

Competency Standard

UNIT TITLE: LEAD TOUR GROUPS IN A RESPONSIBLE MANNER		NOMINAL HOURS: 40
UNIT NUMBER: D2.TTG.CL3.11		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to apply co-ordination, communication, leadership and conflict resolution skills to enable a tour group to be led in a responsible manner while on tour		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Identify the pre-requisites for responsible tour leadership</p> <p>1.1 Describe <i>host enterprise policies and procedures</i> relating to tour guiding and tour activities</p> <p>1.2 Describe the <i>legal implications</i> involved in conducting guiding activities</p> <p>1.3 Describe the <i>characteristics of effective tour group leaders</i></p> <p>Element 2: Co-ordinate tour group movements and activities</p> <p>2.1 Advise <i>tour group members</i> of the type of <i>tour</i> and the <i>proposed movements and activities</i> and</p> <p>2.2 <i>Maintain adherence to the tour itinerary</i> to the greatest extent possible</p> <p>2.3 <i>Provide tour-related advice and information</i> to the tour group members</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 the use of manual or computerised front office systems within the labour divisions of the hotel and travel industries and may include:</p> <p>1. Tour Operation</p> <p><i>Host enterprise policies and procedures</i> may relate to:</p> <ul style="list-style-type: none"> • Safety and security requirements • Regular counting/checking of tour group numbers, including counting tour group members back onto transport between activities, sites and destinations • Protocols relating to unexpected events • Plans that are in place to address emergency situations • Need to comply with third party provider requirements regarding activities, sites and equipment • Compliance with legislated obligations. 	

<p>2.4 <i>Supervise movement and activities of the tour group</i></p> <p>2.5 <i>Encourage tour group members to participate in the tour</i></p> <p>2.6 <i>Modify planned activities, add new activities and/or delete activities where required to meet identified special needs of tour group members</i></p> <p>2.7 <i>Optimise compliance with host enterprise policies and procedures, and host country legal requirements while on tour</i></p>	<p><i>Legal implications can relate to:</i></p> <ul style="list-style-type: none"> • Duty of care • Due diligence • Occupational health, safety and welfare • Criminal offences • Potential for civil action • Liability issues • Ethical conduct • False, misleading and deceptive advertising • Breach of contract, including conditions, terms and warranties.
<p>Element 3: Facilitate tour group interaction with each other and the tour environment</p>	<p><i>Characteristics of effective tour group leaders may include:</i></p>
<p>3.1 <i>Introduce tour group members to each other, where appropriate</i></p> <p>3.2 <i>Explain the objectives and opportunities provided by participating in the tour</i></p> <p>3.3 <i>Use techniques to build and maintain group cohesion on tour</i></p> <p>3.4 <i>Share and explain general rules that apply to group members while on tour</i></p> <p>3.5 <i>Balance the needs of the group with individual needs</i></p>	<ul style="list-style-type: none"> • Ability to be proactive • Being an effective communicator • Respect for others • Confidence • Enthusiasm • Fairness and consistency • Open-mindedness • Knowledgeable, skilful and competent • Organisational ability • Initiative
<p>Element 4: Deal with on-tour problems</p>	
<p>4.1 <i>Predict the potential for problems and take appropriate avoidance action</i></p> <p>4.2 <i>Assess and respond to emergencies and unexpected events</i></p>	<ul style="list-style-type: none"> • Ability to direct and delegate.

