

Competency Standard

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| UNIT TITLE: LEAD AND MANAGE PEOPLE | | NOMINAL HOURS: 65 |
| UNIT NUMBER: D1.HML.CL10.03 D2.TRM.CL9.06 | | |
| UNIT DESCRIPTOR: This unit deals with the skills and knowledge required to lead and manage people in a range of settings within the hotel and travel industries. | | |
| ELEMENTS AND PERFORMANCE CRITERIA | UNIT VARIABLE AND ASSESSMENT GUIDE | |
| <p>Element 1. Model high standards of performance and behaviour</p> <p>1.1 Make individual performance a positive role model to <i>team</i></p> <p>1.2 Show support for and commitment to enterprise goals in day-to-day work performance</p> <p>1.3 Treat people with integrity, respect and empathy</p> <p>Element 2. Develop team commitment and co-operation</p> <p>2.1 Develop and clearly communicate <i>plans and objectives</i> in consultation with the team</p> <p>2.2 Make plans and objectives consistent with enterprise goals</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 lead and manage people 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. Travel Agencies 4. Tour Operation <p><i>Team</i> may be:</p> <ul style="list-style-type: none"> • Project-based • Permanent teams • Paid workers • Volunteers • Work role team | |

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| <p>2.3 Communicate expectations, roles and responsibilities in a way that encourages individuals/teams to take responsibility for their work</p> <p>2.4 Encourage teams and individuals to develop innovative approaches to work</p> <p>2.5 Identify, encourage, value and <i>recognise and reward team members</i></p> <p>2.6 Model and encourage open and supportive communication styles within the team</p> <p>2.7 Seek and share <i>information from the wider environment</i> with the team</p> <p>2.8 Represent team interests appropriately in the wider environment</p> | <ul style="list-style-type: none"> • Peers • Subordinates. <p><i>Plans and objectives</i> may be short, medium or long-term and relate to:</p> <ul style="list-style-type: none"> • Sales targets • Performance targets for a particular project • Increased productivity • Meeting Key Performance Indicators (KPIs). <p><i>Recognise and reward team members</i> may include:</p> <ul style="list-style-type: none"> • Informal acknowledgment • Acknowledgment of individual good performance to the whole team • Presentation of awards • Written report to management • Incentive initiatives. |
| <p>Element 3. Manage team performance</p> <p>3.1 Assess the skills of team members and provide <i>opportunities for individual development</i></p> <p>3.2 Monitor team performance to ensure progress towards achievement of goals</p> <p>3.3 Delegate tasks and responsibilities appropriately</p> <p>3.4 Provide mentoring and coaching support to team members</p> <p>3.5 Recognise and reward team achievements</p> | <p><i>Information from the wider environment</i>, which may affect the team, may include:</p> <ul style="list-style-type: none"> • Overall enterprise objectives • Rationale for management decisions • Changes in enterprise policies • Marketing information and targets • Business performance information including financial • Technology updates • Plans for new equipment • Training developments. |

Opportunities 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
- Coaching
- Mentoring
- Allocating responsibility for plans or objectives.

Assessment Guide

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

- Knowledge about different leadership styles and the characteristics of effective leadership
- Ability to understand and apply principles of teamwork including characteristics of effective teams, organisation of teams, potential team problems and the benefits of effective teamwork
- Knowledge of the role and theories of motivation and its application to different workplace contexts
- Ability to understand workplace conflict, typical causes including cultural differences and how they impact on the role of leaders
- 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.

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.

Critical Aspects of Assessment

Evidence of the following is essential:

- Demonstrated ability to apply knowledge of leadership, motivation and teamwork principles to build positive team spirit and effectively manage overall team performance
- Demonstrated ability to adopt an ongoing team-leading role to a team whose overall performance is the responsibility of the candidate.

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 monitor and manage team performance
- Assessment activities that require the candidate to apply knowledge of leadership, motivation and teamwork principles to monitor and manage team performance.

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 |
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| Collecting, organising and analysing information | 3 | Analysing sales figures to assess team performance |
| Communicating ideas and information | 3 | Explaining and discussing the rationale for a management decision that affects the team |
| Planning and organising activities | 3 | Organising and administering regular team meetings |
| Working with others and in teams | 3 | Providing guidance to the team on handling change in the workplace |

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| | Using mathematical ideas and techniques | 2 | Calculating sales targets |
| | Solving problems | 2 | Resolving conflict within the team |
| | Using technology | 1 | Using email or other technology to ensure regular communication with the team |