

Competency Standard

UNIT TITLE: MANAGE AND MONITOR INNOVATIVE TOURISM PROGRAMS AND PROJECTS		NOMINAL HOURS: 60
UNIT NUMBER: D2.TGA.CL6.03 D2.TRM.CL9.10		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to administer innovative tourism and programs within a travel and tourism organisation		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Plan the administration of the innovative tourism program/project</p> <p>1.1 <i>Confirm the program/project</i></p> <p>1.2 <i>Identify factors affecting timelines for implementation</i></p> <p>1.3 <i>Develop program/project plans</i></p> <p>1.4 <i>Link budget to key outcomes</i></p> <p>1.5 <i>Identify monitoring and reporting arrangements</i></p> <p>1.6 <i>Allocate resources</i></p> <p>1.7 <i>Integrate program/plan with other initiatives</i></p> <p>1.8 <i>Confirm agreements with service providers</i></p> <p>1.9 <i>Develop contingency plans</i></p> <p>1.10 <i>Develop teams to support program/project implementation</i></p> <p>1.11 <i>Select program/project management tools</i></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 are involved in the implementation of innovative tourism programs and projects within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Travel Agencies 2. Tour Operation <p><i>Confirm the program/project</i> may include:</p> <ul style="list-style-type: none"> • Understanding the agreed details relating to the program/project in terms of: <ul style="list-style-type: none"> ▪ Purpose ▪ Scope ▪ Goals and objectives. <p><i>Factors affecting timelines for implementation</i> will include:</p> <ul style="list-style-type: none"> • Legislated requirements 	

<p>Element 2: Coordinate the administration of the innovative tourism program/project</p> <p>2.1 <i>Allocate tasks and resources</i></p> <p>2.2 <i>Maintain financial control systems</i></p> <p>2.3 <i>Monitor program/project progress</i></p> <p>2.4 <i>Report program/project progress</i></p> <p>2.5 <i>Maintain program/project records</i></p> <p>2.6 <i>Manage start-up activities and manage project implementation</i></p> <p>Element 3: Finalise the innovative tourism program/project</p> <p>3.1 <i>Administer winding up activities for the program/project</i></p> <p>3.2 <i>Review program/project administration</i></p> <p>3.3 <i>Evaluate the program/project</i></p> <p>3.4 <i>Report on program/project administration and results</i></p>	<ul style="list-style-type: none"> • Contractual obligations • Activities of competitors • Economic imperatives • Integration with other programs/projects • Advertised timelines for availability/implementation • Weather and economic conditions. <p><i>Develop program/project plans</i> may be related to:</p> <ul style="list-style-type: none"> • Identifying relevant acquisition strategies for materials, information and resources required for the program/project • Developing a specific budget and financial management strategy • Developing communication and contract management plans, where applicable • Generating details cost estimates • Preparing evaluation criteria for program/project progress and completion • Determining final expected outcomes and measurable benefits of the program/project • Developing intellectual property strategies, where applicable • Determining program/project milestones • Clarifying/revising program/project objectives and purpose, including confirming or clarifying the rationale for the program/project • Defining program/project deliverables and criteria for evaluating acceptance of same • Developing a human resource plan, where applicable, describing training, staff involved, time commitment, authority and communication structure • Developing performance indicators • Describing project control mechanisms
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- Developing program/project implementation and governance strategy
- Defining quality assurance and quality control strategies for the program/project
- Identifying program/project resource requirements, including human, physical and financial
- Developing risk management protocols for the program/project
- Defining relevant roles and responsibilities for those involved in the program/project
- Deciding schedules and timelines
- Defining tasks and activities
- Coordinating staff
- Preparing program/project-specific documentation
- Processing income and payments relating to the program/project
- Planning general and specific project activities
- Planning administrative tasks specific to the program/project.

Link budget to key outcomes should include:

- Prioritising outcomes
- Ensuring accountability and transparency
- Ensuring all resource types are involved as required, such as human, physical and financial
- Developing explanatory notes to supplement the allocation of resources.

Monitoring and reporting arrangements may include:

- Financial management arrangements
- Record keeping
- Reporting framework and schedule, including team reports

- Project management software and other tools, such as Gantt and bar charts
- Program Evaluation and Review Technique (PERT)
- Critical Path Method
- Cost schedule control system
- Spreadsheets
- Charts including project control chart, control point chart
- Milestone chart and budget control chart
- Defining report requirements, including contents, report structure and relevant timelines for report presentations.

Allocate resources may include:

- Establishing budgets
- Establishing scopes of authority and discretionary powers relating to resources
- Defining systems and procedures to guide the use and application of resources
- Prioritising operational activities
- Scheduling tasks and the overall workload for the program/project
- Breaking tasks into sub-tasks
- Arranging tasks into groups, where applicable
- Facilitating team involvement in task and resources allocations
- Allocating responsibilities to align with resources provided
- Delegating tasks
- Imposing constraints and limitations on resource availability and usage
- Establishing line/chain of command protocols for managing resource use between joint venture partners, including private and public sector funding sources, where applicable.

Integrate program/plan with other initiatives may include:

- Capitalising on economies of scale
- Utilising staff with complimentary skills, knowledge and experience in associated areas and disciplines
- Minimising unnecessary duplication
- Centralising operations to facilitate control and minimise expenditure.

Agreements with service providers may include:

- Legally contracted arrangements
- Word-of-mouth agreements
- Previous services provided by suppliers
- Negotiating changes to existing arrangements
- Clarifying issues
- Establishing operational protocols to guide/control the integration of service providers into the program/project.

