

UNIT TITLE: DEVELOP AND SUPERVISE OPERATIONAL APPROACHES	NOMINAL HOURS: 40
UNIT NUMBER: D1.HML.CL10.01 D1.HRM.CL9.08	
UNIT DESCRIPTOR: This unit deals with the skills and knowledge required to develop and supervise operational approaches in a range of settings within the hotel industries	
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE
<p>Element 1. Communicate work roles</p> <p>1.1 Identify, develop and communicate <i>operational plans and objectives</i> to <i>team members</i></p> <p>1.2 Match skills of team members to tasks and duties and develop job responsibilities in line with enterprise guidelines</p> <p>1.3 Communicate requirements of jobs and tasks clearly to team members</p> <p>Element 2. Coordinate activities</p> <p>2.1 Develop <i>work plans</i> that establish appropriate <i>targets and task objectives</i></p> <p>2.2 Prioritise work activities to ensure completion of tasks in accordance with work requirements</p> <p>2.3 Identify and incorporate <i>training and learning opportunities</i> into work activities</p> <p>2.4 Maintain clear supervisory and reporting responsibilities in line with organisational requirements</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 all industry sectors that seek to develop and supervise operational approaches within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Food and Beverage Service 2. Food Production 3. Front Office 4. Housekeeping <p><i>Operational plans and objectives</i> may relate to:</p> <ul style="list-style-type: none"> • Sales targets • Performance targets for a particular project • Increased productivity • Meeting key performance indicators (KPI) • Short, medium or long-term goals.

Element 3. Maintain effective working relations

- 3.1 Recognise and address *problems* with team members
- 3.2 Seek assistance of team members when difficulties arise to achieve allocated tasks
- 3.3 Communicate requirements of work activities using a *participative approach*
- 3.4 Manage disagreements and conflicts constructively using appropriate *conflict management strategies*

Element 4. Provide feedback

- 4.1 Provide clear, constructive *feedback* to individuals to support achievement of outcomes
- 4.2 Monitor team and individual performances to ensure team members are able to achieve goals
- 4.3 Identify *opportunity for individual development*
- 4.4 Maintain clear supervisory and reporting responsibilities in line with organisational requirements

Team may be:

- Project-based
- Permanent teams
- Paid workers
- Volunteers
- Work role team
- Peers
- Subordinates.

Work plans may relate to:

- Verbal work plans
- Written work plans
- Daily priorities
- Weekly priorities
- Regular duties and/or work tasks.

Targets and task objectives may relate to:

- Sales targets
- Promotional activities.

Training and learning opportunities may relate to:

- Coaching
- Mentoring
- Structured on-the-job training
- Opportunistic learning
- Modelling.

Problems may relate to:

- Conflicts in priorities
- Resource constraints
- Lack of information
- Supplier delays
- Differences in opinion
- Interpersonal conflict
- Hazardous events
- Time constraints
- Shortfalls in expected outcomes.

Participative approach may include:

- Clarity of purpose, including vision, mission, goals
- Communication
- Collaboration
- Building trust
- Team involvement.

Conflict management strategies may incorporate the following skills:

- Assertiveness
- Listening
- Non-verbal communication
- Language style
- Problem solving
- Negotiation
- Mediation.

Feedback may relate to:

- Performance
- Service standards
- Skills and knowledge
- Progress.

Opportunity for individual development may include:

- Internal training/professional development
- External training/professional development
- Change in job responsibilities
- Opportunity for greater autonomy or responsibility
- Formal promotion
- Allocating responsibility for plans or objectives.

Assessment Guide

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

- Understanding of different leadership styles and the characteristics of effective leadership
- Knowledge of the principles of teamwork, including characteristics of effective teams, organisation of teams, potential team problems and the benefits of effective teamwork
- Understanding of the role and theories of motivation and its application to different workplace contexts
- Knowledge of organisational structure and group dynamics
- Knowledge of legislative issues that impact on team management, including equal employment opportunity, diversity, anti-discrimination and unfair dismissal

- Understanding of and ability to establish performance appraisal systems and procedures
- Knowledge of and ability to apply the principles of time management
- Knowledge of and ability to apply conflict management techniques
- Understanding of enterprise training requirements and processes.

Linkages To Other Units

- Work effectively with colleagues and customers
- Work in a socially diverse environment
- Manage and implement small projects
- Develop and implement a business plan
- Plan and establish systems and procedures
- Lead and manage people.

Critical Aspects of Assessment

Evidence of the following is essential:

- Demonstrated ability to supervise and instruct staff to achieve work activities
- Demonstrated ability to delegate and allocate tasks
- Demonstrated ability to assess and evaluate staff competency
- Demonstrated ability to identify and provide training requirements
- Demonstrated ability to plan and monitor ongoing training needs
- Demonstrated ability to plan timesheets and timetables to meet deadlines
- Demonstrated ability to achieve effective time management
- Demonstrated ability to maintain safe workplace and environmentally responsible practices

- Demonstrated ability to solve problems, such as staffing, resources
- Demonstrated ability to communicate information and instructions, provide feedback and prepare reports and performance appraisals.

Context of Assessment

This unit may be assessed on or off the job:

- Assessment must relate to the individual's work area, job role and area of responsibility
- Assessment activities that require that candidate to develop and supervise operational approaches
- Assessment activities that require the candidate to apply a knowledge of leadership, motivation and teamwork principles to develop and supervise operational approaches.

Resource Implications

Training and assessment to include access to a real or simulated workplace that provides the candidate with an opportunity to demonstrate application of knowledge of leadership, motivation and teamwork principles in a specific travel and hotel industry context; and access to workplace standards, procedures, policies, guidelines, tools and current financial data and regulations.

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
- 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	2	Analyse team performance
Communicating ideas and information	3	Explain and discuss the rationale for a management decision that affects the team
Planning and organising activities	2	Organise and administer regular team meetings
Working with others and in teams	3	Provide guidance to the team on handling change in the workplace
Using mathematical ideas and techniques	1	Calculate sales targets
Solving problems	2	Resolve conflict within the team
Using technology	1	Use email or other technology to ensure regular communication with the team