

<b>UNIT TITLE:</b> MANAGE WORKPLACE OPERATIONS		<b>NOMINAL HOURS:</b> 25 hours
<b>UNIT NUMBER:</b> D1.HML.CL10.12 D1.HRM.CL9.03 D2.TRM.CL9.17		
<b>UNIT DESCRIPTOR:</b> This unit deals with the skills and knowledge required to manage workplace operations in a range of settings within the hotel and travel industries workplace context.		
<b>ELEMENTS AND PERFORMANCE CRITERIA</b>	<b>UNIT VARIABLE AND ASSESSMENT GUIDE</b>	
<p><b>Element 1: Monitor and improve workplace operations</b></p> <p><b>1.1</b> Monitor <i>efficiency and service levels</i> on an ongoing basis through close contact with day to day operations</p> <p><b>1.2</b> Ensure that operations in the workplace support overall enterprise goals and <i>quality assurance initiatives</i></p> <p><b>1.3</b> Identify <i>quality problems</i> and issues promptly and make appropriate adjustments accordingly with relevant approvals</p> <p><b>1.4</b> Adjust <i>procedures and systems</i> in consultation with colleagues to improve efficiency and effectiveness</p> <p><b>1.5</b> Consult colleagues about ways to improve efficiency and service levels</p> <p><b>Element 2: Plan and organize workflow</b></p> <p><b>2.1</b> <i>Schedule work</i> in a manner that enhances efficiency and customer service quality</p> <p><b>2.2</b> Delegate work to appropriate people in accordance with <i>principles of delegation</i></p>	<p><b>Unit Variables</b></p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to managing workplace operations within the labor divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> <li>1. Front Office</li> <li>2. Housekeeping</li> <li>3. Food and Beverage Service</li> <li>4. Food Production</li> <li>5. Travel Agencies</li> <li>6. Tour Operation</li> </ol> <p><i>Efficiency and service levels</i> may relate to:</p> <ul style="list-style-type: none"> <li>• monitoring and measuring performance</li> <li>• monitoring customer service satisfaction</li> <li>• monitoring costs.</li> </ul> <p><i>Quality assurance initiatives</i> may include.</p> <ul style="list-style-type: none"> <li>• quality systems</li> <li>• quality standards.</li> </ul>	

<p><b>2.3</b> Assess progress against agreed objectives and timelines</p> <p><b>2.4</b> Assist colleagues in prioritization of workload through <i>supportive feedback and coaching</i></p> <p><b>Element 3: Maintain <i>workplace records</i></b></p> <p><b>3.1</b> Complete <i>workplace records</i> accurately and submit within required timeframes</p> <p><b>3.2</b> Where appropriate, delegate and monitor completion of records prior to submission</p> <p><b>Element 4: Solve problems and make decisions</b></p> <p><b>4.1</b> Identify <i>workplace problems</i> promptly and analyze from an operational and customer service perspective</p> <p><b>4.2</b> Initiate <i>corrective action</i> to resolve the immediate problem where appropriate</p> <p><b>4.3</b> Encourage team members to participate in solving problems they raise</p> <p><b>4.4</b> Monitor the effectiveness of solutions in the workplace</p>	<p><i>Quality problems</i> may include:</p> <ul style="list-style-type: none"> <li>• difficult customer service situations</li> <li>• equipment breakdown/technical failure</li> <li>• failure to deliver promised service to customers</li> <li>• procedural inadequacies or failure</li> <li>• unrealistic or impractical product development or marketing resulting in operational difficulties</li> <li>• poor rosters giving rise to inadequate/inappropriate staffing levels</li> <li>• inadequate financial resources</li> <li>• delays and time difficulties.</li> </ul> <p><i>Procedures and systems</i> may be related to:</p> <ul style="list-style-type: none"> <li>• customer service</li> <li>• bar and restaurant operations</li> <li>• kitchens</li> <li>• office administration</li> <li>• reservation procedures</li> <li>• housekeeping systems</li> <li>• stock control</li> <li>• security</li> <li>• safe work practices</li> <li>• record keeping</li> <li>• financial procedures.</li> </ul> <p><i>Schedule work</i> may relate to:</p> <ul style="list-style-type: none"> <li>• meal breaks</li> </ul>
---	---

- shift allocations
- recreational leave
- staff rosters.

