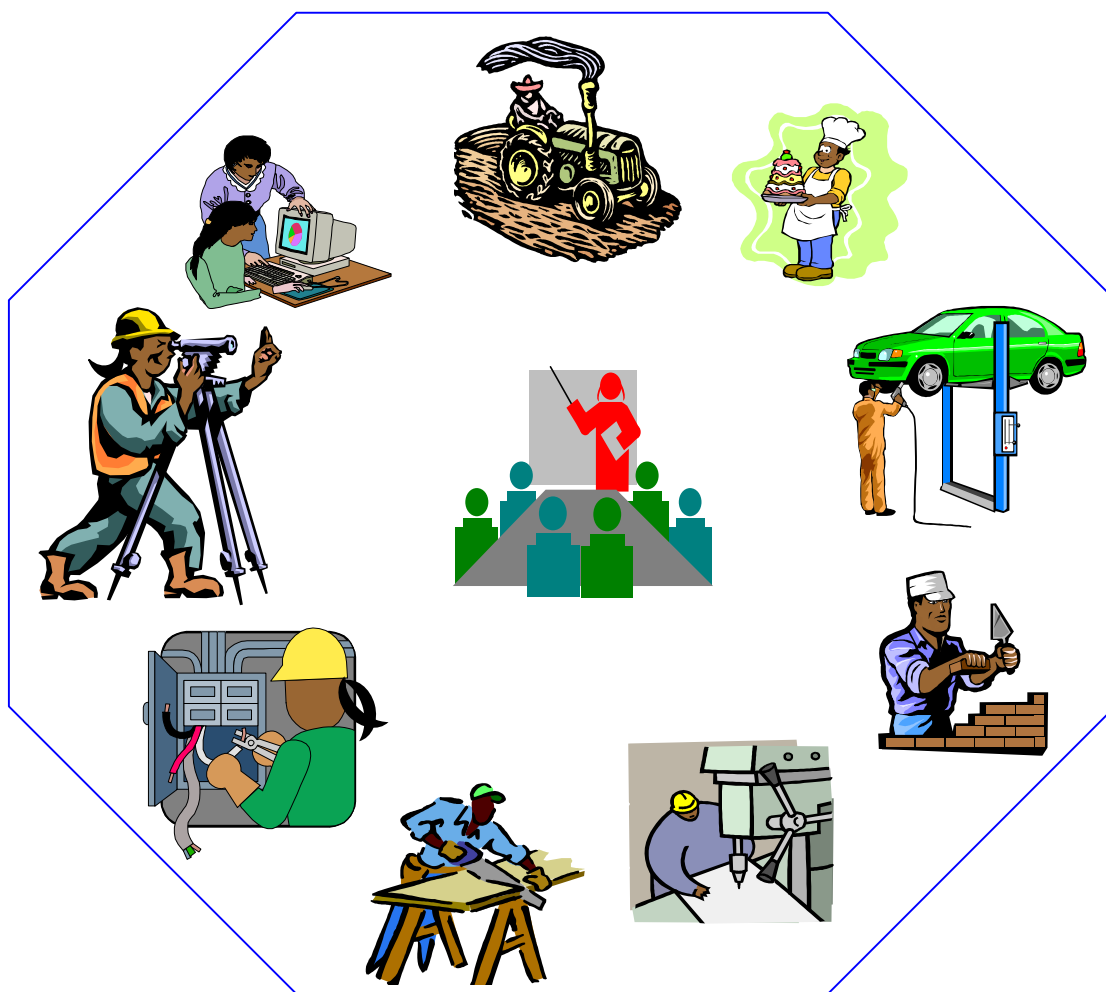


Federal Democratic Republic of Ethiopia  
OCCUPATIONAL STANDARD



**HOTEL 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 Ethiopian 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 Ethiopian Occupational Standard 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 code
- Unit title
- 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:

- chart with an overview of all Units of Competence for the respective level including the Unit Codes and the Unit Titles
- 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: Hotel Management		
Occupational Code: CST HHM		
<b>NTQF Level-IV</b>		
<a href="#"><u>CST HHM5 01 0912</u></a> Manage and Purchase Stock	<a href="#"><u>CST HHM5 02 0912</u></a> Manage Workplace Relations	<a href="#"><u>HOHMG5 03 0912</u></a> Manage Workplace Diversity
<a href="#"><u>CST HHM5 04 0912</u></a> Establish and Maintain an OHS System	<a href="#"><u>CST HHM5 05 0912</u></a> Develop Workplace Policy and Procedures for Sustainability	<a href="#"><u>CST HHM5 06 0912</u></a> Manage Physical Asset
<a href="#"><u>CST HHM5 07 0912</u></a> Manage Financial Operations	<a href="#"><u>CST HHM5 08 0912</u></a> Maintain a General Ledger	<a href="#"><u>CST HHM5 09 0912</u></a> Manage Payroll
<a href="#"><u>CST HHM5 10 0912</u></a> Develop and Manage Marketing Strategies	<a href="#"><u>CST HHM5 11 0912</u></a> Create an Innovative Work Environment	<a href="#"><u>CST HHM5 12 0912</u></a> Manage Quality Customer Service
<a href="#"><u>CST HHM5 13 0912</u></a> Manage Business Risk	<a href="#"><u>CST HHM5 14 0912</u></a> Research and Evaluate Event Industry Trends and Practices	<a href="#"><u>CST HHM5 15 0912</u></a> Determine Event Feasibility
<a href="#"><u>CST HHM5 16 0912</u></a> Plan and Develop Event Proposals and Bids	<a href="#"><u>CST HHM5 17 0912</u></a> Manage Project Quality	<a href="#"><u>CST HHM5 18 0912</u></a> Facilitate and Capitalize on Change and Innovation
<a href="#"><u>CST HHM5 19 0912</u></a> Establish and Build Business Relationship	<a href="#"><u>CST HHM5 20 1012</u></a> Develop and Refine Systems for Continuous Improvement in Operations	

Occupational Standard: Hotel Management Level IV	
Unit Title	Manage and Purchase Stock
Unit Code	<a href="#">CST HHM5 01 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to establish and implement stock control and stock purchasing systems.

Elements	Performance Criteria
1. Establish and implement an order and supply process	<p>1.1 Develop an order and supply process for <b>stock</b> and communicate to relevant people.</p> <p>1.2 Establish economic order quantities based on internal information and supplier advice.</p> <p>1.3 Determine required stock levels according to peak seasons, special events and supplier's lead time.</p> <p>1.4 Develop process to include monitoring of quality during supply and delivery processes in line with any organization and regulatory requirements, including food safety regulations</p>
2. Establish and implement stock control systems	<p>2.1 Develop <b>stock control systems</b> and communicate to all appropriate staff in a timely manner.</p> <p>2.2 Apply <b>special control systems</b> to items showing high wastage or loss.</p> <p>2.3 Use data correctly to calculate <b>standard methods and measures</b> and communicate to appropriate staff.</p> <p>2.4 Monitor workplace systems and make adjustments according to feedback and operational experience.</p> <p>2.5 Initiate training of staff to minimize stock wastage</p>
3. Develop optimum supply arrangements	<p>3.1 Evaluate quality of supply, based on feedback from colleagues and customers.</p> <p>3.2 Source and review potential suppliers in line with organization requirements.</p> <p>3.3 Develop appropriate and accurate <b>purchase specifications</b>.</p> <p>3.4 Assess suppliers against specifications considering all <b>relevant factors</b>.</p> <p>3.5 Assess <b>terms of purchase</b> and negotiate with suppliers to achieve optimum supply arrangements.</p> <p>3.6 Adjust sources of supply in line with assessments and make accurate records of agreements.</p>

Variable	Range
Stock may include:	<ul style="list-style-type: none"> <li>food and beverages</li> </ul>

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	<ul style="list-style-type: none"> <li>• linen</li> <li>• housekeeping supplies</li> <li>• stationery</li> <li>• cleaning agents and chemicals</li> <li>• general stores</li> <li>• merchandise</li> </ul>
Data for establishing stock control systems may include:	<ul style="list-style-type: none"> <li>• yield tests</li> <li>• historical sales figures</li> <li>• stock take figures</li> </ul>
Stock control systems may include:	<ul style="list-style-type: none"> <li>• integrated point-of-sale systems</li> <li>• imprint</li> <li>• ledgers</li> <li>• bin cards</li> <li>• stocktaking systems</li> <li>• stock valuation systems</li> <li>• stock reporting systems</li> </ul>
Special control systems for items of high wastage may include:	<ul style="list-style-type: none"> <li>• systems for receiving, storing and issuing</li> <li>• requisitioning</li> <li>• controlling issue quantities</li> <li>• issuing to authorised persons</li> <li>• procedures for stock transfer to other departments</li> </ul>
Standard methods and measures may include:	<ul style="list-style-type: none"> <li>• portion size, such as weight, volume, count, scoop, measure, cup or slice</li> <li>• standard recipes</li> </ul>
Information to be included in purchase specifications may include:	<ul style="list-style-type: none"> <li>• product name</li> <li>• general description</li> <li>• detailed description</li> <li>• use for product</li> <li>• storage procedures</li> <li>• required labelling</li> <li>• special instructions or requirements</li> </ul>
Relevant factors to consider in assessing suppliers against specifications may include:	<ul style="list-style-type: none"> <li>• ability to meet all aspects of the specification</li> <li>• product availability</li> <li>• delivery service, including emergency delivery</li> <li>• minimum and maximum order quantities</li> <li>• competitive pricing</li> <li>• financial terms available</li> <li>• references from other customers</li> <li>• trading hours</li> <li>• after sales service</li> </ul>
Terms of purchase may include:	<ul style="list-style-type: none"> <li>• competitive or open market buying</li> <li>• contract buying</li> <li>• sealed bid buying</li> <li>• cost plus buying</li> <li>• one stop buying</li> <li>• cooperative buying</li> </ul>

	<ul style="list-style-type: none"> <li>• negotiated buying</li> <li>• volume buying and warehousing</li> <li>• centralised or decentralised purchasing</li> </ul>
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<b>Evidence Guide</b>	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• ability to develop purchasing and control systems to ensure continuity, quality and cost-effectiveness of supply</li> <li>• knowledge of typical purchasing and control systems used within the relevant tourism or hospitality context</li> <li>• development of a purchasing and control system to address a specific business operation need</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• economic order quantities and their workplace application, including:</li> <li>• applicability to different items</li> <li>• appropriate formulas</li> <li>• data required to compute the economic order quantity</li> <li>• information from suppliers needed to establish economic order quantities</li> <li>• supply sources for different types of product</li> <li>• information required to develop an accurate and complete purchase specification, including appropriate terminology</li> <li>• supplier and market knowledge relevant to given industry context</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• communication skills to negotiate and liaise with stock suppliers</li> <li>• critical thinking skills to evaluate and determine optimum supply arrangements</li> <li>• planning and organisational skills to establish and monitor stock control systems and procedures</li> <li>• problem-solving skills to address stock-related issues at a management level</li> <li>• literacy skills to interpret and develop a wide range of documents related to purchasing and stock control</li> <li>• numeracy skills to work with budgets and specific stock control issues, such as wastage, standard measures and stock takes</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>
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Manage Workplace Relations
Unit Code	<a href="#">CST HHM5 02 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage workplace relations from an industrial relations perspective.

