

**CARAVAN INDUSTRY NATIONAL COMPETENCY
STANDARDS**

**GENERAL
LEADERSHIP**

Unit THHGLE01A

Monitor Work Operations

Unit Descriptor This unit deals with the skills and knowledge required to oversee and monitor the quality of work operations within a tourism or hospitality enterprise. This unit may be carried out by team leaders, supervisors or managers.

Element	Performance Criteria
<p>1 Monitor and improve workplace operations</p>	<ul style="list-style-type: none"> • Efficiency and service levels are monitored on an ongoing basis. • Operations in the workplace support overall enterprise goals and quality assurance initiatives. • Quality problems and issues are promptly identified and adjustments are made accordingly. • Procedures and systems are changed in consultation with colleagues to improve efficiency and effectiveness. • Colleagues are consulted about ways to improve efficiency and service levels.
<p>2 Plan and organise workflow</p>	<ul style="list-style-type: none"> • Current workload of colleagues is accurately assessed. • Work is scheduled in a manner which enhances efficiency and customer service quality. • Work is delegated to appropriate people in accordance with principles of delegation. • Workflow is assessed against agreed objectives and timelines. • Colleagues are assisted in prioritisation of workload. • Input is provided to appropriate management regarding staffing needs.
<p>3 Maintain workplace records</p>	<ul style="list-style-type: none"> • Workplace records are accurately completed and submitted within required timeframes. • Where appropriate, completion of records is delegated and monitored prior to submission.

Competency Standards

4 Solve problems and make decisions

- Workplace problems are promptly identified and considered from an operational and customer service perspective.
- Short-term action is initiated to resolve the immediate problem where appropriate.
- Problems are analysed for any long-term impact, and potential solutions are assessed and actioned in consultation with relevant colleagues.
- Where problem is raised by a team member, he or she is encouraged to participate in solving the problem.
- Follow-up action is taken to monitor the effectiveness of solutions in the workplace.

Range of Variables

- This unit may apply to various staff in all tourism and hospitality sectors.
- Problems may include but are not limited to:
 - difficult customer service situations
 - equipment breakdown/technical failure
 - delays and time difficulties.
- Workplace records may include but are not limited to:
 - staff records
 - regular performance reports.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - the roles and responsibilities of those involved in monitoring work operations
 - overview of leadership and management responsibilities
 - principles of work planning
 - typical work organisation methods appropriate to the industry sector
 - quality assurance principles
 - time management
 - principles of delegation
 - problem solving and decision making processes
 - industrial and/or legislative issues which affect short term work organisation as appropriate to industry sector.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to monitor effectively and respond to a range of common operational and service issues in the workplace
 - understanding of the role of staff involved in workplace monitoring
 - knowledge of quality assurance, principles of workflow planning, delegation and problem solving.

Linkages to Other Units:

- There is a strong link between this unit and a range of other units. Depending upon the industry sector and workplace, combined delivery/assessment may be appropriate. Examples include but are not limited to:
 - THHGGA08A Plan And Establish Systems and Procedures
 - THHGLE02A Monitor Workplace Health, Safety and Security
 - THHGLE03A Develop and Implement Operational Plans.
- Note that problem solving is included in both this unit and unit THHGCS03A Deal with Conflict Situations. Care should be taken to avoid duplication in assessment and training.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	2

Unit THHGLE02A

Implement Workplace Health, Safety and Security Procedures

Unit Descriptor	This unit deals with the skills and knowledge required to implement health, safety and security procedures in the workplace. This unit is often carried out by team leaders and supervisors. This unit is closely based on Worksafe Australia generic competence 'B'.
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Element	Performance Criteria
1 Provide information on health, safety and security	<ul style="list-style-type: none">• Relevant information is accurately and clearly explained to staff.• Specific enterprise information on health, safety and security is accurately and clearly explained to staff.• All information is readily accessible to staff.
2 Co-ordinate staff participation in health, safety and security issues	<ul style="list-style-type: none">• All staff members are given the opportunity to contribute to the management of health, safety and security in the workplace.• Issues raised through consultation are actioned, resolved or referred to the appropriate person for follow up.• Feedback is provided on management systems to the designated person.
3 Implement and monitor procedures for controlling hazards and risks	<ul style="list-style-type: none">• Workplace hazards and risks are identified and reported.• Control procedures are implemented and monitored in accordance with enterprise and legislative requirements.• Inadequacies in control measures are promptly identified and reported to the appropriate person.
4 Implement and monitor health, safety and security training	<ul style="list-style-type: none">• Training needs are accurately identified based on close monitoring in the workplace.• Arrangements are made for fulfilling training needs in consultation with appropriate management and in accordance with enterprise policy.• Effectiveness of training is monitored in the workplace and adjustments made as necessary.

- 5 Maintain health, safety and security records**
- Records are accurately and legibly completed and stored in accordance with enterprise and legal requirements.
 - Data is used to provide reliable input to the management of workplace health, safety and security.

Range of Variables

- This applies to all tourism and hospitality sectors.
- Hazards and risks may include but are not limited to:
 - workplace sickness
 - fire
 - crowd-related risks
 - accidents
 - bomb scares
 - theft and armed robbery
 - deranged customers
 - equipment failure
 - weather emergencies
 - pests.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - working knowledge of relevant state/territory occupational health and safety legislation, specifically:
 - general duty of care
 - requirements for record keeping
 - provision of information and training
 - regulations and codes of practice in relation to hazards in work area
 - health and safety representatives and OH&S committees
 - issue resolution.
 - knowledge of specific enterprise policy and procedures.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Competency Standards

Critical Aspects of Assessment:

- Look for:
 - ability to monitor health, safety and security within the context of an established system where policies, procedures and programs exist
 - knowledge of required elements of health and safety legislation.

Linkages to Other Units:

- There is a link between this unit and a range of other units. Depending upon the industry sector and workplace, combined delivery/assessment may be appropriate. Examples may include but are not limited to:
 - THHGGA08A Plan And Establish Systems and Procedures
 - THHGLE01A Monitor Workplace Operations
 - THHGLE03A Develop and Implement Operational Plans.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	2

Unit THHGLE03A

Develop and Implement Operational Plans

Unit Descriptor This unit deals with the skills and knowledge required to implement the planning process within the workplace. It focuses the skills needed by frontline managers to develop and implement a range of planning initiatives and underpins a range of other leadership units.

Element	Performance Criteria
<p>1 Develop operational plans</p>	<ul style="list-style-type: none"> • Plans and strategies are developed based on workplace needs and identification of opportunities for improvement and innovation. • Scope and objectives of the required initiative are developed based on: <ul style="list-style-type: none"> • overall enterprise goals • staff and customer feedback • monitoring of workplace operations. • Internal and external factors which may impact on the plan are identified and analysed. • Appropriate colleagues are consulted during the development of the plan. • Resource strategies are developed. • Administrative framework and systems are developed. • Priorities, responsibilities and timelines are clearly identified and communicated. • Evaluation systems are developed in consultation with appropriate colleagues. • An internal and external communications strategy is developed to keep all stakeholders informed.
<p>2 Administer and monitor operational plans</p>	<ul style="list-style-type: none"> • Identified actions are implemented and monitored in accordance with agreed priorities. • Support and assistance is provided to colleagues involved in implementing the plan. • Reports are provided in accordance with enterprise requirements. • Financial control systems are implemented and monitored. • Additional resource requirements are assessed and actioned in accordance with enterprise policy.

