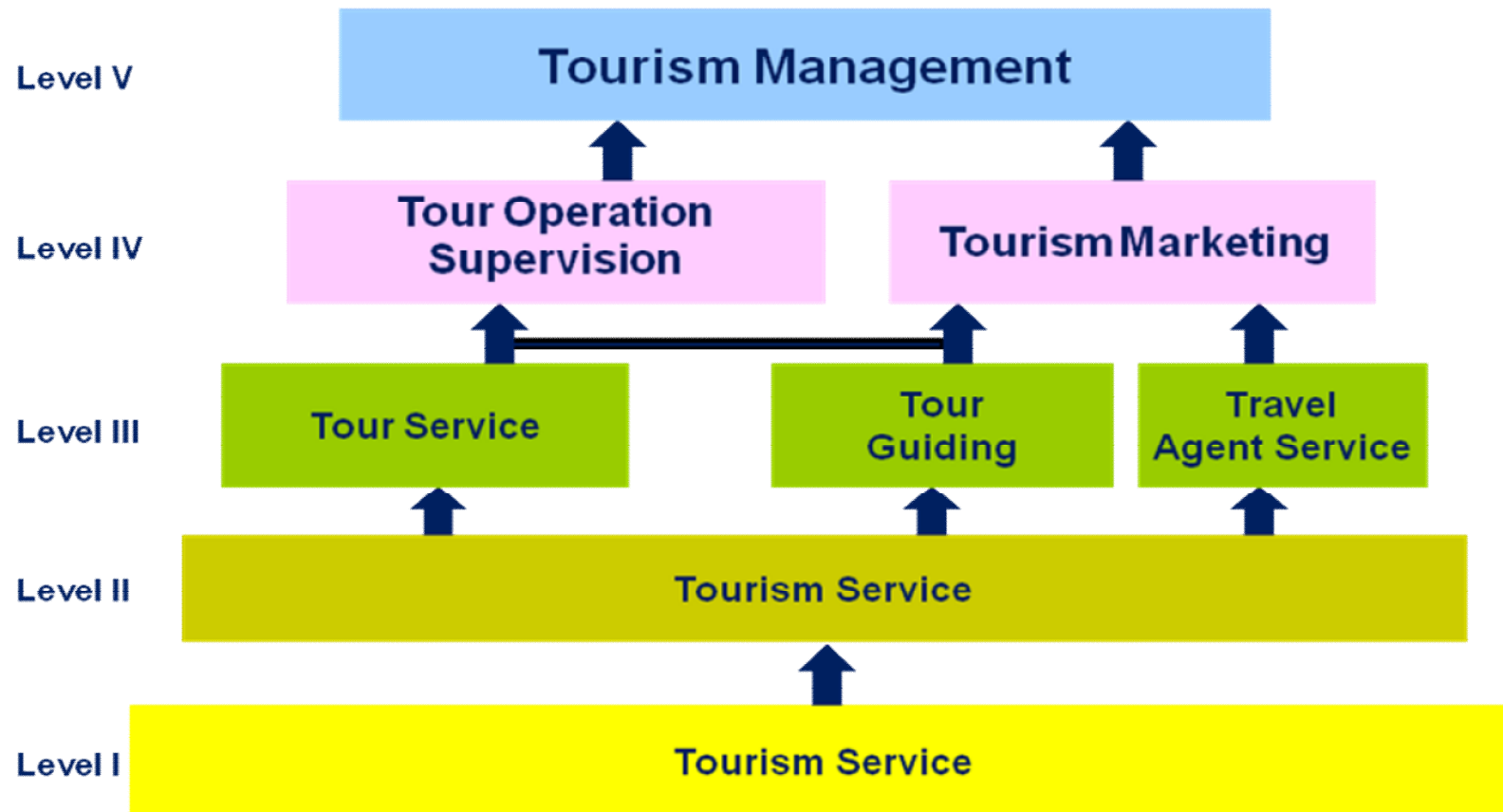
Evidence Guide			
Critical Aspects of Competence	<p>A person who demonstrates competency in this unit must be able to provide evidence of the ability to:</p> <ul style="list-style-type: none"> <li>• critically review current continuous improvement processes</li> <li>• establish ongoing review of continuous improvement processes</li> <li>• implement improvements in the practice of continuous improvement</li> <li>• better align internal and external systems</li> <li>• gather data through interviews with stakeholders</li> <li>• review existing data</li> <li>• obtain additional data through a variety of techniques</li> <li>• communicate and negotiate at all levels within the organization</li> </ul>		
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• competitive systems and practices tools, including:</li> <li>• value stream mapping</li> <li>• 5S</li> </ul>		
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	<ul style="list-style-type: none"><li>• Just in Time (JIT)</li><li>• mistake proofing</li><li>• process mapping</li><li>• establishing customer pull</li><li>• kaizen and kaizen blitz</li><li>• setting of KPIs/metrics</li><li>• identification and elimination of waste (muda)</li><li>• continuous improvement processes including implementation, monitoring and evaluation strategies for a whole organization and its value stream</li><li>• difference between breakthrough improvement and continuous improvement</li><li>• organizational goals, processes and structure</li><li>• approval processes within organization</li><li>• cost/benefit analysis methods</li><li>• methods of determining the impact of a change</li><li>• advantages and disadvantages of communication media, methods and formats for different messages and audiences</li><li>• customer perception of value</li><li>• define, measure, analyze, improve, and control and sustain (DMAIC) process</li></ul>		
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"><li>• undertaking self-directed problem solving and decision-making on issues of a broad and/or highly specialized nature and in highly varied and/or highly specialized contexts</li><li>• communicating at all levels in the organization and value stream and to audiences of different levels of literacy and numeracy</li><li>• analyzing current state/situation of the organization and value stream</li><li>• determining and implementing the most appropriate method for capturing value stream improvements</li><li>• collecting and interpreting data and qualitative information from a variety of sources</li><li>• analyzing individually and collectively the implementation of competitive systems and practices