Elements	Performance Criteria
1. Build a positive industrial relations climate	<p>1.1 Provide employees with accurate and impartial information on industrial matters likely to affect them.</p> <p>1.2 Identify and evaluate promptly workplace changes or issues that may cause industrial unrest and take <b>appropriate action</b>.</p> <p>1.3 Analyze potential causes of industrial unrest in external environments and take appropriate action promptly.</p> <p>1.4 Create <b>conditions of employment</b> according to relevant legislation and industrial awards or agreements.</p> <p>1.5 Implement mechanisms for consulting with staff and facilitating two-way communication.</p> <p>1.6 Ensure induction and training initiatives are used effectively to develop a competent workforce.</p> <p>1.7 Establish consultative structures for the identification and resolution of grievances</p>
2. Implement formal industrial procedures	<p>2.1 Contribute to the development of <b>formal industrial relations procedures</b> in consultation with <b>relevant parties</b>.</p> <p>2.2 Use and monitor agreed procedures to resolve employee relations issues according to organization policy and legal requirements.</p> <p>2.3 Monitor agreed processes and make appropriate adjustments in consultation with relevant parties.</p> <p>2.4 Identify the need for and access specialist assistance in industrial relations matters when appropriate.</p>

Variable	Range
Appropriate action in relation to potential industrial unrest may include:	<ul style="list-style-type: none"> <li>• initiation of consultation processes</li> <li>• further research on issues presented</li> <li>• making reports and recommendations to colleagues</li> <li>• accessing specialist assistance</li> </ul>

Conditions of employment may relate to:	<ul style="list-style-type: none"> <li>• salary or wages</li> <li>• penalty rates</li> <li>• holiday and leave entitlements</li> <li>• superannuation</li> <li>• hours of work</li> <li>• grievance procedures</li> </ul>
Formal industrial relations procedures may include:	<ul style="list-style-type: none"> <li>• grievance procedures</li> <li>• dispute resolution procedures</li> <li>• mediation</li> <li>• conciliation</li> <li>• arbitration</li> </ul>
Relevant parties to be included in consultation processes must be appropriate to the industry sector and include:	<ul style="list-style-type: none"> <li>• staff</li> <li>• unions</li> <li>• employer groups</li> <li>• boards of management</li> <li>• government authorities</li> </ul>

<b>Evidence Guide</b>	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• knowledge of industrial relations issues, procedures and regulations as they apply to particular sectors</li> <li>• ability to interpret industrial awards and agreements</li> <li>• ability to foster the development of a positive industrial relations climate</li> <li>• demonstration of skills through the development of workplace relations approaches to meeting a particular organisation or industry need</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• overview of the current federal and relevant state or territory industrial relations system, including legal obligations of employers</li> <li>• role of specific unions in the relevant industry sector</li> <li>• role of specific employer groups in the relevant industry sector</li> <li>• provisions of awards appropriate to the industry sector</li> <li>• overview of procedures for creating workplace agreements</li> <li>• procedures and specific communication skills for formal counselling, and grievance and industrial dispute resolution</li> </ul>
Underpinning Skills	<ul style="list-style-type: none"> <li>• Demonstrates skills to: critical thinking and analytical skills to evaluate complex information from varied sources and apply that information to management practices</li> <li>• planning and organisational skills to organise and implement workplace procedures to address industrial relations issues</li> <li>• literacy skills to interpret and develop complex documentation</li> <li>• numeracy skills to work with numerical aspects of industrial agreements</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: Hotel Management Level IV	
Unit Title	Manage Workplace Diversity
Unit Code	<a href="#">CST HHM5 03 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.

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 Recognize and use the skills of a diverse workforce to enhance organization 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 Recognize 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 herein its broadest sense and may be related to:	<ul style="list-style-type: none"> <li>• race</li> <li>• language</li> <li>• special needs</li> <li>• disabilities</li> <li>• family structure</li> <li>• gender</li> <li>• age</li> <li>• sexual preference</li> </ul>

Work practices that reflect respect for diversity may include:	<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 may include:	<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 may include:	<ul style="list-style-type: none"> <li>• communication challenges</li> <li>• conflicting beliefs and values in the workplace</li> </ul>

<b>Evidence Guide</b>	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</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) and anti-discrimination</li> </ul>
Underpinning Skills	<p>Demonstrates skills to: cross-cultural communication skills with specific reference to the roles of leaders and managers, including cross-cultural communication for:</p> <ul style="list-style-type: none"> <li>• conflict resolution</li> <li>• negotiation</li> <li>• motivation</li> <li>• problem-solving skills to address diversity issues and challenges at a leadership level</li> <li>• literacy skills to interpret a wide range of information dealing</li> </ul>

	with complex ideas and concepts
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.
Assessment Methods	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: Hotel Management Level IV	
Unit Title	Establish and Maintain an OHS System
Unit Code	<a href="#">CST HHM5 04 0912</a>
Unit Descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to develop, implement and sustain effective, professional and contemporary OHS management practices. It focuses on the establishment and review of systems, policies and procedures designed to ensure a safe workplace.</p> <p>A systematic management approach is central to compliance with OHS legislation which imposes obligations on businesses whether small, medium or large to manage the safety of their workers and anyone else in the workplace.</p>

Elements	Performance Criteria
1. Establish and maintain a framework for health, safety and security.	<p>1.1 Access and interpret key legislative documents to ensure that OHS systems comply with regulatory requirements, standards and codes.</p> <p>1.2 Design an <b>OHS management system</b> to suit the characteristics and needs of the organization, in consultation with appropriate personnel.</p> <p>1.3 Identify and provide adequate financial, human and specialist external resources to address OHS management practices.</p> <p>1.4 Develop and clearly articulate <b>OHS policies and procedures</b> in a format readily accessible to all personnel.</p> <p>1.5 Define and allocate health, safety and security responsibilities clearly, including relevant information in job descriptions and duty statements.</p> <p>1.6 Consult with key personnel, and determine, develop and implement a plan for all <b>OHS training requirements</b>.</p> <p>1.7 Establish and monitor a system for keeping <b>OHS records</b>.</p> <p>1.8 Establish and maintain systems to ensure communication of information to personnel, including information on policies, procedures and their roles and responsibilities in OHS management practices.</p>
2. Establish and maintain consultative arrangements for the management of health, safety and security.	<p>2.1 Establish and maintain appropriate <b>consultative processes</b> to suit the characteristics and needs of the organization.</p> <p>2.2 Plan for and ensure that <b>consultation is conducted at times designated and required by legislation</b>.</p> <p>2.3 Resolve issues raised through consultation and participation promptly and effectively</p> <p>2.4 Provide information about the outcomes of consultation and</p>

	participation in a manner accessible to employees
3. Establish and maintain practices for identifying hazards, and assessing and controlling risks	<p>3.1 Develop or access a <b><i>hazard identification and risk assessment tool or template document</i></b> that incorporates <b><i>assessment criteria</i></b> for assessing risks and consequences.</p> <p>3.2 Plan for and ensure that <b><i>hazards are identified at times designated and required by legislation</i></b>.</p> <p>3.3 Develop procedures for the ongoing identification of hazards, especially <b><i>types of hazards designated by legislation</i></b>.</p> <p>3.4 Develop procedures for the assessment of risks associated with identified hazards.</p> <p>3.5 Develop procedures for the control of risks and the ongoing monitoring of controls.</p> <p>3.6 Nominate the roles and responsibilities of personnel for hazard identification, risk assessment and risk control within procedures.</p> <p>3.7 Take a lead role in assessing and controlling risks, including implementing interim or emergency solutions according to consultative requirements of OHS legislation.</p> <p>3.8 Manage the response to any incident or accident and follow legislative requirements for notifying and cooperating with OHS regulatory authorities</p>
4. Evaluate the organization's health, safety and security system.	<p>4.1 Assess ongoing compliance with OHS legislation and regulatory requirements, standards and codes to ensure that OHS legal requirements are maintained.</p> <p>4.2 Consult with a range of personnel to elicit feedback on OHS policies, procedures and practices.</p> <p>4.3 Assess the effectiveness of OHS management practices, including a review of any incidents or accidents, near misses, OHS reports and statistics held by the organization.</p> <p>4.4 Develop, implement, document and communicate improvements and changes to the OHS system.</p>

Variable	Range
OHS management system must include:	<ul style="list-style-type: none"> <li>• safe premises, including the provision of entrances and exits that are safe</li> <li>• safe machinery, equipment and materials</li> <li>• safe systems of work</li> <li>• safe working environment</li> <li>• information, instructions, training and supervision that ensure employees' health and safety</li> <li>• adequate facilities for the welfare of employees</li> <li>• appropriate management of incidents or accidents and notification to OHS regulatory authorities</li> </ul>

OHS policies and procedures may cover:	<ul style="list-style-type: none"> <li>• organisation's overall approach to OHS</li> <li>• consultation</li> <li>• incident and accident management and notification to OHS regulatory authorities</li> <li>• participation of personnel in OHS management practices</li> <li>• hazard identification</li> <li>• risk assessment</li> <li>• risk control</li> <li>• ongoing monitoring of risks</li> <li>• responsibilities of employees to ensure safety</li> <li>• particular safe work practices in regard to: <ul style="list-style-type: none"> <li>• handling of hazardous substances</li> <li>• manual handling</li> <li>• wearing or using protective equipment</li> <li>• retail supply of hazardous substances</li> <li>• security issues</li> <li>• emergency evacuation and responses</li> </ul> </li> </ul>
OHS training requirements may include:	<ul style="list-style-type: none"> <li>• OHS policy and procedures</li> <li>• induction training</li> <li>• coaching or mentoring in safe work practices</li> <li>• formal training programs in safe work practices</li> <li>• provision of information, fact sheets and signage to ensure safe work practices</li> <li>• OHS representative or committee training</li> <li>• hazard identification, and risk assessment and control training</li> </ul>
OHS records may include documentation of:	<ul style="list-style-type: none"> <li>• policies and procedures</li> <li>• training plans and training undertaken</li> <li>• consultation records, such as: <ul style="list-style-type: none"> <li>• diaries of meetings</li> <li>• agendas for and minutes of meetings</li> <li>• committee members</li> <li>• consultation decisions and follow-up actions</li> </ul> </li> <li>• hazard identification records</li> <li>• risk assessments</li> <li>• risk control actions</li> <li>• incident, accident and near miss reports and related statistics</li> <li>• incident or accident notifications to OHS regulatory authorities</li> </ul>
Consultative processes may involve:	<ul style="list-style-type: none"> <li>• consultation with all employees during the course of each business day</li> <li>• diary, whiteboard or suggestion box used by staff to report concerns</li> <li>• recording of concerns in a management diary</li> <li>• regular staff meetings that involve OHS discussions</li> <li>• special staff meetings or workshops to specifically address OHS issues</li> <li>• staff handbook with OHS information</li> <li>• survey or questionnaire that invites feedback on OHS issues</li> </ul>