Competency Standards

3 Conduct ongoing evaluation

- Agreed evaluation methods are used to assess effectiveness in the workplace.
- Evaluation involves all appropriate colleagues.
- Problems are identified and adjustments are made accordingly.
- Results of evaluation are incorporated into ongoing planning and operational management.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Operational plans will be quite broad in nature and may include plans for:
 - a department within a large organisation
 - a small business
 - a specific project
 - introduction of a new product.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - planning techniques
 - problem solving and decision making in specific relationship to development and implementation of operational plans
 - research skills in relation to a broad range of information from multiple sources and related to a broad range of issues
 - current internal and external environments impacting on the enterprise
 - legal issues which impact on enterprise operations as appropriate to the industry sector.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to develop a realistic plan that relates to a specific and “real” tourism and/or hospitality context. The plan should identify current and relevant industry and enterprise issues, and clearly identify an implementation program
 - ability to apply an integrated approach to operational issues
 - knowledge and understanding of the following:
 - legal issues which affect general operations within the sector
 - current industry issues which affect general operations within the sector
 - specific implementation and monitoring issues which may affect the plan.

Linkages to Other Units:

- This unit should be assessed with or after the following units:
 - THHGGA08A Plan and Establish Systems and Procedures
 - THHGLE01 A Monitor Work Operations
 - THHGLE08A Lead and Manage People.

- This unit relates to planning and as such combined assessment/training may be appropriate with a wide range of other leadership units. These units should be selected according to the needs of the specific sector and workplace.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	2

Unit THHGLE04A

Establish and Maintain a Safe and Secure Workplace

Unit Descriptor This unit deals with the management of health, safety and security in tourism and hospitality enterprises. It is closely based on Worksafe Australia generic competency “C”.

Element	Performance Criteria
1 Establish and maintain a framework for health safety and security	<ul style="list-style-type: none">• Health, safety and security policies are developed and clearly expressed in enterprise policies.• Health, safety and security responsibilities and duties are clearly defined, allocated and included in job descriptions and duty statements for all relevant positions.• Financial and human resources are identified, sought and/or provided in a timely and consistent manner.• Information on the occupational health and safety system and procedures is provided and explained in a form readily accessible to employees.
2 Establish and maintain participative arrangements for the management of health, safety and security	<ul style="list-style-type: none">• Appropriate consultative processes are established and maintained.• Issues raised through participation and consultation are dealt with and resolved promptly and effectively.• Information about the outcomes of participation and consultation is provided in a manner accessible to employees.
3 Establish and maintain procedures for identifying and assessing hazards and risks	<ul style="list-style-type: none">• Existing and potential hazards and risks are correctly identified and assessed.• A procedure for ongoing identification and assessment is developed and integrated within work systems and procedures.• Activities are monitored to ensure that this procedure is adopted effectively.• Hazard identification and risk assessment are addressed at the planning, design and evaluation stages of any change in the workplace to ensure that new hazards and risks are not created.• Risks presented by identified hazards are correctly assessed in accordance with OH&S legislation and codes of practice.

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| 4 | Establish and maintain procedures for controlling hazards and risks | <ul style="list-style-type: none">• Measures to control assessed risks are developed and implemented.• When measures which control a risk at its source are not immediately practicable, interim solutions are implemented until a permanent control measure is developed.• A procedure for ongoing control of risks, is developed and integrated within general systems of work and procedures.• Activities are monitored to ensure that the risk control procedure is adopted.• Risk control is addressed at the planning, design and evaluation stages of any change within the area of managerial responsibility, to ensure that adequate risk control measures are included.• Inadequacies in existing risk control measures are identified in accordance with the hierarchy of control, and resources enabling implementation of new measures are sought and/or provided according to appropriate procedures. |
| 5 | Establish and maintain organisational procedures for dealing with hazardous events | <ul style="list-style-type: none">• Potential hazardous events are correctly identified.• Procedures which would control the risks associated with hazardous events and meet any legislative requirements as a minimum, are developed in consultation with appropriate emergency services.• Appropriate information and training are provided to all employees to enable implementation of the correct procedures in all relevant circumstances. |
| 6 | Establish and maintain an occupational health and safety training program | <ul style="list-style-type: none">• An occupational health and safety training program is developed and implemented. |
| 7 | Establish and maintain a system for occupational health and safety records | <ul style="list-style-type: none">• A system for keeping occupational health and safety records is established and monitored. |

Competency Standards

8 Evaluate the organisation's health, safety and security system

- Effectiveness of the health, safety and security system and related policies, procedures and programs is assessed according to the organisation's aims with respect to occupational health and safety.
- Improvements to the occupational health and safety system are developed and implemented.
- Compliance with occupational health and safety legislation and codes of practice is assessed to ensure that legal occupational health and safety standards are maintained as a minimum.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Participative/consultative procedures are conducted by supervisory staff within the area of managerial responsibility.
- Monitoring of activities may include:
 - review of written reports
 - performance appraisal
 - auditing procedures.
- Hazards and risks may include but are not limited to:
 - workplace sickness
 - fire
 - crowd-related risks
 - accidents
 - bomb scares
 - theft and armed robbery
 - deranged customers
 - equipment failure
 - weather emergencies
 - pests.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - detailed knowledge of relevant state/territory occupational health and safety legislation as it affects workplace operations
 - knowledge of links between other management systems and procedures on health safety and security
 - equal employment opportunity in relation to occupational health and safety
 - other legal issues which impact on health and safety in particular industry contexts.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to develop a framework for a health, safety and security system within a specific tourism or hospitality context. This should include the creation of procedures and processes to guide all facets of the system
 - knowledge of specific and relevant legislative requirements.

Linkages to Other Units:

- There is a strong link between this unit and other units that deal with health, safety and security issues and general management competencies. Depending upon the industry sector and workplace, combined delivery/assessment may be appropriate. Examples may include but are not limited to:
 - THHGLE01A Monitor Workplace Health, Safety and Security
 - THHGLE03A Develop and Implement Operational Plans
 - THHGLE08A Lead and Manage People.
- This unit has a strong planning focus and repetition should be avoided with unit THHGLE03A Develop and Implement Operational Plans in the development of training programs.

- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	2

Unit THHGLE20A

Develop and Update the Legal Knowledge Required for Business Compliance

Unit Descriptor This unit deals with the skills and knowledge required to ensure business compliance with legislation governing the tourism and hospitality industries.