tools in the organization and determining strategies for improved implementation</li><li>• relating implementation and use of competitive systems and practices and continuous improvement to customer benefit</li><li>• solving highly varied and highly specialized problems related to competitive systems and practices implementation and continuous improvement to root cause</li><li>• negotiating with stakeholders, where required, to obtain information required for implementation and refinement of continuous improvements, including management, unions, value stream members, employees and members of the community</li></ul>		
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	<ul style="list-style-type: none"> <li>• reviewing relevant metrics, including all those measures which might be used to determine the performance of the improvement system, including: <ul style="list-style-type: none"> <li>– key performance indicators (KPIs) for existing processes</li> <li>– quality statistics</li> <li>– delivery timing and quantity statistics</li> <li>– process/equipment reliability ('uptime')</li> <li>– incident and non-conformance reports</li> <li>– implementing continuous improvement to support systems and areas, including maintenance, office, training and human resources</li> </ul> </li> </ul>
Resources Implication	<p>Access may be required to:</p> <ul style="list-style-type: none"> <li>• workplace procedures and plans relevant to work area</li> <li>• specifications and documentation relating to planned, currently being implemented, or implemented changes to work processes and procedures relevant to the assessee</li> <li>• documentation and information in relation to production, waste, overheads and hazard control/management</li> <li>• reports from supervisors/managers</li> <li>• case studies and scenarios to assess responses to contingencies</li> </ul>
Methods of Assessment	<p>Competence in this unit may be assessed by using a combination of the following to generate evidence:</p> <ul style="list-style-type: none"> <li>• demonstration in the workplace</li> <li>• suitable simulation</li> <li>• oral or written questioning to assess knowledge of principles and techniques associated with change management</li> </ul> <p>In all cases it is expected that practical assessment will be combined with targeted questioning to assess underpinning knowledge</p>
Context of Assessment	<p>Assessment of performance must be undertaken in a workplace using or implementing one or more competitive systems and practices.</p>

**Sector:** Culture, Sports and Tourism  
**Sub-Sector:** Travel and Tours



## **Acknowledgement**

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