	<ul style="list-style-type: none"> <li>informal meetings with notes</li> <li>fact sheets to fully inform personnel about OHS rights and responsibilities</li> <li>formal meetings with agendas, minutes and action plans</li> <li>formal OHS representatives</li> <li>formal OHS committees</li> <li>participation in OHS management practices, such as involving personnel in:</li> <li>conducting hazard identification and risk assessment</li> <li>making decisions on how to eliminate or control risks</li> <li>writing parts of OHS policies and procedures</li> </ul>
Times designated and required by legislation for consultation will vary but may include when the organisation:	<ul style="list-style-type: none"> <li>makes initial and ongoing decisions on how best to consult with personnel</li> <li>is proposing to make changes to the premises, equipment, materials and systems of work that might affect the health and safety of personnel</li> <li>conducts hazard identification and risk assessment or reviews hazard identification and risk assessment practices</li> <li>makes decisions about actions to eliminate or control risks</li> <li>introduces or alters procedures for monitoring workplace risks</li> <li>introduces or alters facilities for the welfare of personnel</li> </ul>
Hazard identification and risk assessment tool or template document may include:	<ul style="list-style-type: none"> <li>self-designed tools developed for the organisation as part of an OHS management system</li> <li>tools and templates developed:</li> <li>by external consultancy services</li> <li>by industry associations for use of member businesses</li> <li>for public use by and found within business management publications, including those developed by OHS regulatory authorities</li> </ul>
Assessment criteria may include:	<ul style="list-style-type: none"> <li>criteria developed by external consultancy services</li> <li>criteria outlined in Ethiopian standards</li> <li>criteria suggested by industry associations for use by member businesses</li> <li>self-determined criteria for the organisation as part of an OHS management system</li> </ul>
Times designated by legislation for systematic hazard identification may include:	<p>when changes to the workplace are implemented, including:</p> <ul style="list-style-type: none"> <li>before the premises are used for the first time</li> <li>before and during the installation or alteration of any plant</li> <li>before changes to work practices are introduced</li> <li>when new information relating to health and safety risk becomes available</li> </ul>
Types of hazards designated by legislation may include:	<p>physical environment, for example:</p> <ul style="list-style-type: none"> <li>working space of any workers</li> <li>lighting</li> <li>hot and cold environments</li> <li>prevailing noise levels</li> <li>electrical items</li> <li>flooring</li> </ul>



	<ul style="list-style-type: none"> <li>• equipment designed to assist with or replace manual handling</li> <li>• plant, for example:</li> <li>• machinery</li> <li>• tools</li> <li>• appliances</li> <li>• equipment</li> <li>• working practices, for example:</li> <li>• opening and closing procedures and security procedures</li> <li>• any standard operating procedures for work-related tasks</li> <li>• rostering of staff and shift allocation</li> <li>• length of time spent at certain tasks and allocation of breaks</li> </ul>
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Evidence Guide			
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• project or work activities that show the candidate's ability to establish, implement, evaluate and make ongoing improvements to a complete OHS system for a given service industry operation and in line with regulatory requirements</li> <li>• development of comprehensive OHS system documents inclusive of policies, procedures, hazard identification and risk assessment documents</li> <li>• knowledge of specific relevant OHS legislative requirements</li> <li>• project or work activities conducted over a commercially realistic period of time so that the implementation and evaluation aspects of this unit can be assessed, i.e. an OHS system can be established, evaluated and reviewed</li> </ul>		
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• in-depth and comprehensive knowledge of relevant state or territory OHS legislation as it affects specific workplace operations</li> <li>• in-depth knowledge of associated OHS codes of practice and standards</li> <li>• components of policies and procedures</li> <li>• alternative presentation formats for special needs groups</li> <li>• consultative and communication mechanisms used by organisations to develop and implement procedural systems</li> <li>• main types of safety hazards that may be found in the industry sector or organisation</li> <li>• acceptable control methods for identified hazards</li> <li>• the way systems and procedures on health, safety and security issues link with other management systems</li> <li>• other legal issues that impact on health and safety, in particular industry contexts such as responsible service of alcohol, responsible conduct of gambling, public liability and duty of care to customers</li> </ul>		
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• high-level literacy skills to: <ul style="list-style-type: none"> <li>➤ read and interpret complex materials describing regulatory</li> </ul> </li> </ul>		
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	<p>requirements that relate to OHS management</p> <ul style="list-style-type: none"> <li>➤ develop and write comprehensive OHS systems inclusive of detailed yet easily accessible policies, procedures and template documents</li> <li>➤ high-level communication skills to consult with different personnel</li> <li>➤ critical thinking skills to allow for a rational and logical evaluation of the characteristics and needs of the organisation in order to design a tailored OHS system, and to evaluate and review it</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.
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Develop Workplace Policy and Procedures for Sustainability
Unit Code	<a href="#">CST HHM5 05 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to develop and implement a strategic workplace sustainability policy. It requires the ability to define the scope of the policy, and develop policy content and procedures that reflect the organisation's commitment to sustainability, communicate and implement the policy and review and modify it to suit changed circumstances.

Elements	Performance Criteria
1. Develop workplace sustainability policy.	<p>1.1 Define <b>scope of sustainability policy</b>.</p> <p>1.2 Identify and consult with <b>stakeholders</b> as a key component of the policy development process and evaluate opportunities for stakeholders to participate in partnership sustainability practices.</p> <p>1.3 Include in the policy, <b>strategies</b> for minimizing resource use, reducing toxic material and hazardous chemical use and employing life cycle management approaches at all stages of work.</p> <p>1.4 Recommend policy options based on likely effectiveness, timeframes and cost.</p> <p>1.5 Develop policy that reflects the organization's commitment to sustainability as an integral part of the business planning and as a business opportunity.</p> <p>1.6 Agree on appropriate methods of implementation.</p> <p>1.7 Consider and evaluate relevant inclusions from established industry benchmark standards and codes of conduct</p>
2. Communicate the policy.	<p>2.1 Promote the policy and its expected outcomes to key stakeholders and agree on implementation.</p> <p>2.2 Inform those involved in implementing the policy on outcomes to be expected, activities to be undertaken and assigned responsibilities.</p> <p>2.3 Develop mechanisms and systems to maximize opportunities to capture feedback.</p>
3. Implement the policy.	<p>3.1 Develop and communicate procedures to help implement the policy.</p> <p>3.2 Implement strategies for continuous improvement in resource efficiency.</p>

	3.3 Establish and assign responsibilities relating to record systems for tracking continuous improvements in sustainability approaches
4. Review policy implementation	<p>4.1 Document outcomes and provide feedback to key personnel and stakeholders.</p> <p>4.2 Investigate the success or otherwise of policy.</p> <p>4.3 Monitor records to identify trends that may require remedial action and to promote continuous improvement of performance.</p> <p>4.4 Modify policy and procedures to ensure improvements.</p>

Variable	Range
Scope of sustainability policy may include:	<ul style="list-style-type: none"> <li>integrated approach to sustainability that includes environmental, economic and social aspects, or a narrower one to focus on each aspect individually</li> <li>parts of the enterprise to which it is to apply, including whether it is for the whole enterprise, one site, one work area or a combination of these</li> <li>investigation of particular business and market context of the industry and enterprise</li> <li>addressing sustainability initiatives through reference to standards, guidelines and approaches, such as: <ul style="list-style-type: none"> <li>➤ ISO 14001 Environment Management System</li> <li>➤ life cycle analyses</li> <li>➤ global reporting initiative</li> <li>➤ ecological footprint assessment</li> <li>➤ triple bottom line reporting</li> <li>➤ product stewardship</li> </ul> </li> </ul>
Stakeholders may include:	<ul style="list-style-type: none"> <li>individuals and groups inside and outside the organisation that have some direct interest in the enterprise's conduct, actions, products and services, including: <ul style="list-style-type: none"> <li>➤ employees at all levels of the organization</li> <li>➤ customers</li> <li>➤ suppliers</li> <li>➤ regulators</li> <li>➤ other organizations</li> </ul> </li> </ul>
Strategies may include:	<ul style="list-style-type: none"> <li>awareness raising among stakeholders</li> <li>training staff in principles and techniques of sustainability</li> <li>promotional and educational activities</li> <li>conducting audits of energy and waste within initial development of policy and procedures and their subsequent review</li> <li>minimising environmental impacts through: <ul style="list-style-type: none"> <li>technological solutions</li> <li>education</li> <li>restricting and minimizing use of particular resources</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• reducing use of energy through energy-saving devices</li> <li>• reducing waste</li> <li>• involving clients, stakeholders and other persons in contributing to sustainable practices</li> </ul>
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Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• project or work activities that show the candidate's ability to develop, implement and review strategic and integrated sustainability policies and procedures according to regulatory requirements for a given service industry operation</li> <li>• knowledge of specific and relevant legislative and industry regulatory requirements</li> <li>• knowledge of environmental, economic, social or cultural impacts and issues associated with the candidate's industry sector and the particular environments of operation</li> <li>• project or work activities conducted over a commercially realistic period of time so that the implementation and evaluation aspects of this unit can be assessed; for example, a sustainability policy can be established, evaluated and reviewed</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• components of policies and procedures</li> <li>• policy development processes and practices</li> <li>• consultation and communication mechanisms used by organisations to develop and implement procedural systems</li> <li>• in-depth knowledge of legislation and regulations imposed by relevant land management agencies and federal, state or territory, and local governments and their relevance to the particular industry sector and workplace</li> <li>• how to access industry codes of practice, standards and accreditation scheme requirements; and in-depth knowledge of their contents and organisational compliance requirements</li> <li>• principles, practices and available tools and techniques of sustainability management relevant to the particular industry sector and workplace</li> <li>• best practice approaches relevant to the particular industry sector and workplace</li> <li>• relevant systems and procedures to aid in the achievement of sustainability in the workplace</li> <li>• quality assurance systems relevant to the particular industry sector and workplace</li> <li>• awareness of enterprise policies, procedures and protocols from other related industries</li> <li>• equal employment opportunity, equity and diversity, and OHS implications of policy being developed</li> <li>• general awareness of global environmental issues and environmental ethics</li> </ul>

	<ul style="list-style-type: none"> <li>• in-depth knowledge of environmental, economic, social or cultural impacts relevant to the particular industry sector and workplace</li> <li>• in-depth knowledge of ways to enhance sustainable work practices, such as minimising impact through efficient and effective: <ul style="list-style-type: none"> <li>➤ waste disposal</li> <li>➤ resource and energy use</li> <li>➤ involvement of sustainable practices in all areas of operation</li> </ul> </li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• ability to research, analyse and present information</li> <li>• ability to prepare written reports that are concise, well articulated and suited to intended audience</li> <li>• high-level literacy skills to read and interpret complex materials describing legislative and industry regulatory requirements that relate to environmental, economic and cultural sustainability</li> <li>• high-level written literacy skills to develop comprehensive sustainability business management practices and systems inclusive of detailed yet easily accessible policies and procedures</li> <li>• high-level communication skills to conduct consultation with a variety of stakeholders, deal with different points of view and dissenting stakeholders and adjust communication to suit different audiences</li> <li>• ability to work as a member of a team to consult on and validate policy</li> <li>• ability to respond to diversity, including gender and disability</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.
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Manage Physical Asset
Unit Code	<a href="#">CST HHM5 06 0212</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage the physical assets of an organisation. It includes a focus on establishing strategies, systems and procedures for asset maintenance and monitoring, as well as financing asset acquisition.