Element	Performance Criteria
1 Research the legal information required for business compliance	<ul style="list-style-type: none">• Sources of legal information and advice are accurately identified and accessed.• Information is selected and analysed for relevance to the business.• Information is recorded and/or distributed.
2 Ensure compliance with legal requirements	<ul style="list-style-type: none">• Need for legal advice is assessed and sought where appropriate.• Information is shared with appropriate work colleagues in a timely manner.• Where appropriate, information updates and training are organised for colleagues and staff.• Workplace systems and procedures are established and monitored to ensure compliance with legal requirements.• Aspects of operations which may infringe laws are identified and modifications are promptly developed and implemented.
3 Update legal knowledge	<ul style="list-style-type: none">• Informal and formal research is used to update the legal knowledge required for business compliance.• Updated knowledge is shared with colleagues and incorporated into workplace planning and operations.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Sources of legal information and informal/formal research may include but are not limited to:
 - reference books
 - media
 - industry and/or employer associations
 - industry journals
 - internet
 - customers and suppliers
 - appointed legal experts.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - knowledge of compliance provisions of the following areas of law as they relate to tourism/hospitality:
 - contract
 - insurance and superannuation
 - consumer protection and trade practices
 - licensing
 - industrial relations
 - taxation
 - equal employment opportunity and anti-discrimination.
 - statutory requirements for businesses
 - responsibilities/liabilities of Managers and Directors
 - research skills.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - understanding of the legislation that affects operations in a particular industry sector
 - knowledge of how to update information that applies to business operations.
- Particular focus should be placed on the application of legal knowledge to specific tourism and hospitality workplace situations and problems.

Linkages to Other Units:

- There is a strong relationship between the content of this unit and the content of other leadership units. Care should be taken to avoid duplication in training and / or assessment. Trainers and/or assessors should decide whether legal knowledge is covered in context with those other units or as a separate unit.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	1

Unit THHGLE05A

Roster Staff

Unit Descriptor This unit deals with the skills and knowledge required to develop staff rosters. Depending upon the sector and enterprise, this may be carried out by a dedicated specialist staff, operational supervisors or managers.

Element	Performance Criteria
1 Develop and implement staff rosters	<ul style="list-style-type: none">• Rosters are developed in accordance with award provisions and enterprise agreements.• Rosters take account of the need to maximise operational efficiency and customer service levels while minimising wages costs.• Rosters are designed to meet requirements of wages budgets wherever possible.• Duties are combined to ensure effective use of staff.• Rosters are developed, based on consideration of most effective appropriate mix of staff and skills base available.• Rosters are finalised and communicated to appropriate colleagues within designated timelines.
2 Maintain staff records	<ul style="list-style-type: none">• Time sheets are completed accurately and within designated timelines.• Staff records are accurately updated and maintained in accordance with enterprise procedures.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Rostering may be for:
 - an individual department
 - a whole enterprise
 - a specific project.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - various types of rosters
 - overview of software programs available for roster design
 - roster design
 - in-depth knowledge of area of operation
 - impacts of industrial relations and EEO issues on staff rostering.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - understanding of the factors which impact upon staff rostering and
 - ability to prepare a staff roster within the framework of established operations, systems and procedures in a tourism/hospitality context within enterprise acceptable timeframes.

Linkages to Other Units:

- There is a strong link between this unit and a range of other units that may or may not be carried out by supervisors and managers in the workplace. Depending upon the industry sector and workplace, combined assessment/training may be appropriate. Example may include but are not limited to:
 - THHGLE01A Monitor Work Operations
 - THHGLE03A Develop and Implement Operational Plans
 - THHGLE06A Monitor Staff Performance.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	2
Communicating Ideas and Information	2
Planning and Organising Activities	2
Working with Others and in Teams	1
Using Mathematical Ideas and Techniques	2
Solving Problems	2
Using Technology	1

Unit THHGLE06A

Monitor Staff Performance

Unit Descriptor This unit deals with the skills and knowledge required to monitor staff performance and includes skills in performance appraisal and counselling.

Element	Performance Criteria
1 Provide performance feedback to staff	<ul style="list-style-type: none">• Colleagues are consulted about and informed on expected standards of performance.• Ongoing performance is monitored in the workplace.• Confirming and corrective feedback is provided to colleagues on an on-going basis.• Colleagues receive guidance and support in the workplace.• Achievements and outstanding performance are recognised and rewarded.• Need for further coaching or training is identified and organised in accordance with enterprise policies.
2 Recognise and resolve performance problems	<ul style="list-style-type: none">• Performance problems are promptly identified and investigated.• Feedback and coaching are used to address performance problems.• Possible solutions are discussed and agreed upon with the colleague in question.• Outcomes are followed up in the workplace.• Where necessary, a formal counselling session is organised.
3 Implement performance appraisal systems	<ul style="list-style-type: none">• Formal performance appraisals are implemented in accordance with enterprise policy.• Individual performance appraisals are conducted openly and fairly in accordance with enterprise policy.• Appraisal records are completed and filed in accordance with enterprise policy and industrial requirements.• Courses of action are agreed with colleagues and followed up in the workplace.

Range of Variables

- This unit may apply to various staff in all tourism and hospitality sectors.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - performance appraisal techniques and systems
 - knowledge of industrial relations and EEO issues which impact on staff performance monitoring
 - one-to-one coaching techniques.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to provide feedback in a supportive manner
 - ability to conduct a formal performance appraisal in accordance with established policies and systems.

Linkages to Other Units:

- This unit should be assessed with or after the following unit:
 - THHGTR01A Coach Others in Job Skills.
- There is a strong link between this unit and a range of other units that may or may not be carried out by supervisors and managers in the workplace. Depending upon the industry sector and workplace, combined delivery/assessment may be appropriate. Examples may include but are not limited to:
 - THHGLE01A Monitor Work Operations
 - THHGLE03A Develop and Implement Operational Plans
 - THHGLE08A Lead and Manage People.

- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	2
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	1

Unit THHGLE07A

Recruit and Select Staff

Unit Descriptor This unit deals with the skills and knowledge required to recruit and select staff within the framework of overall human resource plans. Depending upon the sector and enterprise, these may be carried out by dedicated specialist staff, operational supervisors or managers.

Element	Performance Criteria
1 Identify recruitment needs	<ul style="list-style-type: none">• Short term recruitment needs are identified based on monitoring of service and efficiency levels in the workplace.• Colleagues are consulted in relation to staffing needs.• Selection criteria are developed based on the particular need identified.• Job descriptions are used where appropriate.• Recruitment initiatives are approved in accordance with enterprise policy.
2 Administer recruitment	<ul style="list-style-type: none">• Advertisements for positions are created, approved and disseminated in accordance with enterprise policy.• Applications are processed in accordance with enterprise policy.• Applicants are informed of decisions and provided with other recruitment information within reasonable timeframes.• Interviews and other selection processes are organised in accordance with enterprise policy.• Employment offers are made in accordance with enterprise policy.• Prospective employees are advised on details in accordance with enterprise policy and industrial/legislative requirements.• Documentation is processed and filed in accordance with enterprise policy.
3 Select staff	<ul style="list-style-type: none">• Applications are reviewed against criteria.• Interviews and other selection procedures are conducted in accordance with enterprise policy.• Applicants are treated courteously throughout the selection process.• Selection criteria are used as the basis for selection.