*Principles of delegation* may relate to:

- defining employee's responsibility
- communicating authority
- clarifying expected results.

*Supportive feedback and coaching* may relate to:

- performance reviews
- advice.

*Workplace records* may include:

- staff records
- performance reports
- time and wages records
- financial records
- cash takings
- front office transactions, vouchers and documentation
- customer records
- audit records
- stock records.

*Workplace problems* may relate to:

- industrial
- customer

- supplier
- equipment
- compliance
- administrative
- organizational
- employee.

*Corrective action* may include:

- new procedures and/or processes
- changes to workplace procedures and/or processes.

#### **Assessment Guide**

The following skills and knowledge must be assessed as part of this unit:

- knowledge of leadership and management roles and responsibilities within the hotel and travel industries
- knowledge of key concepts of quality assurance and how this is managed and implemented in the workplace
- knowledge of typical work organization and work planning methods appropriate to the hotel and travel industries
- knowledge of time management principles and their application to leaders and managers
- knowledge of the principles of effective delegation
- ability to apply problem solving and decision making processes and techniques and their application to typical workplace issues
- knowledge of features of relevant record-keeping systems as appropriate to the hotel and travel industries
- knowledge of industrial and/or legislative issues that affect short-term work organization as appropriate to hotel and travel industries.

**Linkages To Other Units**

- Lead and manage people
- Implement occupational health and safety procedures
- Develop and implement operational plans.

**Critical Aspects of Assessment**

Evidence of the following is essential:

- ability to demonstrate effective monitoring and responding to a range of common operational and service issues in the workplace
- ability to demonstrate the application of the principles of quality assurance, workflow planning, delegation and problem solving
- consistency of performance across a range of situations that demonstrates knowledge, understanding and skill in implementing the principles and practices of managing workplace operations.

**Context of Assessment**

This unit may be assessed on or off the job

- assessment should include practical demonstration of the ability to manage workplace operations either in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge
- assessment must relate to the individual's work area, job role and area of responsibility
- assessment must include project or work activities that allow the candidate to respond to multiple and varying workplace issues relevant to work area, job role and area of responsibility that allow the candidate to demonstrate knowledge and awareness of the principles of monitoring workplace operations and how to manage such issues.

**Resource Implications**

Training and assessment to include access to a real or simulated workplace; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

**Assessment Methods**

The following methods may be used to assess competency for this unit:

- case studies
- observation of practical candidate performance
- oral and written questions
- portfolio evidence
- problem solving
- role plays
- third party reports completed by a supervisor
- project and assignment work.

**Key Competencies in this Unit**

*Level 1 = competence to undertake tasks effectively*

*Level 2 = competence to manage tasks*

*Level 3 = competence to use concepts for evaluating*

<b>Key Competencies</b>	<b>Level</b>	<b>Examples</b>
Collecting, organizing and analyzing information	3	Scan internal and external environments to identify and analyze potential causes of industrial unrest
Communicating ideas and information	2	Communicate/negotiate changes to work practices with senior management
Planning and organizing activities	2	Gather information on a particular workplace situation, over a period of time, evaluate such information and identify possible courses of action

	Working with others and in teams	3	Delegate appropriate responsibility and authority to others to ensure the workplace functions effectively
	Using mathematical ideas and techniques	2	Calculate the cost of workplace changes and/or problems
	Solving problems	3	Analyze and adjust operational procedures to ensure a more efficient and effective process and/or service
	Using technology	0	