Elements	Performance Criteria
1. Develop strategies for systematic maintenance, repair and purchase of physical assets.	<p>1.1 Develop strategies for managing <b>physical assets</b> that reflect overall business and marketing objectives of the organization.</p> <p>1.2 Evaluate current and potential financial objectives and constraints in developing asset management strategies.</p> <p>1.3 Integrate all <b>OHS requirements</b> into physical asset management.</p> <p>1.4 Develop and maintain an accurate and current physical assets register as part of the asset management strategy.</p> <p>1.5 Incorporate maintenance and repair regimes that minimize disruption and loss of revenue and involve appropriate specialists.</p> <p>1.6 Integrate <b>practices to support environmental sustainability</b> into physical asset management practices</p>
2. Monitor the condition and performance of physical assets in the workplace.	<p>2.1 Establish and implement <b>systems</b> to ensure that the condition and performance of physical assets are regularly reported and discussed within the organization.</p> <p>2.2 Establish and implement systems to identify timely replacement of physical assets.</p> <p>2.3 Make <b>assessments of physical asset performance</b> based on safety, operational efficiency, customer service quality and input from colleagues.</p> <p>2.4 Identify physical asset problems promptly and take appropriate action.</p> <p>2.5 Evaluate need for and access <b>specialist assistance</b> when required</p>
3. Coordinate financing of physical assets.	<p>3.1 Prepare accurate work or equipment <b>specifications</b> to guide the acquisition process.</p> <p>3.2 Estimate acquisition costs based on evaluation of <b>current, accurate and relevant data</b>, including supplier quotations and estimates.</p> <p>3.3 Make appropriate decisions on the acquisition of physical</p>

	<p>assets according to organization policies and procedures.</p> <p>3.4 Select <b>methods of financing</b> to meet current organization financial objectives based on an analysis of internal and external factors.</p> <p>3.5 Implement the financing process in consultation with key stakeholders and appropriate financial specialists.</p> <p>3.6 Make and keep accurate records of all financial agreements and related documents.</p>
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Variable	Range
Physical assets may include:	<ul style="list-style-type: none"> <li>• buildings</li> <li>• equipment</li> <li>• fixtures, fittings and furniture</li> <li>• vehicles</li> <li>• gardens</li> <li>• pools</li> <li>• rides and games</li> </ul>
OHS requirements may relate to:	<ul style="list-style-type: none"> <li>• restrictions on who can undertake repairs</li> <li>• regularity of maintenance required</li> <li>• levels of usage</li> </ul>
Practices to support environmental sustainability may include:	<ul style="list-style-type: none"> <li>• use of particular consumables</li> <li>• protocols for use of machinery</li> <li>• minimising waste</li> <li>• systems to reduce power use</li> <li>• regular maintenance</li> </ul>
Systems to monitor condition and performance of physical assets may include:	<ul style="list-style-type: none"> <li>• integration of reporting into day-to-day operating procedures</li> <li>• regular management reports</li> <li>• internal or external inspections and audits</li> <li>• regular staff feedback</li> <li>• analysis of maintenance costs over a period of time</li> </ul>
Specialist assistance may include:	<ul style="list-style-type: none"> <li>• trades people</li> <li>• mechanics</li> <li>• electronic specialists</li> <li>• vendor support</li> </ul>
Specifications may include:	<ul style="list-style-type: none"> <li>• information on general business context</li> <li>• numbers of users or customers</li> <li>• budget parameters</li> <li>• operational constraints</li> </ul>
Current, accurate and relevant data used for estimating costs may include:	<ul style="list-style-type: none"> <li>• quotations from suppliers</li> <li>• current maintenance contracts</li> <li>• published or advertised prices</li> <li>• previous contracts and costs</li> </ul>
Methods of financing may include:	<ul style="list-style-type: none"> <li>• hire purchase</li> <li>• leasing</li> <li>• renting</li> <li>• purchase</li> </ul>



<b>Evidence Guide</b>	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• ability to plan for and manage the acquisition, maintenance and replacement of physical assets for a small business, or section or department of a larger business</li> <li>• understanding of financial and legal issues that affect the management of physical assets</li> <li>• development of asset management strategies and financing arrangements for a specific business operation</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• types of physical assets required by organisations in different work contexts</li> <li>• maintenance requirements for different types of physical assets in the relevant industry context</li> <li>• features and benefits of different financing options for asset acquisition, including purchase, rent, lease and hire purchase</li> <li>• features of an assets register and techniques for its development and maintenance</li> <li>• overview of taxation arrangements in relation to the acquisition and disposal of physical assets</li> <li>• specific legislation relevant to the management and maintenance of physical assets, such as that relevant to vehicles or food production equipment</li> <li>• environmental standards and requirements in relation to different types of physical assets</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• critical thinking and analytical skills to evaluate complex information from varied sources to develop strategic management approaches to physical assets</li> <li>• planning and organisational skills to develop and implement complex and interrelated workplace procedures, systems and schedules for physical asset management</li> <li>• literacy skills to interpret and develop a varied range of complex business documents</li> <li>• numeracy skills to analyse and prepare a wide range of financial data, and to interpret estimates and financial agreements for physical asset acquisition</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>
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Manage Financial Operations
Unit Code	<a href="#">CST HHM5 07 0912</a>
Unit Descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to manage day-to-day financial operations of a small organisation, a department within a larger organisation or a complex project.</p> <p>The unit is not intended to cover detailed specialist accounting skills that are undertaken by qualified accountants or financial controllers, but does include the awareness of accounting issues and concepts needed by managers for effective communication with accountants or other specialists on financial matters.</p>

Elements	Performance Criteria
1. Develop approaches to financial management.	<p>1.1 Assess <b>scope of financial management requirements</b> for a given organization or project.</p> <p>1.2 Identify need for and organize specialist accounting assistance where appropriate.</p> <p>1.3 Develop approaches to financial management based on overall direction and goals of the organization or project.</p> <p>1.4 Develop financial management systems and procedures according to organization needs.</p>
2. Develop and monitor financial procedures and systems	<p>2.1 Develop <b>financial procedures and systems</b> to meet relevant statutory and internal control requirements.</p> <p>2.2 Communicate importance of financial objectives, management controls and systems to all staff.</p> <p>2.3 Develop practical procedures and systems for monitoring income and ensuring payment of accounts.</p> <p>2.4 Research and integrate the use of current industry practices and technology into systems where appropriate.</p> <p>2.5 Check compliance with procedures and systems on a regular basis.</p> <p>2.6 Monitor the flow of financial information within the organization in terms of currency, accuracy, level of detail and relevance.</p> <p>2.7 Review financial management systems regularly and make adjustments according to organization needs</p>
3. Make pricing decisions.	<p>3.1 Make pricing decisions based on current, sufficient, accurate and relevant financial and marketplace data.</p> <p>3.2 Identify fixed, variable and semi-variable costs.</p> <p>3.3 Perform and interpret simple cost-volume-profit analysis.</p>

	3.4 Set appropriate profit margins according to organization policy and calculate prices correctly
4. Monitor financial performance.	<p>4.1 Monitor budgets against performance targets on a regular basis.</p> <p>4.2 Negotiate corrective budgets to maximize business performance.</p> <p>4.3 Take remedial action to address financial performance problems where appropriate.</p> <p>4.4 Prepare and interpret profit and loss statements accurately with appropriate level of detail.</p> <p>4.5 Conduct financial ratio analysis and apply the findings to financial management and reporting as appropriate.</p> <p>4.6 Communicate feedback on positive and negative performance to appropriate colleagues in an appropriate manner</p>
5. Prepare financial reports.	<p>5.1 Prepare accurate, concise, relevant and sufficiently detailed <b>financial reports</b> to schedule, in a format appropriate to the audience and according to organization and statutory requirements.</p> <p>5.2 Identify the need for and access specialist advice on reporting requirements where appropriate.</p>

Variable	Range
Scope of financial management requirements for different projects or organisations will vary and may relate to differing requirements for:	<ul style="list-style-type: none"> <li>• budgeting and forecasting</li> <li>• reporting, including depth, regularity and nature of reports</li> <li>• control mechanisms</li> <li>• specialist financial skills</li> </ul>
Financial procedures and systems:	<p>must address:</p> <ul style="list-style-type: none"> <li>• transaction recording</li> <li>• checking and reconciliation processes</li> <li>• banking procedures</li> <li>• invoicing</li> <li>• accounts payable and receivable</li> <li>• cash management and security measures</li> <li>• cash flow management</li> <li>• budget management</li> <li>• reporting requirements</li> <li>• GST(Goods &amp; Services Tax) and other taxation requirements</li> <li>• statutory requirements that apply to the specific business structure</li> </ul>

	<ul style="list-style-type: none"> <li>• sector specific requirements, such as the Travel Compensation Fund in retail travel</li> </ul> <p>may cover:</p> <ul style="list-style-type: none"> <li>• stock control</li> <li>• financial responsibilities within an organization or department</li> </ul>
Financial reports must include:	<ul style="list-style-type: none"> <li>• GST reports and business activity statements</li> <li>• cash flow statements</li> <li>• profit and loss statements</li> <li>• balance sheets</li> <li>• reconciliations</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• understanding of the total financial management process within a business</li> <li>• ability to integrate the financial management activities of a business into overall business operations</li> <li>• knowledge of financial control, reporting and monitoring systems</li> <li>• establishment and management of financial systems over a period of time so that the monitoring and implementation aspects of the unit can be assessed</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• different financial management roles for given industry sectors or types of business, including operational managers, owner-operators, financial controllers and external accountants or auditors</li> <li>• aspects of financial management to be considered for a given organisation or industry sector</li> <li>• ways in which financial management interrelates with all other areas of business activity</li> <li>• major steps in the total accounting process and relationship of each with business operations and reporting requirements</li> <li>• typical financial management systems and technology relevant to the organisation or industry sector, including features and capabilities of one or more computerised accounting packages</li> <li>• key features of and how to prepare the main financial reports used to monitor business performance, including: <ul style="list-style-type: none"> <li>• profit and loss statements</li> <li>• balance sheets</li> <li>• sales and receivables reports</li> </ul> </li> <li>• techniques for calculating profit margins relevant to a given industry sector</li> <li>• overview of specific financial and taxation regulations and requirements relevant to the industry sector, including how GST applies to different business operations and reporting</li> </ul>

	<p>requirements</p> <ul style="list-style-type: none"> <li>• overview of economic issues that affect financial performance in specific industry contexts</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• critical thinking and analytical skills to evaluate complex financial and other business information and develop appropriate management initiatives</li> <li>• planning and organisational skills to develop and implement systems and procedures for sound financial management within an organisation or project</li> <li>• literacy skills to interpret and develop information and documentation dealing with complex ideas, concepts and data</li> <li>• numeracy skills to interrogate and develop financial data, work with complex mathematical ideas and develop approaches to strategic issues such as pricing</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>
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Maintain a General Ledger
Unit Code	<a href="#">CST HHM5 08 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to maintain a general ledger within an organisation including processing journal entries and preparing a trial balance.