**4 Plan and organise
induction programs**

- Induction programs are planned and organised to introduce new employees to the workplace.
- Induction programs contain all appropriate practical information in accordance with enterprise policy and industrial/legislative requirements.
- Information on the culture of the enterprise is included in induction programs.

Competency Standards

Range of Variables

- This unit applies to all tourism and hospitality sectors.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - interviewing techniques
 - purpose and content of induction programs
 - relevant legislation in relation to recruitment and selection of staff:
 - equal employment opportunity
 - anti-discrimination
 - award provisions or other enterprise agreement issues
 - dismissal procedures.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to establish accurate selection criteria for recruitment, conduct fair and effective interviews and make selections based on agreed criteria
 - understanding of recruitment administration systems and the legal environment in which recruitment takes place.

Linkages to Other Units:

- This unit should be assessed with or after the following units:
 - THHGLE05A Roster Staff
 - THHGLE06A Monitor Staff Performance
 - THHGLE08A Lead and Manage People
 - THHGLE09A Manage Workplace Diversity.
- There is a link between this unit and a range of other units that deal with employee relations issues. Depending upon the sector and individual workplace, combined delivery may be appropriate. Separate assessment is required.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.

Competency Standards

- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	2
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	2
Using Technology	1

Unit THHGLE08A

Lead and Manage People

Unit Descriptor This unit deals with the skills and knowledge required to lead and manage teams of people in the workplace. It focuses on issues of leadership, motivation and teamwork.

Element	Performance Criteria
<p>1 Model high standards of performance and behaviour</p>	<ul style="list-style-type: none"> • Individual performance serves as positive role model for others. • Individual performance shows support for and commitment to enterprise goals. • People are treated with integrity, respect and empathy.
<p>2 Develop team commitment and co-operation</p>	<ul style="list-style-type: none"> • Plans and objectives are developed in consultation with the team and clearly communicated. • Plans and objectives are consistent with enterprise goals. • Expectations, roles and responsibilities are communicated in a way which encourages individuals/teams to take responsibility for their work. • Individual's/team's efforts and contributions are identified, encouraged, valued and rewarded. • Open and supportive communication styles are modelled and encouraged within the team. • Information from the wider environment is shared with the team. • Support and guidance are provided including representation of team's interests in the wider environment.
<p>3 Manage team performance</p>	<ul style="list-style-type: none"> • Skills of team members are assessed and opportunities for individual development are provided. • Team performance is monitored to ensure progress towards achievement of goals. • Tasks and responsibilities are appropriately delegated and monitored. • Mentoring and coaching support are provided to team members. • Team achievements are recognised and rewarded.

Competency Standards

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Teams may be:
 - project-based
 - permanent teams.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - nature of management and leadership
 - principles of teamwork
 - motivation and leadership
 - conflict resolution in specific relation to leaders
 - industrial relations issues in people management
 - equal employment opportunity.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to build positive team spirit and effectively manage overall team performance within a specific tourism and hospitality context
 - knowledge of leadership, motivation and people management principles.

Linkages to Other Units:

- This unit should be assessed with or after the following units:
 - THHGCS03A Deal with Conflict Situations
 - THHGLE01A Monitor Work Operations
 - THHGLE09A Manage Workplace Diversity
 - THHGLE03A Develop and Implement Operational Plans.
- Depending upon the industry sector and workplace, combined training may also be appropriate with these and other related units.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.

Competency Standards

- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	1

Unit THHGLE09A**Manage Workplace Diversity**

Unit Descriptor This unit deals with the skills and knowledge required to provide leadership in a diverse workplace where customers and staff are from a wide range of backgrounds. It builds on the common core unit THHCOR02A and reflects the importance of managing cross-cultural issues in the tourism and hospitality industry.

Element	Performance Criteria
<p>1 Encourage respect for diversity in the workplace</p>	<ul style="list-style-type: none"> • Individual behaviour provides a role model for others and demonstrates respect for diversity. • Planning and work practices are developed in a manner which shows respect for workplace diversity. • Colleagues are assisted and coached in ways of accepting diversity in relation to both colleagues and customers.
<p>2 Use diversity as an asset</p>	<ul style="list-style-type: none"> • The skills of a diverse workforce are recognised and used to enhance enterprise performance. • Benefits of diversity are promoted to colleagues.
<p>3 Deal with problems arising from diversity issues</p>	<ul style="list-style-type: none"> • Workplace problems which arise from diversity issues are promptly recognised and action is taken to resolve the situation. • Training needs are identified and actioned. • Coaching and mentoring is used to assist colleagues to successfully work in a diverse environment.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Diversity refers to diversity in its broadest sense and may be related to:
 - race
 - language
 - special needs
 - disabilities
 - family structure
 - gender
 - age
 - sexual preference.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - specific diversity issues which apply to the tourism and hospitality industry and which contribute to the industry's progress
 - cross cultural communication skills.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - understanding of the role of leaders in encouraging effective cross cultural communication in the tourism and hospitality industries
 - knowledge of specific cultural issues that may apply in a particular industry context.

Linkages to Other Units:

- This unit should be assessed with or after the following units:
 - THHGCS03A Deal With Conflict Situations
 - THHGLE01A Monitor Work Operations.
- Depending upon the industry sector and workplace combined delivery/assessment may also be appropriate with a range of other units. These may include but are not limited to:
 - THHGLE08A Lead and Manage People
 - THHGLE07A Recruit and Select Staff.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.

Competency Standards

- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	1

Unit THHGLE10A**Manage Workplace Relations**

Unit Descriptor This unit deals with the skills and knowledge required to manage workplace relations, from an industrial relations perspective. It focuses on the skills needed by all managers.

Element	Performance Criteria
<p>1 Build a positive industrial relations climate</p>	<ul style="list-style-type: none"> • Employees are provided with accurate and impartial information on industrial matters likely to affect them. • Workplace changes or issues which may cause industrial unrest are identified. • Potential causes of industrial unrest in external environments are identified. • Conditions of employment are created in accordance with relevant legislation and industrial awards/agreements. • Mechanisms for consulting with staff and to facilitate two way communication are implemented. • Consultative structures for the identification and resolution of grievances are established.
<p>2 Establish and implement formal industrial procedures</p>	<ul style="list-style-type: none"> • Procedures are developed in consultation with relevant parties in relation to: <ul style="list-style-type: none"> • counselling • disciplining staff • grievances • dispute resolution. • Procedures are communicated to all appropriate staff. • Agreed processes are used and monitored and appropriate adjustments made in consultation with relevant parties.

Competency Standards

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Relevant parties should include unions and employer groups as appropriate to the industry sector.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - an overview of the Australian and relevant State/Territory industrial relations system
 - the role of unions in the tourism/hospitality industries
 - the role of employer groups in the tourism/hospitality industries
 - provisions under relevant awards
 - procedures for workplace agreements
 - formal counselling and industrial dispute resolution procedures.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - knowledge of industrial relations issues and regulations as they apply to particular sectors
 - ability to interpret industrial awards and agreements
 - ability to develop procedures to handle industrial issues in the workplace.