<p>4.3 Resolve <i>person-to-person conflict</i></p> <p>4.4 Take <i>action to resolve tour group member dissatisfaction</i> with the tour</p> <p>4.5 Seek to maximise tour group member enjoyment with the tour under adverse conditions</p>	<p><i>Tour group members</i> may include:</p> <ul style="list-style-type: none"> • Domestic and international people • Males and females • People from different age groups • Special interest groups • Special needs customers • Open groups, i.e., groups comprising an unpredictable mix of the general public • Homogenous target market groups as defined by various demographic characteristics. <p><i>Tours</i> will vary by type and duration and may include:</p> <ul style="list-style-type: none"> • Half and full day tours • Extended tours • City, rural and remote area tours • Cultural and eco-tours • Adventure and recreational tours • Special interest tours • Walking tours • Four-wheel drive tours • Boating, aerial and cruise tours. <p><i>Advise tour group members of proposed movements and activities</i> may include:</p> <ul style="list-style-type: none"> • Using appropriate techniques to attract the attention of tour group members • Explaining the itinerary • Up-dating tour group members regarding schedules and changes to the itinerary
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- Explaining reasons for changes to the itinerary
- Providing verbal and printed information
- Conducting demonstrations
- Sharing personal experience/s
- Ensuring instructions are understood.

Maintain adherence to the tour itinerary may include:

- Monitoring times to maximise the chance of staying on schedule
- Adjusting destinations and activities on the basis of events arising and time blow-outs
- Modifying allocated timelines on the basis of events arising and time blow-outs
- Liaising with staff, tour group members and providers to vary the itinerary, as necessary
- Applying effective communication and negotiation skills to provide the basis for regaining the scheduled itinerary.

Provide tour-related advice and information must include consideration of the most effective way to deliver this information based on the needs/profile of the group and may relate to:

- Describing and explaining itinerary information
- Describing and explaining carrier, supplier, venue and activity provider information
- Issuing vouchers and tickets
- Supplying contact details for tour leader and tour staff
- Explaining procedures if tour group members become separated from the group
- Providing promotional materials.

Supervise movement and activities may include:

- Providing advance warning and information of up-coming activities and destinations
- Directing tour group members to locations

- Leading tour group members to activities and locations
- Taking action to minimise unscheduled tour group member activities that jeopardise the itinerary
- Taking action to encourage tour group compliance with requirements
- Monitoring the duration of movements and activities to determine remedial action to be taken.

Encourage tour group members to participate may include:

- Providing incentives
- Issuing challenges
- Encouraging engagement
- Posing questions
- Acknowledging attempts and achievements
- Providing assistance, advice and information
- Ensuring sufficient equipment
- Positioning of activity items t appropriately where possible
- Planning for maximum participation of customers.

Special needs may relate to:

- Accommodating the needs of special needs customers – including people with disabilities, elderly, children and infants or other needs identified on the tour booking details
- Meeting promises in regard to service delivery on tour
- Incidents occurring on tour that create special need that was not present on tour departure.

Techniques to build and maintain group cohesion may include:

- Utilising initial introduction techniques
- Encouraging interaction between group members
- Initiating group activities or games
- Inviting individuals to address the group
- Utilising the skills of individual tour group members within the tour
- Focusing the group on shared experiences
- Using seat rotations systems
- Creating opportunities for individual interaction
- Accommodating individual preferences, where possible
- Keeping group informed about the itinerary and planned changes
- Facilitating attempts at group cohesion
- Creating and supporting attempts to optimise goodwill and group morale.

General rules may include:

- Acceptable and unacceptable behaviour in relation to other tour group members, local/host communities and in relation to scheduled activities and sites
- Respect for others and the environment
- Need for sharing
- Need to observe time constraints
- Basic requirements to ensure safety and security of tour group members and their possessions
- Action to take in the event of an accident or emergency
- The need to communicate and provide feedback to tour leader.

Balancing the needs of the group with individual needs may include:

- Introducing supplementary activities to cater for identified need
- Ensuring inclusiveness to the greatest extent possible
- Explaining unique individual needs to the group and asking their permission for special treatment of the special needs person.

Predicting the potential for problems may include:

- Monitoring people – including their verbal and body language
- Monitoring the physical and natural environment
- Liaising with other staff
- Encouraging tour group members to communicate indicators of emerging or existing problems.

Responding to emergencies and unexpected events may include:

- Implementing emergency and contingency plans – including taking charge and issuing directions for action, evacuation or first-line response
- Notifying the authorities
- Seeking assistance from emergency services
- Placing the safety of people above the protection of assets
- Minimising harm, damage and disruption.