Elements	Performance Criteria
1. Process journal entries	<p>1.1. Prepare <b>general journal entries</b> from <b>source journals</b> in accordance with accounting requirements, organizational policy, procedures and accounting standards</p> <p>1.2. Post journal entries into <b>general ledger system</b> in accordance with organizational policy, procedures and accounting standards</p> <p>1.3. <b>Reconcile accounts payable and accounts receivable</b> subsidiary ledger systems with general ledger</p> <p>1.4. Ensure processing maintains the accounting equation and is completed within designated time lines</p>
2. Prepare a trial balance	<p>2.1. <b>Prepare trial balance</b> of general ledger system in accordance with organizational requirements and accounting standards, and ensure it is checked for accuracy</p> <p>2.2. Identify and rectify irregularities or refer them for resolution when trial balance does not balance, in accordance with organizational policy and procedures</p>

Variable	Range
General journal entries may include:	<ul style="list-style-type: none"> <li>• bad debts written off</li> <li>• correction of posting errors</li> <li>• interest expense</li> <li>• interest receivable</li> <li>• opening entries</li> <li>• purchase of a non-current asset on credit</li> <li>• sale of a non-current asset on credit</li> <li>• transfer of funds between bank accounts</li> <li>• withdrawal of stock and assets by owner</li> </ul>
Source journals for general ledger may include:	<ul style="list-style-type: none"> <li>• cash payments journal</li> <li>• cash receipts journal</li> <li>• general journal</li> <li>• purchases journal</li> <li>• purchases returns journal</li> <li>• sales journal</li> </ul>

	<ul style="list-style-type: none"> <li>• sales return journal</li> </ul>
General ledger system may include:	<ul style="list-style-type: none"> <li>• computerised</li> <li>• manual</li> </ul>
Reconciling accounts payable and accounts receivable may include:	<ul style="list-style-type: none"> <li>• checking accuracy of accounts payable balances with general ledger control account</li> <li>• checking accuracy of accounts receivable balances with general ledger control account</li> </ul>
Preparing trial balance may include:	<ul style="list-style-type: none"> <li>• checking total debits equal total credits</li> <li>• listing ledger account balances from general ledger</li> <li>• tracing of errors</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• accurately entering data</li> <li>• applying understanding of general journal entries and knowledge of the relationship between journals and general ledger</li> <li>• implementation of double-entry principles</li> <li>• systematic tracing of errors</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• key provisions of relevant legislation and regulations from all forms of government, standards and codes that may affect aspects of business operations such as:</li> <li>• Taxation Office regulations</li> <li>• Goods and Services Tax (GST) regulations</li> <li>• anti-discrimination legislation</li> <li>• ethical principles</li> <li>• codes of practice</li> <li>• finance legislation</li> <li>• privacy laws</li> <li>• occupational health and safety</li> <li>• limit of scope of own responsibility</li> <li>• organisational accounting systems and procedures</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• literacy skills to read and understand financial procedures</li> <li>• numeracy skills to:</li> <li>• use knowledge of mathematical concepts</li> <li>• interpret, compare and calculate with whole numbers and money</li> <li>• use decimal fractions and percentages</li> <li>• problem-solving skills to use approximation to check for discrepancies and ensure calculations are correct</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>

Assessment Methods	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: Hotel Management Level IV	
Unit Title	Manage Payroll
Unit Code	<a href="#">CST HHM5 09 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	<p>1.1.Establish <b>security procedures</b> that ensure the confidentiality and security of payroll information</p> <p>1.2.Ensure procedures guarantee substantiation of claims for allowances</p> <p>1.3.Establish <b>control measures</b> to safeguard organization's financial resources in accordance with <b>legislative and organizational requirements</b></p> <p>1.4.Establish systems to ensure that statutory obligations are met and records are kept for the period determined by government legislation</p>
2. Prepare payroll data	<p>2.1.Use <b>nominated industrial awards, contracts and government legislation</b> to <b>calculate gross pay and annual salaries</b></p> <p>2.2.Calculate <b>statutory and voluntary deductions</b> using government and employee documentation</p> <p>2.3.Provide payroll data to payroll processor for calculation within <b>designated time lines</b></p>
3. Authorize payment of salaries	<p>3.1.Check payroll, and authorize salaries and wages for payment in accordance with organizational policy and procedures</p> <p>3.2.Reconcile salaries, wages and deductions in accordance with organizational policy and procedures</p> <p>3.3.Deal with salary, wage and related enquiries in accordance with organizational policy and procedures</p>
4. Administer salary records	<p>4.1.Process declaration forms for new and existing employees in accordance with Taxation Office requirements</p> <p>4.2.Forward periodic deductions to <b>nominated creditors</b> within designated time lines</p> <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>

	4.5.Prepare and reconcile employee group certificate amounts from salary records
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Variable	Range
Security procedures may include:	<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 may include:	<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 may include:	<ul style="list-style-type: none"> <li>• Accounting and Auditing Standards</li> <li>• Securities and Investments Commission requirements</li> <li>• Taxation Office regulations</li> <li>• corporations law</li> <li>• Fringe Benefits Tax (FBT)</li> <li>• organisational policy and procedures for cash handling</li> <li>• superannuation</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>• FBT</li> <li>• FBT returns</li> <li>• long service leave</li> <li>• overtime</li> </ul>

	<ul style="list-style-type: none"> <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>• insurance</li> <li>• Medicare levy</li> <li>• payroll tax</li> <li>• superannuation levy</li> <li>• union fees</li> </ul>
Designated time lines may include:	<ul style="list-style-type: none"> <li>• Taxation Office time lines for submission such as group tax, fringe benefits 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>• Taxation Office</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> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <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 range of deductions</li> <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>➢ Taxation Office regulations</li> <li>➢ anti-discrimination 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 regulations</li> <li>➢ organizational 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 skills to answer enquiries, and to explain and</li> </ul>

	<p>resolve discrepancies with employees</p> <ul style="list-style-type: none"> <li>• literacy skills to follow complex financial procedures and to follow and write detailed instructions</li> <li>• numeracy skills to:</li> <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>
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.
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Develop and Manage Marketing Strategies
Unit Code	<a href="#">CST HHM5 10 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.

Elements	Performance Criteria
1. Collect and analyze 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 analyze <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 analyze and report on reasons for under-performance.</p> <p>1.6 Record and report information according to organization requirements</p>
2. Collect and analyze information on the external business environment.	<p>2.1 Identify and analyze information on expected market growth or decline with associated risk factors.</p> <p>2.2 Record and analyze projected changes in the labor force, population and economic activity.</p> <p>2.3 Gather and analyze <b>comparative market information</b>.</p> <p>2.4 Identify and analyze industry and customer <b>trends and developments</b>, including emerging issues and technology.</p> <p>2.5 Identify and analyze legal, ethical and environmental constraints of the market and potential business impacts.</p> <p>2.6 Record and report information according to organization requirements</p>
3. Develop marketing strategies.	<p>3.1 Identify and analyze 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 organization.</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 organization 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 organization policy.</p> <p>5.3 Share information on marketing activities with operational staff to maintain awareness of current organization focus</p>

Variable	Range
Sources of information may include:	<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 may include:	<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> <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	<p>Assessment requires evidence that the candidate:</p> <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	<p>Demonstrates knowledge of:</p> <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> <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 skills to analyse internal and external business environments</li> <li>• planning and organisational skills to implement the marketing plan</li> <li>• literacy skills to analyse a wide range of complex market and business information from varied sources</li> <li>• numeracy skills to develop marketing resource strategies and scenarios</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>
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Create an Innovative Work Environment
Unit Code	<a href="#">CST HHM5 11 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to create a work environment that enables and supports the application of innovative practices in the workplace.

Elements	Performance Criteria
1. Implement work practices and procedures to support innovation.	<p>1.1 Establish <b>working conditions</b> that <b>encourage</b> the application of innovation in the workplace.</p> <p>1.2 Implement processes to maximize the use of innovation in <b>work activities</b>.</p> <p>1.3 Introduce and maintain <b>workplace procedures</b> to foster the application of innovation in the workplace.</p> <p>1.4 Facilitate <b>collaborative work arrangements</b> to foster innovation</p>
2. Implement management practices to support innovation.	<p>2.1 Actively support and guide the development of new ideas.</p> <p>2.2 Ensure all ideas are positively received and constructive advice provided.</p> <p>2.3 Establish and maintain relationships based on mutual respect and trust between <b>management and staff</b>.</p> <p>2.4 Exemplify innovative work practice in the way management approaches work and team responsibilities</p>
3. Promote innovation in the workplace	<p>3.1 <b>Acknowledge</b> staff suggestions, improvements and innovation.</p> <p>3.2 <b>Celebrate and promote</b> innovation by appropriate means.</p> <p>3.3 Promote and reinforce the value placed by management on innovation in spite of the potential risks</p>
4. Create a physical environment that supports innovation.	<p>4.1 Decorate the <b>physical environment</b> to maximize creativity.</p> <p>4.2 Design work spaces to encourage the cross-fertilization of ideas as well as the application of innovation at work skills.</p> <p>4.3 Design work spaces to provide for the development of relationships between all members of the workplace</p>
5. Provide information and learning opportunities to foster innovation.	<p>5.1 Share <b>relevant information</b>, knowledge and skills within the organization.</p> <p>5.2 Provide formal learning opportunities to help develop skills needed for innovation at work.</p>



	5.3 Create active <b><i>learning opportunities</i></b> in which managers and staff can learn from the experience of others.
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Variable	Range
Working conditions may include:	<ul style="list-style-type: none"> <li>flexible working hours</li> <li>family friendly leave entitlements</li> <li>time provided for ideas generation</li> <li>study leave</li> <li>social leave</li> </ul>
Processes to encourage the application of innovation in the workplace may include:	<ul style="list-style-type: none"> <li>collecting data</li> <li>future scanning</li> <li>seeking feedback</li> <li>networking</li> <li>making suggestions</li> <li>creative thinking</li> <li>collaborating</li> </ul>
Work activities may include:	<ul style="list-style-type: none"> <li>the development of new products</li> <li>processes</li> <li>services</li> <li>programs</li> <li>tools</li> <li>work practices</li> </ul>
Workplace procedures may relate to:	<ul style="list-style-type: none"> <li>staff meetings</li> <li>training</li> <li>performance management</li> <li>project management</li> <li>client relations</li> <li>briefing processes</li> </ul>
Collaborative work arrangements may include:	<ul style="list-style-type: none"> <li>working in teams or partnerships</li> <li>working with supplier organizations</li> <li>working in different sections</li> </ul>
Management and staff may:	<ul style="list-style-type: none"> <li>come from a variety of social, cultural or ethnic backgrounds</li> <li>vary in literacy and numeracy skills</li> <li>vary in competencies</li> </ul>
Acknowledgement may include:	<ul style="list-style-type: none"> <li>congratulating team</li> <li>providing newsletter stories</li> <li>using idea to help generate other ideas</li> <li>acknowledgement from management</li> </ul>
Ways to celebrate and promote innovation may include:	<ul style="list-style-type: none"> <li>positive feedback presentation to peers and higher management</li> <li>work station arrangements</li> <li>work space design and décor</li> <li>relaxation areas</li> <li>eating areas</li> <li>external areas prizes</li> </ul>

	<ul style="list-style-type: none"> <li>• certificates</li> <li>• articles in newsletters</li> </ul>
Physical environment may include:	<ul style="list-style-type: none"> <li>• location of work sections</li> </ul>
Sources of relevant information may include:	<ul style="list-style-type: none"> <li>• contact with others inside or outside the store</li> <li>• customers</li> <li>• staff</li> <li>• publications</li> <li>• business journals</li> <li>• newspapers</li> <li>• conferences and courses</li> <li>• internet</li> <li>• statistics</li> <li>• observation</li> <li>• market research</li> </ul>
Learning opportunities may include:	<ul style="list-style-type: none"> <li>• formal training or education</li> <li>• informal learning</li> <li>• coaching and mentoring</li> <li>• job rotation</li> <li>• information seminars</li> <li>• on-line learning</li> <li>• conferences</li> <li>• policy and procedures</li> <li>• reports</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• organizes procedures to support innovation in the workplace</li> <li>• encourages collaborative work arrangements</li> <li>• implements management practices that support innovation</li> <li>• provides encouragement for innovation</li> <li>• rewards suggestions, improvements and innovation in the workplace through celebration and promotion by appropriate means</li> <li>• creates a physical environment that supports innovation</li> <li>• establishes strategies to promote innovative work practice</li> <li>• provides information and learning opportunities to foster innovation</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• innovation at work skills</li> <li>• basic management principles</li> <li>• the ways workplace climate can affect employees' attitudes and performance</li> <li>• coaching and learning opportunities for employees and how they can be used to improve the skills in the use of innovative</li> </ul>

	<p>work practices</p> <ul style="list-style-type: none"> <li>• factors that can motivate staff to apply innovative work practices</li> <li>• ways of rewarding performance in the workplace</li> </ul>
Underpinning Skills	<p>Interpersonal communication skills to:</p> <ul style="list-style-type: none"> <li>• discuss and provide constructive feedback on ideas</li> <li>• establish and maintain relationships and share information through clear and direct communication</li> <li>• ask questions to identify and confirm requirements</li> <li>• use language and concepts appropriate to cultural differences</li> <li>• use and interpret non-verbal communication</li> <li>• leadership skills</li> <li>• encouraging and supporting achievements of team members</li> <li>• accessing, interpreting and sharing information</li> <li>• researching 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>
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Manage Quality Customer Service
Unit Code	<a href="#">CST HHM5 12 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to manage customer service quality in a range of service industry workplaces. It requires the ability to develop and monitor management strategies to enhance and oversee the delivery of quality customer service.