Linkages to Other Units:

- This unit should be assessed with or after the following units:
 - THHGCS03A Deal With Conflict Situations
 - THHGCS06A Establish and Conduct Business Relationships
 - THHGLE01A Monitor Work Operations
 - THHGLE08A Lead and Manage People
 - THHGLE09A Manage Workplace Diversity.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.

Competency Standards

- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	1

Unit THHGLE21A

Provide Mentoring Support to Business Colleagues

Unit Descriptor This unit deals with the skills and knowledge required to act as a business mentor to other individuals in the industry. To achieve competence in this unit, significant workplace experience would generally be required.

Element	Performance Criteria
<p>1 Establish a relationship with mentoree</p>	<ul style="list-style-type: none"> • Effective communication styles are used to develop trust, confidence and rapport. • Agreements are made on how the relationship will be conducted including: <ul style="list-style-type: none"> • the amount of time involved for both parties • confidentiality of information • scope of issues to be covered. • Expectations and goals are discussed and clarified.
<p>2 Offer mentoring support</p>	<ul style="list-style-type: none"> • The mentoree is assisted to identify and evaluate options to achieve agreed goals. • Personal experiences and knowledge are shared with the mentoree to assist in progress towards agreed goals. • The mentoree is encouraged to make decisions and take responsibility for the courses of action/solutions under consideration. • Supportive advice and assistance is provided in a manner which allows the mentoree to retain responsibility for achievement of their own goals. • Changes in the mentoring relationship are recognised and openly discussed. • Adjustments to the relationship take account of the needs of both mentor and mentoree.

Competency Standards

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Mentors and mentorees may work within the same or different organisations.
- The mentoring process may apply to any area of business/professional endeavour.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - an understanding of mentoring, its role and potential benefits
 - communication in relation to listening, questioning and non verbal communication
 - knowledge and experience of the area of business in which the mentoree operates.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to use knowledge and experience to assist another individual to achieve their agreed goals
 - application of effective communication styles
 - understanding of the role and benefits of mentoring in business.

Linkages to Other Units:

- While this unit has a very strong relationship with many other leadership units, it is recommended that this unit be assessed alone.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	1

Unit THHGLE11A

Manage Quality Customer Service

Unit Descriptor This unit deals with the skills and knowledge required to manage customer service quality in the workplace.

Element	Performance Criteria
1 Develop and implement approaches to enhance customer service quality	<ul style="list-style-type: none">• Informal and formal research is used to obtain information on customer needs, expectations and satisfaction levels.• Changes in internal and external environments are considered in quality service planning.• Opportunities for colleagues to participate in the customer service planning process are provided.• Approaches are developed and communicated to colleagues and customers.
2 Monitor and adjust customer service	<ul style="list-style-type: none">• Customer service standards are monitored in the workplace in accordance with enterprise policies and procedures.• Feedback is sought on an ongoing basis.• Coaching is used to assist colleagues to deal with customer service issues.• Colleagues are encouraged to take responsibility for customer service.• Customer service problems are identified and adjustments made accordingly to ensure continued service quality.• Adjustments are communicated to all those involved in service delivery within appropriate timeframes.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Informal and formal research on customer needs may include but is not limited to:
 - talking to customers
 - qualitative or quantitative research
 - seeking feedback from service delivery colleagues
 - analysis of competitive environment
 - analysis of industry and market trends.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - principles of quality assurance and its application to tourism and hospitality in a management context (not necessarily a formal quality management system)
 - industry and market knowledge as it applies to quality issues
 - competitive environment
 - overview of product development from a quality service perspective.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to develop pro-active approaches to the enhancement of customer service within a specific tourism/hospitality context
 - knowledge of quality service principles.

Linkages to Other Units:

- This unit should be assessed with or after the following unit:
 - THHGLE08A Lead And Manage People.
- There is also a strong link between this unit and other leadership units. Depending upon the industry sector and workplace, combined delivery/assessment may be appropriate with those units.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	1
Solving Problems	3
Using Technology	1

Unit THHGLE12A

Develop and Manage Marketing Strategies

Unit Descriptor This unit deals with the skills and knowledge required to develop and manage marketing strategies within a tourism and hospitality context.

Element	Performance Criteria
1 Analyse the market	<ul style="list-style-type: none">• Market and situation analysis is conducted using established techniques in accordance with:<ul style="list-style-type: none">• available budget• the need for external assistance• existing market data• the need for additional data• internal and external issues and constraints.
2 Prepare marketing strategies	<ul style="list-style-type: none">• Marketing strategies are developed at the appropriate time, using standard market planning techniques.• Strategies are developed to take account of:<ul style="list-style-type: none">• feedback from operational staff and other colleagues• time management and scheduling issues and constraints• resource constraints• the current industry context• the overall enterprise context.• Opportunities for colleagues to contribute to the marketing plan are provided.• Priorities, responsibilities, timelines and budgets are clearly defined in the plan and communicated to appropriate colleagues.• A marketing plan is submitted for approval where appropriate in accordance with enterprise policy.
3 Implement and monitor marketing activities	<ul style="list-style-type: none">• Actions detailed in the plan are implemented and monitored in a cost-efficient manner and according to schedule and contingencies.• Reports are produced in accordance with enterprise policy.• Information on marketing activities is shared with operational staff to maintain awareness of current enterprise focus.

4 Conduct ongoing evaluation

- Marketing activities are evaluated using agreed methods and benchmarks.
- Adjustments are made in accordance with evaluation.
- Agreed changes are promptly communicated and implemented.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Marketing strategies may be for:
 - a specific product or service (new or existing)
 - a small/medium sized business enterprise
 - a destination
 - a single event.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - market analysis and planning techniques
 - internal and external issues which impact on market planning
 - industry marketing and distribution networks
 - research skills.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to develop a marketing strategy for a specific tourism and/or hospitality product, service or enterprise. Plans should identify current and relevant industry enterprise marketing issues and include a detailed, realistic implementation program
 - knowledge and understanding of specific implementation and monitoring issues.

Linkages to Other Units:

- There is a very strong link between this unit and unit THHGLE03A Develop and Implement Operational Plans. Both units focus on planning. Depending upon the industry sector and workplace, combined delivery/assessment may be appropriate.
- Care should be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Competency Standards

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	2
Solving Problems	3
Using Technology	1

Unit THHGLE13A**Manage Finances Within a Budget**

Unit Descriptor This unit deals with the skills and knowledge required to take responsibility for budget management. Budget development may be undertaken by others, and these skills are covered in unit THHGLE14A Prepare and Monitor Budgets.

Element	Performance Criteria
<p>1 Allocate budget resources</p>	<ul style="list-style-type: none"> • Funds are allocated according to agreed priorities. • Changes in income and expenditure priorities are discussed with the appropriate person prior to implementation. • All relevant personnel are kept informed of resource decisions. • Colleagues are made aware of the importance of budget control. • Records of resource allocation are accurately detailed in accordance with enterprise control systems.
<p>2 Monitor financial activities against budget</p>	<ul style="list-style-type: none"> • Actual income and expenditure is checked against budgets at regular intervals. • Financial commitments are included to ensure accurate monitoring. • Deviations are identified and reported according to enterprise policy and significance of deviation. • Appropriate colleagues are advised of budget status in relation to targets.
<p>3 Identify and evaluate options for improved budget performance</p>	<ul style="list-style-type: none"> • Existing costs and resources are assessed and areas for improvement are clearly identified. • Desired outcomes are discussed with relevant colleagues. • Research is undertaken to investigate new approaches. • Benefits and disadvantages of new approaches are clearly defined and communicated. • Impacts on customer service levels and colleagues are taken into consideration. • Recommendations are clearly and logically presented to the appropriate person/department.

