

Competency Standard

UNIT TITLE: DEVELOP AND IMPLEMENT OPERATIONAL POLICIES		NOMINAL HOURS: 60
UNIT NUMBER: D1.HGE.CL7.14 D1.HGA.CL6.13 D2.TGA.CL6.10		
UNIT DESCRIPTOR: This unit deals with the skills and knowledge required to develop and implement operational plans in a range of settings within the hotel and travel industries.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1. Develop operational policies</p> <p>1.1 Develop <i>operational polices</i> and <i>strategies</i> based on monitoring of workplace needs and identification of opportunities for improvement and innovation</p> <p>1.2 Develop scope and <i>objectives</i> of the required initiative based on enterprise goals, staff and customer feedback</p> <p>1.3 Identify and <i>analyse internal and external factors</i> that may impact on the policy</p> <p>1.4 Consult appropriate <i>stakeholders</i> during the development of the policy</p> <p>1.5 Develop appropriate and financially-sound resource strategies</p> <p>1.6 Develop administrative framework and systems capable of supporting the planned initiative</p>	<p>Unit Variables</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 developing and implementing operational plans within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Front Office 2. Housekeeping 3. Food and Beverage Service 4. Food Production 5. Travel Agencies 6. Tour Operation <p>The <i>operational policies</i> may relate to:</p> <ul style="list-style-type: none"> • The environment • Products and services 	

<p>1.7 Identify and communicate clearly all priorities, responsibilities and timelines</p> <p>1.8 Develop evaluation systems in consultation with appropriate colleagues</p> <p>Element 2. Administer and monitor operational policy</p> <p>2.1 Implement and <i>evaluate</i> identified actions in accordance with agreed priorities</p> <p>2.2 Monitor <i>performance indicators</i></p> <p>2.3 Provide progress and other reports in accordance with enterprise requirements</p> <p>2.4 Make assessment of the need for additional resource requirements and take appropriate action in accordance with enterprise policy</p> <p>Element 3. Conduct ongoing evaluation</p> <p>3.1 <i>Review the operational policy</i> to assess effectiveness in the workplace</p> <p>3.2 Monitor <i>performance</i></p> <p>3.3 Identify problems and make adjustments accordingly</p> <p>3.4 Incorporate the results of evaluation into ongoing planning and operational management</p>	<ul style="list-style-type: none"> • Training • Workplace relations • Finance • Asset management. <p><i>Strategies</i> may include:</p> <ul style="list-style-type: none"> • Client development • Geographic expansion • Organisational growth • Service growth • Debt reduction • Income development. <p><i>Objectives</i> may include:</p> <ul style="list-style-type: none"> • Sales figures • Revenues • Delivery times • Service standards • Client numbers • Sales figures and targets • Booking levels • Customer or staff feedback • Productivity gains.
--	---

Analyse internal and external factors may relate to:

- Capabilities and resources:
 - Human resources
 - Financial resources
 - Equipment capacity
 - Staff skill levels
 - Hours of operation
 - Communication capabilities
 - Location/position
- Trends and developments in the marketplace:
 - Economic
 - Ecological/environmental
 - Government activities
 - Social and cultural
 - Demographic
 - Technology
 - Industrial
- Comparative market information:
 - Best practice information
 - Benchmarking
 - Competitor information
- Legal and ethical constraints:
 - Legislation

- Regulation
- Codes of practice
- Cultural expectations and influences
- Social responsibilities, e.g. Protection of children, environmental issues.

Stakeholders may include:

- Customers
- Employees
- Government agencies
- Owners
- Suppliers
- Strategic alliance partners.

Evaluate may include

- Key performance indicators
- Gap analysis
- Customer feedback
- Compliance reports
- Employee feedback.

Performance indicators may include:

- Sales
- Return on investment
- Customer service
- Debt servicing costs.

Review the operational plan may relate to:

- Quarterly reviews
- Business plan cycle
- Major events triggering a review, e.g. change in market-place.

Assessment Guide

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

- Understanding of the key planning concepts and techniques including the structure of operational policies and steps in the planning process
- Knowledge of current internal and external environments which impact on planning within the enterprise or industry sector
- Understanding of research skills sufficient to source and analyse a broad range of information on varying issues and from multiple sources
- Knowledge of legal issues that impact on enterprise operations as appropriate to the industry sector.

Linkages To Other Units

- Develop and implement business plans
- Plan and establish systems and procedures
- Prepare business documents
- Maintain financial standards and records
- Manage legal requirements for business compliance
- Manage physical assets and infrastructure
- Lead and manage people.

Critical Aspects of Assessment

Evidence of the following is essential:

- Demonstrated ability to undertake detailed, thorough and appropriate analysis of both internal and external business environments to provide a sound basis for policy planning
- Demonstrated ability to develop and implement integrated operational policies within a travel and hotel industry context
- Demonstrated ability to perform across a range of situations that demonstrates knowledge, understanding and skill in implementing the principles and practices of developing and implementing operational policies
- Demonstrated ability to collect and analyse financial performance information
- Demonstrated ability to plan and forecast future trends
- Demonstrated ability to schedule activities to meet milestones
- Demonstrated ability to research data and trends.

Context of Assessment

This unit may be assessed on or off the job:

- Assessment should include practical demonstration of the ability to develop and implement operational policies 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 developing and implementing operational policies.

Resource Implications

Training and assessment to include access to a real or simulated commercial workplace environment in which operational policies can be implemented; 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

Key Competencies	Level	Examples
Collecting, organising and analysing information	3	Identify and analyse competitive activity
Communicating ideas and information	3	Express complex strategies in a clear and concise format

	Planning and organising activities	3	Coordinate stakeholder involvement in the planning process
	Working with others and in teams	3	Devise strategies to ensure team commitment to business strategies
	Using mathematical ideas and techniques	2	Create financial projections and forecasts
	Solving problems	3	Adjust strategies to respond to severe and sudden budgetary constraints
	Using technology	2	Identify and analyse the optimum use of technology to achieve business objectives