Elements	Performance Criteria
1. Develop approaches to enhance quality customer service.	<p>1.1 Obtain information on customer needs, expectations and satisfaction levels using both <b>formal and informal research</b>.</p> <p>1.2 Provide opportunities for customers and colleagues to provide feedback on products and services.</p> <p>1.3 Review <b>changes in internal and external environments</b> and integrate findings into planning for quality service.</p> <p>1.4 Provide opportunities for colleagues to participate in the customer service planning process.</p> <p>1.5 Develop standards and plans to address key quality service issues</p>
2. Manage the delivery of quality service.	<p>2.1 Communicate <b>customer service issues, standards</b> and expectations clearly to colleagues.</p> <p>2.2 Provide colleagues with access to information on service standards and delivery.</p> <p>2.3 Use coaching to assist colleagues to deal with customer service issues and take responsibility for service outcomes.</p> <p>2.4 Monitor <b>customer service</b> in the workplace according to organization policies and procedures to ensure standards are met</p>
3. Monitor and adjust customer service.	<p>3.1 Seek feedback from customers on an ongoing basis and use this to improve performance where applicable.</p> <p>3.2 Identify customer service problems and make adjustments to standards, systems and procedures to ensure continued service quality.</p> <p>3.3 Communicate new approaches to all those involved in service delivery within appropriate timeframes.</p>

Variable	Range
Formal and informal research on customer needs may include:	<ul style="list-style-type: none"> <li>• talking to customers</li> <li>• qualitative or quantitative research</li> <li>• seeking feedback from service delivery colleagues</li> <li>• analysis of competitive environment</li> <li>• analysis of industry and market trends</li> </ul>
Changes in internal and external environments affecting quality service planning may include:	<ul style="list-style-type: none"> <li>• management changes</li> <li>• organisational restructures</li> <li>• introduction of new equipment</li> <li>• recruitment practices</li> <li>• technological changes affecting service delivery</li> <li>• changes in the competitive environment</li> <li>• economic climate</li> <li>• trends in customer preferences</li> <li>• introduction of e-business</li> </ul>
Customer service issues and standards may relate to:	<ul style="list-style-type: none"> <li>• response times</li> <li>• service guarantees</li> <li>• pricing guarantees</li> <li>• product quality</li> <li>• document presentation standards</li> <li>• personal presentation standards</li> <li>• complaint management</li> </ul>
Customer service may be provided in various modes, including:	<ul style="list-style-type: none"> <li>• face-to-face</li> <li>• online</li> <li>• by telephone</li> <li>• email or written communication</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• ability to develop proactive approaches to delivering and monitoring quality customer service within a specific workplace context</li> <li>• knowledge of quality service principles and processes</li> <li>• demonstration of skills through the establishment, monitoring and evaluation of service delivery in a workplace context (e.g. managing an event or running a tour)</li> </ul>
Underpinning Knowledge and Attitudes	<p>The following knowledge must be assessed as part of this unit:</p> <ul style="list-style-type: none"> <li>• roles and responsibilities of management in ensuring quality service within an organisation</li> <li>• concepts of total quality service and total quality management and their application in a given industry context</li> <li>• role of continuous improvement and benchmarking</li> <li>• methods of implementing quality assurance in the workplace, including: <ul style="list-style-type: none"> <li>• establishing and monitoring standards</li> <li>• staff involvement and reward</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• evaluating customer service</li> <li>• overview of the range of market research techniques used to gain information on customer preferences</li> <li>• legislation that impacts on customer service standards and delivery, including relevant requirements under state fair trading legislation</li> <li>• industry schemes that impact on customer service standards and delivery, such as accreditation schemes and codes of conduct</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• communication skills to provide support and coaching to a customer service team</li> <li>• critical thinking and problem-solving skills to assess the need for, and make systemic improvements to address, service quality issues</li> <li>• literacy skills to interpret complex information from varied sources and to develop documents that detail service standards, systems and procedures</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.
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Manage Business Risk
Unit Code	<a href="#">CST HHM5 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 organization 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 organization'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, minimization or control and communicate these them 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 minimize 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 may include:	<ul style="list-style-type: none"><li>• business or operational objectives relating to:<ul style="list-style-type: none"><li>➤ client of the organization</li><li>➤ department within an organization</li><li>➤ whole of the organization</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 may include:	<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><li>• venue and facility managers</li><li>• industry association personnel</li><li>• legal representatives</li><li>• business accountants</li><li>• insurance brokers</li></ul>		
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	<ul style="list-style-type: none"> <li>• specialist or technical advisers</li> <li>• government authorities</li> </ul>
Information sources may include:	<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 may include:	<p>self-designed tools and assessment criteria tools and templates developed:</p> <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 organization as part of a risk management system</li> <li>• for public use and found within business management manuals</li> </ul>
Methods to identify foreseeable risk may include:	<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 the assessment may include:	<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> <li>• report</li> <li>• meeting notes or minutes</li> <li>• action plan</li> </ul>
Risks may involve:	<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> </ul>

	<ul style="list-style-type: none"> <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 must include:	<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 may include:	<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>
Operational objectives may include:	<ul style="list-style-type: none"> <li>• business or operational objectives relating to: <ul style="list-style-type: none"> <li>➤ client of the organization</li> <li>➤ department within an organization</li> <li>➤ whole of the organization</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>

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</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</li> </ul>

	<p>identification and assessment template</p> <ul style="list-style-type: none"> <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 skills to communicate and consult with key people on issues of business risk identification, assessment and control</li> <li>literacy skills 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 skills 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>
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Research and Evaluate Event Industry Trends and Practices
Unit Code	<a href="#">CST HHM5 14 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to research and critically evaluate past, present and future event industry practices to enhance the quality of one's own work practice.

Elements	Performance Criteria
1. Research event industry ideas, practices and trends.	<p>1.1 Assess and select <b>formal and informal research strategies</b> to explore <b>event industry information, ideas and concepts</b>.</p> <p>1.2 Identify and explore potential <b>new and alternative sources of information</b>.</p> <p>1.3 Source information on the history and evolution of the global event industry as a context for effective work practice</p>
2. Evaluate information to inform work practice	<p>2.1 Critically analyze information in the context of industry practice and philosophy of work.</p> <p>2.2 Assess ways in which information may be used or adapted within work practices, including integration of new technologies.</p> <p>2.3 Develop <b>positions and ideas</b> and integrate into work practice.</p> <p>2.4 Use information to generate discussion and <b>critical analysis</b> of event management practice and opportunities</p>
3. Extend own event management skills and knowledge.	<p>3.1 Proactively identify and use opportunities presented by research to extend event management skills and knowledge.</p> <p>3.2 Re-evaluate and refine approaches to work in the context of current and emerging trends.</p> <p>3.3 Identify and use practice, feedback, discussion and evaluation opportunities to continuously improve skills.</p>

Variable	Range
Formal and informal research strategies may include:	<ul style="list-style-type: none"> <li>• reading current literature, including specialist journals and industry magazines</li> <li>• participating actively in relevant industry associations</li> <li>• participating in professional development and other learning opportunities</li> <li>• participating in and contributing to discussion through conferences, meetings, seminars, courses and journals</li> <li>• internet research</li> <li>• formal study</li> </ul>

Event industry information, ideas and concepts may relate to:	<ul style="list-style-type: none"> <li>• overall philosophy about events and their place in society</li> <li>• overall management practice</li> <li>• event operations</li> <li>• safety and risk management</li> <li>• environmental sustainability</li> <li>• history of events</li> <li>• role of events in the broader social, economic and political environment</li> <li>• best practice examples</li> <li>• research around concepts of leisure and play</li> <li>• emerging and future technology</li> </ul>
New and alternative sources may include:	<ul style="list-style-type: none"> <li>• theories of business and management practice</li> <li>• work from other related areas of community or business activity, including: <ul style="list-style-type: none"> <li>• artists and designers</li> <li>• photographers</li> <li>• historians</li> <li>• film makers</li> <li>• authors</li> <li>• entertainers</li> </ul> </li> </ul>
Positions and ideas may include:	<ul style="list-style-type: none"> <li>• totally new approaches to work practice</li> <li>• adaptation of current practice</li> <li>• specific operational innovations</li> </ul>
Critical analysis may include:	<ul style="list-style-type: none"> <li>• comparing and contrasting</li> <li>• reflecting</li> <li>• critiquing or challenging</li> <li>• considering merit</li> <li>• discussing and debating</li> <li>• making judgements about relevance of information and ideas</li> <li>• considering how ideas may be adapted</li> <li>• considering how ideas may be challenged within work</li> <li>• drawing links between research and own work</li> </ul>

Evidence Guide	
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• ability to conduct research on a complex range of event industry issues, trends and ideas</li> <li>• ability to analyse, critique and synthesise complex sources to develop own positions and ideas</li> <li>• in-depth conceptual, technical and management knowledge of the event industry</li> <li>• demonstration of skills through one or more pieces of event industry research</li> </ul>

Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• research methodologies and options</li> <li>• sources of event industry references, and broader references that may inform emerging and innovative practice in event management and operations</li> <li>• current and emerging event industry trends across all areas of planning, management and operations</li> <li>• evolution of the event industry, globally</li> <li>• event industry networks and professional development opportunities</li> <li>• techniques and methods to generate new ideas and develop innovative approaches to work</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• analytical skills to develop complex conceptual, technical or management positions and ideas</li> <li>• literacy skills to research complex and unfamiliar information sources</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.
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Determine Event Feasibility
Unit Code	<a href="#">CST HHM5 15 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to assess the viability of a proposed complex event comprising multiple components, and to develop recommendations and models for its future planning and operation.