Competency Standards

4 Complete financial / statistical reports

- All required financial and statistical reports are completed accurately within designated timelines.
- Reports are clear, concise and checked for accuracy.
- Reports are promptly forwarded to the appropriate person/department.

Range of Variables

- This unit may apply to various staff in all tourism and hospitality sectors.
- Budgets may include but are not limited to:
 - cash budgets
 - departmental budgets
 - budgeted profit and loss and balance sheets
 - wages budgets
 - project budgets
 - purchasing budgets
 - sales budgets
 - cashflow budgets
 - budgets for a small business.
- Financial/statistical reports may relate to:
 - daily, weekly, monthly transactions and reports
 - break-up by department
 - occupancy
 - sales performance
 - commission earnings
 - sales returns
 - commercial account activity.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - knowledge and understanding of budgets; specifically the different types of budget, how a budget is structured and how to interpret a budget
 - knowledge of internal and external auditing requirements
 - knowledge of legislative requirements in specific relation to disbursement of funds and record keeping
 - financial reporting procedures.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to monitor income and expenditure in accordance with the budget, and to identify ways of improving budget performance
 - understanding of the main types of budget that apply in the industry (as per Range of Variables)
 - knowledge of basic budget principles and accounting/auditing/legislative/reporting requirements.

Linkages to Other Units:

- There is a strong link between this unit and a range of other units. Depending upon the industry sector and workplace, combined assessment/training may be appropriate. Examples include but are not limited to:
 - THHGLE01A Monitor Work Operations
 - THHGFA03A Audit Financial Procedures
 - THHGLE14A Prepare and Monitor Budgets.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	2
Communicating Ideas and Information	2
Planning and Organising Activities	3
Working with Others and in Teams	2
Using Mathematical Ideas and Techniques	2
Solving Problems	3
Using Technology	2

Unit THHGLE14A

Prepare and Monitor Budgets

Unit Descriptor This unit deals with the skills and knowledge required to prepare and monitor budgets.

Element	Performance Criteria
1 Prepare budget information	<ul style="list-style-type: none">• Data required for budget preparation is correctly identified and accessed.• Data is reviewed and analysed in readiness for budget preparation.• Where appropriate, directives from senior management or organising committees are followed.• Internal and external environments are analysed for potential impacts on budget.• Relevant colleagues are provided with the opportunity to contribute to the budget planning process.
2 Prepare budget	<ul style="list-style-type: none">• The budget is drafted, based on analysis of all available information and in accordance with enterprise policy.• Income and expenditure estimates are clearly identified and supported by valid, reliable and relevant information.• Alternative approaches are assessed and presented where appropriate.• Recommendations are presented clearly, concisely and in an appropriate format.• The draft budget accurately reflects enterprise objectives.• The draft budget is circulated for comment.• The budget is negotiated in accordance with enterprise policy and procedures.• Modifications are agreed and incorporated.• The final budget is completed in required format within designated timelines.• Colleagues are informed of final budget decisions and ramifications in a timely manner.

Monitor and review Budget

- The budget is regularly reviewed to assess actual performance against estimated performance.
- Significant deviations are investigated and action taken accordingly.
- Changes in the internal and external environment are considered during budget review, and adjustments made accordingly.
- Information is collected to assist in future budget preparation.

Range of Variables

- This unit may apply to various staff in all tourism and hospitality sectors.
- Budgets may include but are not limited to:
 - cash budgets
 - departmental budgets
 - budgeted profit and loss and balance sheets
 - wages budgets
 - project budgets
 - purchasing budgets
 - sales budgets
 - cashflow budgets
 - budgets for a small business.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - accounting principles and practices in specific relation to budget preparation
 - budget preparation techniques
 - business documentation presentation
 - negotiation skills in specific relation to budgetary planning
 - research skills.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - understanding of the technical budget preparation process and accounting procedures that must be followed
 - ability to prepare a range of realistic and accurate budgets within the context of a tourism or hospitality workplace
 - ability to analyse and consider the internal and external factors that impact on the budget development process.

Linkages to Other Units:

- This unit should be assessed with or after the following unit:
 - THHGLE13A Manage Finances Within a Budget.
- There is a link between this unit and a range of other units. Depending upon the industry sector and workplace combined delivery/assessment raining may be appropriate. Examples include but are not limited to:
 - THHGLE15A Manage Financial Operations
 - THHGLE19A Develop and Implement A Business Plan.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.

Competency Standards

- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	2
Planning and Organising Activities	3
Working with Others and in Teams	2
Using Mathematical Ideas and Techniques	2
Solving Problems	2
Using Technology	2

Unit THHGLE15A**Manage Financial Operations**

Unit Descriptor This unit deals with the skills and knowledge required to manage the day-to-day financial operations within a tourism or hospitality enterprise. It is not intended to cover specialist accounting skills that are undertaken by qualified accountants.

Element	Performance Criteria
<p>1 Develop approaches to financial management</p>	<ul style="list-style-type: none"> • The scope of financial management requirements is assessed. • The need for specialist accounting assistance is identified and organised. • Approaches to financial management are developed based on overall direction and goals of the enterprise. • Financial management systems and procedures are developed in accordance with enterprise needs.
<p>2 Develop and monitor financial procedures and systems</p>	<ul style="list-style-type: none"> • The importance of financial objectives, management controls and systems is fully explained to all staff. • Procedures and systems are developed to meet all statutory requirements and internal control requirements. • Procedures and systems are developed for monitoring income and ensuring payment of accounts. • Compliance with procedures and systems is regularly checked. • The flow of financial information within the organisation is monitored in terms of currency, accuracy and relevance. • Financial management systems are regularly reviewed and adjustments made in accordance with enterprise need.