Person-to-person conflict may include:

- Conflict between tour group members – including intra-family conflict
- Conflict between tour group members and non-tour group members – including members of the public, and staff related to third-party carriers or providers
- Conflict between tour group members and host enterprise tour staff/guides

- Conflict involving authorities
- Conflict involving local communities
- Dominant, domineering and/or disruptive group members – including those affected by alcohol and/or drugs
- Sub-groups/cliques within the wider tour group
- Perceptions of favouritism by tour leader to certain tour group members.

Action to resolve tour group member dissatisfaction may include:

- Listening to the complaint to identify the cause
- Acknowledging the emotion involved in the dissatisfaction
- Suggesting or soliciting potential resolutions
- Agreeing on an acceptable solution, where possible
- Implementing the agreed solution, where practicable.

Assessment Guide

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

- Enterprise policies and procedures in regard to on-tour protocols
- Legal requirements relating to the provision of tours
- Principles of safety and security as they relate to people and assets
- Principles of group management, people management and group dynamics
- Ability to use co-ordination, communication, negotiation and conflict resolution techniques
- Ability to organise, direct, monitor and lead a group on tour
- Ability to create and maintain rapport and a professional relationship with tour group members
- Ability to generate and maintain group cohesion while on tour.

Linkages To Other Units

- Provide basic first aid procedures
- Conduct pre-departure checks
- Conduct interpretive activities in the field
- Co-ordinate and operate a day-tour (or short excursions)
- Develop and co-ordinate appropriate cultural tourism activity
- Establish and maintain safe touring conditions
- Work as a tour guide
- Manage and facilitate an extended tour experience
- Provide arrival and departure assistance
- Develop and update tourism industry knowledge
- Manage operational risk
- Maintain tourism vehicles in safe and clean operational condition
- Operate and maintain a 4 Wheel Drive vehicle in safe working condition
- Operate tours in remote areas.

Critical Aspects of Assessment

Evidence of the following is essential:

- Understanding of host enterprise policies and procedures in regard to on-tour protocols
- Demonstrated ability to co-ordinate the movements and activities of tour group members on a nominated tour to ensure adherence to a supplied itinerary
- Demonstrated ability to optimise group cohesion, goodwill and moral on a nominated tour

- Demonstrated ability to provide information to, and take appropriate proactive and remedial action with, tour group members in order to optimise their safe, enjoyable and meaningful experience while participating in a nominated tour
- Demonstrated ability to successfully and effectively resolve at least one nominated, simulated instance of person-to-person conflict between tour group members while on tour
- Demonstrated ability to respond appropriately to a simulated emergency situation that is likely to occur within the context of a nominated tour.

Context of Assessment

Assessment must ensure:

- Actual or simulated tours
- More than one assessment may be conducted on the one real or simulated tour.

Resource Implications

Training and assessment must include a real or simulated tour and itinerary, real or simulated tour group members and access to a range of actual tour-related situations.

Note:

- Emergency and conflict situations may be simulated.

Assessment Methods

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

- Observation of practical candidate performance
- Role plays
- Feedback from tour group members
- Oral and written questions
- Third party reports completed by a supervisor

	<ul style="list-style-type: none"> • Project and assignment work • Simulations. <p>Key Competencies in this Unit</p> <p><i>Level 1 = competence to undertake tasks effectively</i></p> <p><i>Level 2 = competence to manage tasks</i></p> <p><i>Level 3 = competence to use concepts for evaluating</i></p>		
	Key Competencies	Level	Examples
	Collecting, organising and analysing information	3	Analysing safety, security and legislated tour-related issues
	Communicating ideas and information	2	Communication with tour group members while on tour
	Planning and organising activities	1	Leading customers on tour
	Working with others and in teams	2	Liaising with tour group members, other guides/staff and attraction operators
	Using mathematical ideas and techniques	1	Calculating times and revised schedules Counting tour group members
	Solving problems	2	Resolving conflict situations that arise while on tour
	Using technology	2	Using emergency equipment and communication systems