Elements	Performance Criteria
1. Analyze event context and rationale.	<p>1.1 Confirm overall event rationale and goals through consultation with <b>key stakeholders</b> and evaluation of initial <b>event concept information</b>.</p> <p>1.2 Determine and assess the <b>place of the proposed event</b> in relation to other events, the industry and community context, and the wider marketplace.</p> <p>1.3 Assess and determine the marketability of the proposed event through research and consultation.</p> <p>1.4 Evaluate the <b>internal and external factors</b> that impact on the viability of the proposed event</p>
2. Assess resource requirements and opportunities	<p>2.1 Develop complete and realistic estimates of <b>primary event costs</b> based on thorough breakdown of all event components.</p> <p>2.2 Identify <b>potential sources of revenue and other resources</b> and develop realistic estimates.</p> <p>2.3 Test and explore different resource scenarios with a range of possible event models</p>
3. Evaluate planning and operational requirements	<p>3.1 Analyze overall event <b>planning and management requirements</b>.</p> <p>3.2 Evaluate <b>specific operational requirements for each event component</b>.</p> <p>3.3 Identify all key <b>regulatory requirements</b> and their impact on event management and operations.</p> <p>3.4 Consider negative environmental impacts and minimal impact practices to reduce these</p>
4. Develop recommendations and models.	<p>4.1 Develop positions and recommendations based on the outcomes of analysis.</p> <p>4.2 Develop specific planning, management and operational recommendations for the overall event and key event components.</p> <p>4.3 Clearly articulate contingency planning requirements.</p>
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	<p>4.4 Present accurate and complete income and expenditure estimates to inform future decision making.</p> <p>4.5 Offer different <b>models and options</b>, including clear details of the benefits and risks of suggested models.</p> <p>4.6 Present <b>key stakeholders</b> with feasibility outcomes in appropriate format.</p>
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Evidence Guide			
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>ability to critically evaluate a wide range of complex information and to develop substantiated positions and recommendations to inform event planning and management at both a strategic and operational level</li> <li>in-depth conceptual, technical and management knowledge of the event industry</li> <li>demonstration of skills through the completion and presentation of a detailed feasibility analysis for at least one complex event concept</li> </ul>		
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>event industry operations at an in-depth level, including features and formats or a wide range of event types</li> <li>internal and external factors that impact on event feasibility and affect its management and operation</li> <li>resource requirements for the overall planning and management of complex events, and for specific event components</li> <li>sources of potential revenue for different types of event</li> <li>sources of event industry references, and broader references that may inform emerging and innovative practice in event management and operations</li> <li>current and emerging event industry trends across all areas of planning, management and operations</li> <li>risk management issues of particular relevance to events</li> <li>options for the presentation of feasibility analysis results</li> <li>the environmental impacts of resource, water and energy use at event sites and minimal impact practices to reduce these</li> <li>correct and environmentally sound disposal methods for all types of waste and in particular for hazardous substances</li> </ul>		
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>analytical skills to interrogate and evaluate complex information and to develop positions and recommendations as a result of analysis</li> <li>planning and organisational skills to provide recommendations for cohesive event planning and management</li> <li>communication skills to consult and liaise with a wide range of stakeholders on strategic event management proposals and</li> </ul>		
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	<p>issues</p> <ul style="list-style-type: none"> <li>• literacy skills to analyse and develop complex information and documentation</li> <li>• numeracy skills to estimate costs and develop different budgetary scenarios and models</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.
Assessment Methods	<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: Hotel Management Level IV	
Unit Title	Plan and Develop Event Proposals and Bids
Unit Code	<a href="#">CST HHM5 16 0912</a>
Unit Descriptor	This unit describes the performance outcomes, skills and knowledge required to plan and develop proposals and bids for the staging of complex events comprising multiple components.

Elements	Performance Criteria
1. Interpret event brief.	<p>1.1 Accurately interpret and assess event brief in terms of organization's capacity to meet the stated requirements.</p> <p>1.2 Evaluate and plan action required for development of the proposal or bid.</p> <p>1.3 Undertake liaison with the client to clarify requirements where appropriate</p>
2. Develop proposal or bid details.	<p>2.1 Research and develop <b>details and options for inclusion in the proposal or bid</b> after consultation with suppliers and other relevant agencies.</p> <p>2.2 Assess <b>current and emerging factors and trends</b> for impact on bid preparation.</p> <p>2.3 Identify and integrate appropriate current and emerging technology into proposal.</p> <p>2.4 Seek support for the proposal or bid from <b>relevant individuals and agencies</b>.</p> <p>2.5 Evaluate possible competitors and develop strategies to address competitive issues</p>
3. Develop proposal or bid materials.	<p>3.1 Prepare <b>proposal or bid materials</b> within the designated timelines according to requirements of the brief.</p> <p>3.2 Assess the need for expert assistance and organize the involvement of <b>appropriate specialists</b>.</p> <p>3.3 Present materials in a format that maximises the use of presentation and promotional techniques.</p>

Variable	Range
Details and options for inclusion in the proposal or bid may include information on:	<ul style="list-style-type: none"> <li>• general concepts and themes</li> <li>• business program</li> <li>• social program</li> <li>• costs which ensure profitability of the bid proponent</li> <li>• travel and touring arrangements</li> <li>• accommodation</li> </ul>

	<ul style="list-style-type: none"> <li>• entertainment</li> <li>• staging</li> <li>• special features</li> <li>• sample promotional materials</li> <li>• references and details of other successful undertakings</li> <li>• organisational information, including structure and personnel</li> <li>• support statements, information from other organisations</li> <li>• approach to environmental impacts and issues</li> <li>• proposals relating to use of technology</li> <li>• risk management approaches</li> <li>• potential negative environmental impacts and proposed minimal impact practices for the event and particular site</li> </ul>
Current and emerging factors and trends may relate to:	<ul style="list-style-type: none"> <li>• overall industry context</li> <li>• sponsoring organisation objectives</li> <li>• sustainability</li> <li>• information from other similar events</li> <li>• competitor activity</li> <li>• emerging technologies</li> <li>• new product and service options</li> </ul>
Relevant individuals and agencies may include:	<ul style="list-style-type: none"> <li>• high profile individuals</li> <li>• sponsors</li> <li>• local businesses</li> <li>• community agencies</li> <li>• government agencies</li> <li>• statutory authorities</li> </ul>
Proposal or bid materials may include:	<ul style="list-style-type: none"> <li>• text documents</li> <li>• electronic presentations</li> <li>• videotapes, DVDs or other multimedia options</li> <li>• props</li> <li>• other promotional items</li> </ul>
Appropriate specialists may include:	<ul style="list-style-type: none"> <li>• artists</li> <li>• graphic designers</li> <li>• multimedia specialists</li> <li>• photographers</li> <li>• professional writers</li> </ul>

Evidence Guide			
Critical aspects of Competence	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>• ability to undertake the proposal or bidding process for a specific complex event, including effective assessment of the brief, coordination of all details and resources to meet the proposal or bid requirements, and professional presentation of proposal or bid materials and documents</li> <li>• knowledge of typical proposal or bid requirements and formats</li> <li>• development of a proposal or bid for a specific complex event</li> </ul>		
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	in a competitive bidding environment
Underpinning Knowledge and Attitudes	<p>Demonstrates knowledge of:</p> <ul style="list-style-type: none"> <li>• components to be included in event proposals and bids and product knowledge in relation to those components for different types of events</li> <li>• networks and interrelationships of different industry sectors and organisations and their impact on the development of event proposals and bids in a given industry context</li> <li>• event management logistical and operational factors that impact on proposal and bid development and proposed approaches</li> <li>• risk management issues to be considered in formulation of event proposals and bids</li> <li>• environmental impacts and minimal impact practices to be considered in formulation of event proposals and bids for particular event sites</li> <li>• sources of specialist advice and expertise for the development of proposal and bid materials</li> <li>• presentation techniques for proposal and bid materials, including current technology options</li> </ul>
Underpinning Skills	<p>Demonstrates skills to:</p> <ul style="list-style-type: none"> <li>• critical thinking skills to assess, evaluate and develop options to address potentially complex event requirements</li> <li>• literacy skills to interpret and develop complex documents</li> <li>• numeracy skills to estimate costs, test different financial scenarios and present costs and quotations for event staging</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.
Assessment Methods	<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: Hotel Management Level V	
Unit Title	Manage Project Quality
Unit Code	<a href="#">CST HHM5 17 0912</a>
Unit Descriptor	This unit specifies the outcomes required to manage quality within projects. It covers determining quality requirements, implementing quality assurance processes, and using review and evaluation to make quality improvements in current and future projects.

Elements	Performance Criteria
1. Determine quality requirements	<p>1.1 <i>Quality objectives</i>, standards and levels are determined, with input from stakeholders and guidance of a higher project authority, to establish the basis for quality outcomes and a <b>quality management plan</b></p> <p>1.2 Established <b>quality management methods, techniques and tools</b> are selected and used to determine preferred mix of quality, capability, cost and time</p> <p>1.3 Quality criteria are identified, agreed with a higher project authority and communicated to stakeholders to ensure clarity of understanding and achievement of quality and overall project objectives</p> <p>1.4 Agreed quality requirements are included in the project plan and implemented as basis for performance measurement</p>
2. Implement quality assurance	<p>2.1 Results of project activities and product performance are measured and documented throughout the project life cycle to determine compliance with agreed quality standards</p> <p>2.2 Causes of unsatisfactory results are identified, in consultation with the client, and appropriate actions are recommended to a higher project authority to enable continuous improvement in quality outcomes</p> <p>2.3 Inspections of quality processes and <b>quality control</b> results are conducted to determine compliance of quality standards to overall quality objectives</p> <p>2.4 A quality management system is maintained to enable effective recording and communication of quality issues and outcomes to a higher project authority and stakeholders</p>
3. Implement project quality improvements	<p>3.1 Processes are reviewed and agreed changes implemented continually throughout the project life cycle to ensure continuous improvement to quality</p> <p>3.2 Project outcomes are reviewed against performance criteria to determine the effectiveness of quality management processes and procedures</p>

	3.3 Lessons learned and recommended <b>improvements</b> are identified, documented and passed on to a higher project authority for application in future projects
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Variable	Range
Quality objectives may include:	<ul style="list-style-type: none"> <li>• requirements from the client and other stakeholders</li> <li>• requirements from a higher project authority</li> <li>• negotiated trade-offs between cost, schedule and performance</li> <li>• those quality aspects which may impact on customer satisfaction</li> </ul>
Quality management plan may include:	<ul style="list-style-type: none"> <li>• established processes</li> <li>• authorizations and responsibilities for quality control</li> <li>• quality assurance</li> <li>• continuous improvement</li> </ul>
Quality management methods, techniques and tools may include	<ul style="list-style-type: none"> <li>• brainstorming</li> <li>• benchmarking</li> <li>• charting processes</li> <li>• ranking candidates</li> <li>• defining control</li> <li>• undertaking benefit/cost analysis</li> <li>• processes that limit and/or indicate variation</li> <li>• control charts</li> <li>• flowcharts</li> <li>• histograms</li> <li>• pareto charts</li> <li>• scatter gram</li> <li>• run charts</li> </ul>
Quality control may include:	<ul style="list-style-type: none"> <li>• monitoring conformance with specifications</li> <li>• recommending ways to eliminate causes of unsatisfactory performance of products or processes</li> <li>• monitoring of regular inspections by internal or external agents</li> </ul>
Improvements may include:	<ul style="list-style-type: none"> <li>• formal practices, such as total quality management or continuous improvement</li> <li>• improvement by less formal processes which enhance both the product quality and processes of the project, for example client surveys to determine client satisfaction with project team performance</li> </ul>