Competency Standards

- | | | |
|----------|--|---|
| 3 | Prepare and monitor accounts | <ul style="list-style-type: none">• Original entry systems are supervised to maintain accuracy and currency.• The general ledger is supervised and adjusted in accordance with accepted accounting practices.• Reports on current financial position are accurately generated.• Income and expenditure statements are accurately prepared.• Funds statements/statements of cashflow are accurately prepared. |
| 4 | Make pricing decisions | <ul style="list-style-type: none">• Pricing decisions are made based on current and accurate financial and marketplace data.• Fixed, variable and semi-variable costs are accurately identified.• Cost – volume – profit analysis is correctly performed and interpreted taking account of the limitation of this process.• Profit margins are accurately calculated in accordance with enterprise policy. |
| 5 | Monitor financial performance | <ul style="list-style-type: none">• Budgets are monitored against performance targets on a regular basis.• Corrective budgets are negotiated as appropriate.• Profit and loss statements are accurately prepared and interpreted.• Financial ratio analysis is correctly conducted and information used to assist in financial planning.• Remedial action is taken where appropriate.• Feedback on positive performance is communicated to appropriate personnel. |
| 6 | Forecast financial needs of specific projects | <ul style="list-style-type: none">• Financial requirements and projections for special projects are forecast effectively to include consideration of the following factors:<ul style="list-style-type: none">• cashflow implications• availability of short and long term sources of funds• market feasibility of the project• assessment of income and expenditure in the light of project timing• accurate research on costing details• level of financial risk involved• cost benefit analysis• required level of profit from the project• impact of the project on overall organisation financial position• industry environment and competitive factors.• Specialist assistance is sought where necessary. |

- 7 Prepare financial proposals for specific projects**
- Financial proposals are prepared to include:
 - overview of the project and objectives
 - the purpose and amount of finance required
 - the proposed structure of the project operation
 - the operational and marketing plan
 - projected financial performance
 - management experience
 - level of risk involved.
 - Financial proposals are presented in a clear, concise and professional format.
 - Appropriate communication techniques are used to explain the details of financial proposals.
 - Meetings to discuss financial proposals are conducted in a professional and businesslike manner.
- 8 Prepare financial reports**
- Financial reports are prepared accurately and to schedule according to enterprise and statutory requirements.
 - Specialist advice is sought on reporting requirements.
 - Accurate and concise reports are prepared.

Competency Standards

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Financial operations may be for:
 - a department within a large organisation
 - a small business.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - general knowledge of legislative requirements to be met by all enterprises
 - knowledge of specific financial regulations and requirements appropriate to industry sector
 - taxation issues (for tourism especially Fringe Benefits Tax)
 - overview of economic issues which affect financial performance
 - overview of computerised accounting packages available in the marketplace.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - understanding of the total financial management process within a business
 - ability to integrate the financial management activities of a business with overall business operations
 - knowledge of financial control, reporting and monitoring systems.

Linkages to Other Units:

- This unit should be assessed with or after the following units:
 - THHGFA04A Prepare Financial Statements
 - THHGLE13A Manage Finances Within a Budget
 - THHGLE14A Prepare and Monitor Budgets.
- Depending upon the industry sector and workplace combined training may also be appropriate.
- Care should also be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.

Competency Standards

- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	2
Using Mathematical Ideas and Techniques	3
Solving Problems	3
Using Technology	2

Unit Code THHGLE16A**Manage Physical Assets**

Unit Descriptor This unit deals with the skills and knowledge required to manage the physical assets of a tourism or hospitality enterprise. It does not include specialist skills but focuses on the need for mainstream managers to pro-actively plan for and manage the acquisition and maintenance of physical assets that are crucial to business success.

Element	Performance Criteria
<p>1 Develop strategies for systematic maintenance, repair and purchase of physical assets</p>	<ul style="list-style-type: none"> • Strategies for managing physical assets are developed to take account of the following issues: <ul style="list-style-type: none"> • overall business and marketing objectives • appropriate product development plans • upkeep of physical assets register • the need for preventative repairs and maintenance systems • health, safety and security issues • scheduling which minimises disruption and loss of revenue • use of contracts versus ad hoc arrangements for maintenance and repairs • professional evaluation of the condition of physical assets • financial planning and constraints • environmentally sound practices.
<p>2 Monitor the performance of physical assets in the workplace</p>	<ul style="list-style-type: none"> • Systems are set up to ensure that the condition and performance of physical assets are regularly reported and discussed within the enterprise. • Systems are established to identify timely replacement of physical assets. • Assessments are made based on safety, operational efficiency and customer service quality. • Problems are promptly identified and acted upon. • Specialist assistance is accessed when required.

Competency Standards

- 3 Co-ordinate financing of physical assets**
- Work or equipment specifications are accurately prepared.
 - Costs are estimated based on evaluation of:
 - quotations and tenders from external supplies
 - appropriate maintenance agreements
 - in-house advice from appropriate departments.
 - Appropriate financial agreements are made based on consideration of financing issues including:
 - method of finance (lease, purchase, hire purchase)
 - length of agreement
 - taxation issues.
 - Depreciation is taken into account.
 - Financing is co-ordinated in consultation with financial management department or external professional as appropriate.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Physical assets management may be performed in whole or in part using external agencies and expertise.
- Physical assets may include but are not limited to:
 - buildings
 - equipment
 - fixtures, fittings and furnishings
 - vehicles
 - gardens
 - pools
 - rides and games.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - overview of financing options for asset acquisition
 - laws governing different types of physical assets
 - environmental standards and requirements
 - planning.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to plan for and manage the acquisition, maintenance and replacement of physical assets within a specific tourism and hospitality workplace
 - understanding of the financial and legal issues that impact on the management of physical assets.

Linkages to Other Units:

- This unit should be assessed with or after the following unit:
 - THHGLE03A Develop and Implement Operational Plans.
- Depending upon the industry sector and workplace combined training may also be appropriate.
- Care should be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	2
Solving Problems	3
Using Technology	2

Unit Code THHGLE17A

Manage and Purchase Stock

Unit Descriptor This unit deals with the skills and knowledge required to establish stock control and stock purchasing systems within a tourism or hospitality context.

Element	Performance Criteria
1 Establish and implement an order and supply process	<ul style="list-style-type: none">• An order and supply process is established and implemented in the workplace.• Economic order qualities are established based on internal information and supplier advice.• Stock levels are determined according to peak seasons, special events and supplier's lead time.• Process is developed to include monitoring of quality during supply and delivery processes.
2 Establish and implement stock control systems	<ul style="list-style-type: none">• Stock control systems are developed and communicated to all appropriate staff.• Special control systems are applied to items showing high wastage or loss.• A range of data is used to calculate standard methods and measures and these are communicated to appropriate staff.• Systems are monitored in the workplace and adjustments made according to feedback and operational experience.• Staff are trained to minimise stock wastage.
3 Develop optimum supply arrangements	<ul style="list-style-type: none">• Quality of supply is evaluated based on feedback from colleagues and customers.• Potential suppliers are sourced and reviewed against enterprise requirements.• Purchase specifications are developed.• Suppliers are assessed against specifications.• Sources of supply are amended in accordance with assessment.

Range of Variables

- This unit applies to all hospitality establishments.
- Stock may include but is not limited to:
 - food and beverage
 - linen
 - housekeeping supplies
 - stationery
 - cleaning agents and chemicals
 - general stores.
- Data for establishing stock control systems may include but is not limited to:
 - yield tests
 - historical sales figures
 - stocktake figures.
- Stock control systems may include but are not limited to:
 - integrated point of sale systems
 - imprest
 - ledgers
 - bin cards
 - stock taking systems
 - stock valuation systems
 - stock reporting systems.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - methods of stock valuation
 - methods of yield testing
 - planning
 - supplier and market knowledge.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to develop and stock purchasing and control systems within a specific tourism or hospitality context.