Evidence Guide			
Critical Aspects of Competence	<p>must be able to provide evidence that: the candidate has taken responsibility for quality management of projects. This will include evidence of managing the work of others within the project team with respect to quality.</p> <p>Products that could be used as evidence include:</p>		
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	<p>documentation produced in managing projects such as:</p> <ul style="list-style-type: none"><li>• lists of quality objectives, standards, levels and measurement criteria</li><li>• records of inspections, recommended rectification actions and quality outcomes</li><li>• management of quality management system and quality management plans</li><li>• application of quality control, quality assurance and continuous improvement processes</li><li>• records of quality reviews</li><li>• lists of lessons learned and recommended improvements</li></ul> <p>Processes that could be used as evidence include:</p> <ul style="list-style-type: none"><li>• how quality requirements and outcomes were determined for projects</li><li>• how quality tools were selected for use in projects</li><li>• how team members were managed throughout projects with respect to quality within the project</li><li>• how quality was managed throughout projects</li><li>• how problems and issues with respect to quality and arising during projects were identified and addressed</li><li>• how projects were reviewed with respect to quality management</li><li>• how improvements to quality management of projects have been acted upon</li></ul>		
Underpinning Knowledge and Attitudes	<p>Broad knowledge and understanding of:</p> <ul style="list-style-type: none"><li>• the principles of project quality management and their application</li><li>• acceptance of responsibilities for project quality management</li><li>• use of quality management systems and standards</li><li>• the place of quality management in the context of the project life cycle</li><li>• appropriate project quality management methodologies; and their capabilities, limitations, applicability and contribution to project outcomes</li><li>• attributes:<ul style="list-style-type: none"><li>➤ analytical</li><li>➤ attention to detail</li><li>➤ able to maintain an overview</li><li>➤ communicative</li><li>➤ positive leadership</li></ul></li></ul>		
Underpinning Skills	<p>Demonstrate skills of:</p> <ul style="list-style-type: none"><li>• ability to relate to people from a range of social, cultural and ethnic backgrounds, and physical and mental abilities</li><li>• project management</li><li>• quality management</li><li>• planning and organizing</li><li>• communication and negotiation</li><li>• problem-solving</li></ul>		
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	<ul style="list-style-type: none"> <li>• leadership and personnel management</li> <li>• monitoring and review skills</li> </ul>
Resources Implication	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> <li>• access to workplace documentation</li> <li>• real or simulated workplace</li> </ul>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/Written Test</li> <li>• Observation/Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the real workplace or in a simulated workplace setting</p>



Occupational Standard: Hotel Management Level V	
Unit Title	Facilitate and Capitalize on Change and Innovation
Unit Code	<a href="#">CST HHM5 18 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	<p>Assessment must show evidence that the candidate:</p> <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 and anti-discrimination</li> <li>• the principles and techniques involved in:</li> <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>

	<ul style="list-style-type: none"> <li>• assessing risks and implementing risk control measures</li> <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> <li>• factors which lead/cause resistance to change</li> <li>• approaches to managing workplace issues</li> </ul>
Underpinning Skills	<p>Demonstrate skills on:</p> <ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Planning work</li> <li>• Managing risk</li> </ul>
Resources Implication	<p>The following resources must be provided:</p> <ul style="list-style-type: none"> <li>• Workplace or fully equipped assessment location with necessary tools, equipment and consumable materials</li> </ul>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview/Written Test</li> <li>• Observation/Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Competence may be assessed in the work place or in a simulated work place setting</p>

Occupational Standard: Hotel Management Level V	
Unit Title	Establish and Conduct Business Relationships
Unit Code	<a href="#">CST HHM5 19 0912</a>
Unit Descriptor	This unit covers the skills, attitudes and knowledge required to manage business relationship with customers.

Elements	Performance Criteria
1. Establish contact with customer	1.1 Welcoming customer environment is maintained. 1.2 Customer is greeted warmly according to enterprise policies and procedures. 1.3 Effective service environment is created through verbal and non-verbal presentation according to enterprise policies and procedures. 1.4 Customer data is maintained to ensure database relevance and currency. 1.5 Information on customers and service history is gathered for analysis. 1.6 <b>Opportunities</b> to maintain regular contact with customers are identified and taken up.
2. Clarify needs of customer	2.1 Customer needs are determined through questioning and active listening. 2.2 Customer needs are accurately assessed against the products/services of the enterprise. 2.3 Customer details are documented clearly and accurately in required format. 2.4 Conduct negotiations in a business-like and professional manner. 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. 2.6 Communicate the results of negotiations to appropriate colleagues and stakeholders within appropriate timeframes.
3. Provide information and advice	3.1 Features and benefits of products/services provided by the enterprise are described / recommended to meet customer needs. 3.2 Information to satisfy customer needs is provided. 3.3 Alternative sources of information/advice are discussed with the customer.
4. Foster and maintain business relationships	4.1 Pro-actively seek, review and act upon information needed to maintain sound business relationships. 4.2 Honor agreements within the scope of individual responsibility. 4.3 Make adjustments to agreements in consultation with the customer and share information with appropriate colleagues. 4.4 Nurture relationships through regular contact and use of effective interpersonal and communication styles.

Variables	Range
Opportunities to maintain regular contact with customers	<p>may include:</p> <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 accordance with enterprise policies and procedures</li> <li>• ability to build and maintain relationships to achieve successful business outcomes</li> </ul>
Underpinning Knowledge and Attitudes	<p>Demonstrate knowledge of:</p> <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> <li>➢ General knowledge of the range of enterprise merchandise and services, location of telephone extensions and departments/sections</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <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	<p>Demonstrate skills of:</p> <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	<p>The following should be made available:</p> <ul style="list-style-type: none"> <li>• a workplace or simulated workplace</li> <li>• documentation, such as enterprise policy and procedure manuals relating to customer service</li> </ul>
Methods of Assessment	<p>Competence may be assessed through:</p> <ul style="list-style-type: none"> <li>• Interview / Written Test</li> <li>• Observation/Demonstration with Oral Questioning</li> </ul>
Context of Assessment	<p>Elements of competence contain both knowledge and practical components. Practical components should be assessed on the job or in a simulated work environment.</p>

Occupational Standard: Hotel Management Level V	
Unit Title	Develop and Refine Systems for Continuous Improvement in Operations
Unit Code	<a href="#">CST HHM5 20 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

improvement practice	<p>floor</p> <p>3.2 Ensure all personnel have appropriate capabilities for continuous improvement processes</p> <p>3.3 Ensure personnel and systems recognize potential breakthrough improvement projects</p> <p>3.4 Ensure sufficient resources are available for the operation of continuous and breakthrough improvement processes</p> <p>3.5 Check that relevant information flows from improvement changes to all required areas and stakeholders</p> <p>3.6 Check data collection and metrics analysis capture changes which result from improvement actions</p> <p>3.7 Check that improvement changes are standardized and sustained</p> <p>3.8 Check review processes for routine continuous improvements</p> <p>3.9 Remove or change factors limiting gains from improvements</p> <p>3.10 Modify systems to ensure appropriate possible changes are referred to other improvement processes</p> <p>3.11 Institutionalize breakthrough</p>
4. Establish parameters of current external improvement system	<p>4.1 Review <b>value stream</b> systems that impact on improvement</p> <p>4.2 Review procedures for deciding improvement methodologies Identify current relevant metrics and their values, as appropriate</p> <p>4.3 Determine yield of current improvement processes</p> <p>4.4 Review results of improvements</p>
5. Explore opportunities for further development of value stream improvement processes	<p>5.1 Review mechanisms for consultation with value stream members</p> <p>5.2 Develop mechanisms for further improving joint problem solving</p> <p>5.3 Develop mechanisms for increased sharing of organizational knowledge</p> <p>5.4 Obtain support and necessary authorizations from process/system owners</p> <p>5.5 Capture and standardize improvements</p> <p>5.6 Improve factors limiting gains from continuous improvements</p>
6. Review systems for compatibility with	<p>6.1 Review all systems which impact or are <b>impacted on improvements</b> and the improvement system</p>



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> <li>• signed agreements</li> </ul>

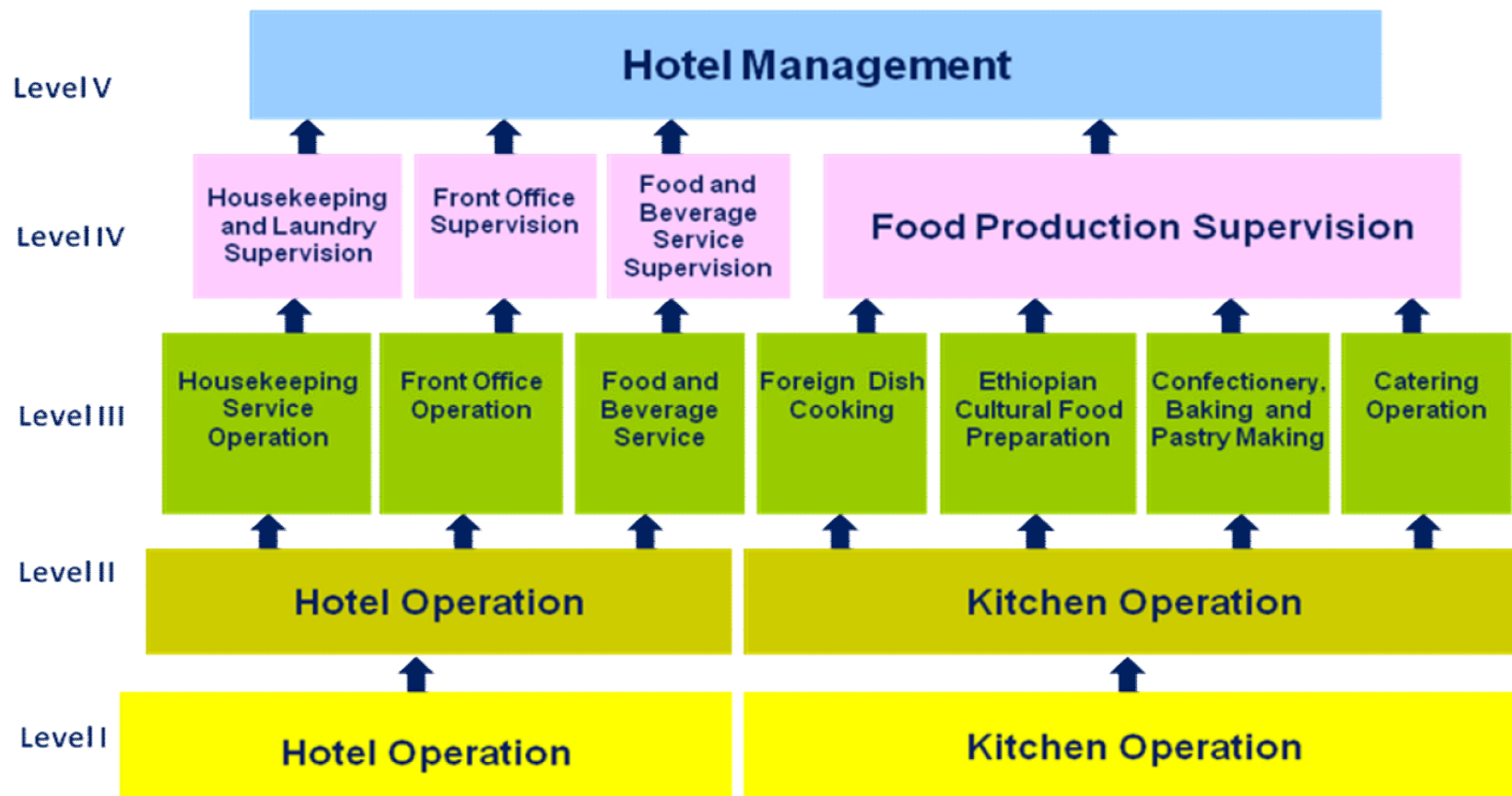
	<ul style="list-style-type: none"> <li>• other documented arrangements which formalize the raised base line</li> </ul>
Systems impacting improvements	<p>Systems which impact/are impacted on improvements and the improvement system include:</p> <ul style="list-style-type: none"> <li>• office</li> <li>• 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> <li>• Just in Time (JIT)</li> </ul>

	<ul style="list-style-type: none"> <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> <li>• reviewing relevant metrics, including all those measures</li> </ul>

	<p>which might be used to determine the performance of the improvement system, including:</p> <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>
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: Hotel and Hospitality**



## **Acknowledgement**

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