Linkages to Other Units:

- This unit should be assessed with or after the following units:
 - THHGCS07A Establish and Conduct Business Relationships
 - THHGLE03A Develop and Implement Operational Plans.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	2
Solving Problems	3
Using Technology	2

Unit THHGLE18A

Monitor and Maintain Computer Systems

Unit Descriptor This unit deals with the skills and knowledge required to monitor and maintain computer systems within the workplace. It does not apply to specialist computer staff, but to hospitality team leaders, supervisors and managers who also play a role in ensuring computer equipment meets business needs.

Element	Performance Criteria
1 Monitor effectiveness of computer equipment	<ul style="list-style-type: none">• The effectiveness of computer equipment is maintained through ongoing consultations with users.• Effectiveness is monitored by assessment of productivity and efficiency.• Procedures for identifying and resolving problems are established and implemented including use of specialised assistance.• Computer training needs are identified and training opportunities are provided.
2 Purchase hardware and software	<ul style="list-style-type: none">• Hardware and software requirements are accurately identified and possible new approaches are researched.• Feasibility of acquiring or upgrading is assessed.• Options are evaluated against the needs of the enterprise including advantages and limitations.• User friendliness, system support and training are investigated.• External specialist assistance is sought as required.• Decisions are made in consultation with appropriate colleagues.• Introduction of new computer systems is planned to take account of impacts on colleagues and customers.• Staff are adequately trained in using new systems.• New systems are monitored for efficiency and action taken accordingly.

- 3 Maintain computer equipment and systems**
- Systems for cleaning and minor maintenance are established in accordance with manufacturer's instructions.
 - Faults are reported to the nominated person/supplier for rectification.
 - Procedures for ensuring security of data are established, including back-ups and virus checks.
 - Document filing systems and procedures are created to reflect the size, nature and complexity of the workplace.
 - Equipment is set up to accept the software and functions being used.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- Computer equipment may include but is not limited to:
 - screens
 - hard drives
 - printers
 - scanners
 - back-up systems.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - sources of information and advice on computer systems
 - computer security and filing systems
 - key factors in achieving productivity and efficiency from computer systems
 - current technology options as appropriate to industry sector.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - knowledge and understanding of the important role of computer equipment with specific emphasis on tourism and hospitality contexts
 - current knowledge of the broad technological environment
 - knowledge of systems to maintain the effectiveness of computer systems.

Linkages to Other Units:

- There is a strong link between this unit and the following units:
 - THHGLE01A Monitor Workplace Operations
 - THHGLE16A Manage Physical Assets.
- Depending upon the industry sector and workplace combined assessment/training may be appropriate.
- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Competency Standards

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	2
Communicating Ideas and Information	2
Planning and Organising Activities	2
Working with Others and in Teams	2
Using Mathematical Ideas and Techniques	1
Solving Problems	2
Using Technology	3

Unit THHGLE19A***Develop and Implement A Business Plan***

Unit Descriptor This unit deals with the skills and knowledge required for strategic business planning and management.

Element	Performance Criteria
1 Prepare a business plan	<ul style="list-style-type: none"> • A business plan is prepared using recognised business planning techniques to include consideration of the following: <ul style="list-style-type: none"> • mission statement • business objectives • current and potential product • industry environment • external business environment • market analysis • marketing strategy • operational strategy • management and organisational structure • labour requirements and skills • financial plan and projections • action plan and schedule • evaluation techniques • industry ethics • liability and legal issues • environmental considerations • quality management. • The business plan is prepared after consultation with all appropriate staff, management and other stakeholders so that all perspectives are taken into account in the development of the plan.

Competency Standards

- 2 Implement the business plan**
- The objectives and content of plans is communicated in a timely manner to appropriate personnel in a manner which facilitates:
 - a clear understanding of the plan and its role
 - a clear understanding of objectives, activities and individual responsibilities.
 - Appropriate communication and leadership techniques are employed in the management of the business plan to encourage:
 - a team approach towards the achievement of objectives
 - staff commitment to the achievement of targets
 - commitment to service quality in the implementation of the plan.
 - Staff are encouraged to provide ongoing input into the business plan.
 - Actions detailed in the plan are implemented in a cost efficient manner according to schedule and contingencies.
- 3 Monitor the business plan**
- The business plan is regularly reviewed and re-worked in the light of changing circumstances.
 - Activities are monitored using the evaluation methods detailed in the plan on an ongoing basis to take account of the following factors:
 - progress towards objectives
 - evaluation of individual activities
 - the need for changes to the plan.
 - Agreed changes to plans are promptly implemented in the context of the following:
 - the need for effective communication to staff regarding the reasons for change
 - the need for re-scheduling of action plans
 - the need for timely provision of appropriate information regarding changes to external parties and customers.

Range of Variables

- This unit applies to all tourism and hospitality sectors.
- A business plan may be for:
 - a new small business venture
 - an existing small business
 - a division or department of a large organisation
 - a new product development initiative.

Evidence Guide

Underpinning Skills and Knowledge:

- To demonstrate competence, evidence of skills and knowledge in the following areas is required:
 - in-depth knowledge of business planning techniques
 - broad legal and business liability issues as appropriate to the industry context
 - economic issues which impact on business performance
 - tourism and hospitality industry knowledge including current trends, structures and government policies
 - internal and external business environments as appropriate to the industry context
 - communication and leadership skills
 - research skills.

Context of Assessment:

- This unit may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. Portfolios of evidence relating to workplace experience may be appropriate. Simulated activities must closely reflect the workplace and may need to take place over a period of time to allow the candidate to address the ongoing implementation and monitoring aspects of this unit. This should be supported by a range of methods to assess underpinning knowledge.

Critical Aspects of Assessment:

- Look for:
 - ability to develop and implement a business plan within a specific tourism and hospitality workplace. An integrated approach is required
 - knowledge of all the items covered in the Evidence Guide and the ability to apply that knowledge to a specific industry context.

Linkages to Other Units:

- This unit should be assessed with or after a number of other leadership units (and their pre-requisite units) including:
 - THHGLE03A Develop and Implement Operational Plans
 - THHGLE04A Establish and Maintain A Safe and Secure Workplace
 - THHGLE08A Lead and Manage People
 - THHGLE11A Manage Quality Customer Service
 - THHGLE12A Develop and Manage Marketing Strategies
 - THHGLE15A Manage Financial Operations
 - THHGLE16A Manage Physical Assets.

- Depending upon the industry sector and workplace combined delivery/assessment may be appropriate for some of these units.

- Care should be taken to avoid duplication with unit THHGLE20A Develop and Maintain the Legal Knowledge Required for Business Compliance.

- Care should be taken in developing training to meet the requirements of this unit. For generic pre-vocational training, organisations should provide training which takes into consideration the full range of industry contexts with no bias towards individual sectors. The Range of Variables will assist in this regard. For sector-specific delivery, training should be tailored to meet the needs of that sector.

Key Competencies in this Unit	Level
Collecting, Organising and Analysing Information	3
Communicating Ideas and Information	3
Planning and Organising Activities	3
Working with Others and in Teams	3
Using Mathematical Ideas and Techniques	2
Solving Problems	3
Using Technology	2