Develop contingency plans may include:

- Identifying situations that may require contingency management plans, including:
 - Operational issues
 - Time-related issues
 - Changed marketplace conditions
- Obtaining stakeholder agreement
- Identifying trigger points for implementation
- Developing contingency management structure, composition and policies
- Writing and approving draft contingency management plans.

Teams to support program/project implementation may include:

- Determining structure and size of teams
- Matching team skills to the identified program/project needs, objectives, purpose, and/or outcomes
- Developing guidelines for team activities
- Allocating responsibilities and tasks within the team(s)
- Determining team communication and report strategies
- Facilitating communication
- Undertaking relevant team training.

Allocate tasks and resources may include:

- Complying with approved/established plans
- Modifying allocations on the basis of extra funds available
- Taking action to address changes in the operational and implementation context for the program/project
- Communicating actions taken to the appropriate team members and relevant stakeholders
- Recording actions taken
- Ensuring resource allocations align with established guidelines and accountability protocols
- Ensuring transparency of relevant decision making processes and the expenditure of funds.

Maintain financial control systems may include:

- Entering data into established budgets
- Approving expenditures

- Obtaining necessary quotations for expenses over a designated amount
- Verifying purchases, payments and products/services received
- Auditing the books
- Ensuring budgetary controls and guidelines are being met.

Report program/project progress may include:

- Supporting reports with fact-based evidence
- Preparing written reports
- Providing verbal presentation and explanations
- Organising meetings with relevant stakeholders.

Manage start-up activities and manage project implementation may include:

- Refining project plans
- Consulting with steering committees and other relevant stakeholders
- Initiating and operating identified systems, procedures, processes, practices and policies
- Facilitating operational and implementation understanding regarding the program/project
- Ensuring the requirements of all relevant plans are implemented as required and/or amended on the basis of feedback received and issues arising
- Providing leadership and direction to team members
- Responding appropriately to established system triggers as operational demands dictate
- Soliciting input and feedback from team members and relevant stakeholders
- Resolving disputes and disagreements relating to program/project implementation
- Negotiating program/project change proposals throughout the life of the initiative
- Apply consulting and reporting mechanisms.

Winding up activities may include:

- Inspection of the program/project deliverables
- Testing operational capacity of the program/project deliverables
- Evaluating the program/project deliverables against set criteria
- Obtaining sign off on nominated aspects of the program/project
- Finalising revenues promised to support the program/project
- Finalising payments related to program/project expenditure
- Undertaking internal and/or external auditing
- Undertaking formal reporting procedures.

Review program/project administration may include:

- Reviewing the documentation that was used
- Reviewing the systems and procedures developed
- Reviewing the command, control and communication structure
- Reviewing the input, contribution, cooperation and collaboration received from joint partners and contracted service providers.

Evaluate the program/project may include:

- Evaluating the outcomes of the program/project
- Evaluating the contribution made by sub-systems that supported the development and implementation phases
- Identifying lessons for inclusion in subsequent management and monitoring activities relating to innovative tourism programs/projects
- Evaluating the potential for additional/follow-on innovative tourism programs/projects.

Assessment Guide

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

- Enterprise policies and procedures in regard to management and monitoring of innovative tourism activities, including allocation of resources, communication and control and protocols relating to the involvement of external third parties
- Principles of project management and implementation including planning and control techniques
- Ability to use planning and project management tools
- Knowledge of budgeting strategies for projects
- Ability to use communication, research, problem solving and innumeracy skills
- Ability to relate to people from a range of social, cultural and ethnic backgrounds
- Ability to produce and use project-related documentation
- Ability to allocate and coordinate the work of team members on the program/project
- Ability to monitor program/project implementation and respond effectively to issues arising throughout the life of the initiative
- Ability to oversee a program/project and deliver identified deliverable(s) on time and within budget.

Linkages To Other Units

- Access and retrieve computer-based data
- Manage and resolve conflict situations
- Work effectively with colleagues and customers
- Work in a socially diverse environment
- Establish and maintain a business relationship
- Develop and implement a business plan

- Develop new products and services
- Produce documents, reports and worksheets on a computer
- Manage and implement small projects
- Plan and establish systems and procedures
- Work cooperatively in a general administration environment
- Develop and implement operational policies
- Audit financial procedures
- Manage financial performance within a budget
- Manage legal requirements for business compliance
- Provide professional support to business colleagues
- Recruit and select staff
- Develop and update tourism industry knowledge
- Develop and implement operational plans
- Manage operational risk
- Monitor tourism operations
- Construct and apply tourism product research
- Create, implement and evaluate strategic product initiatives
- Plan and implement sales activities
- Develop and manage business strategies
- Manage contractual agreements/commitments
- Manage and control operational costs
- Lead and manage a development team
- Source and package tourism products and services.

Critical Aspects of Assessment

Evidence of the following is essential:

- Understanding of host countries and/or enterprise policies and procedures in regard to management and monitoring of innovative tourism activities, including allocation of resources, communication and control and protocols relating to the involvement of external third parties
- Demonstrated ability to manage and monitor a nominated real or simulated innovative tourism program or project including:
 - Describing the context for the program/project
 - Developing a set of comprehensive, appropriate and detailed plans to guide program/project implementation
 - Providing and describing ongoing, day-to-day operational management of implementation of the program/project
 - Resolving issues arising during the course of the program/project
 - Maintaining an appropriate control system for all resources
 - Maintaining appropriate records in relation to program/project implementation
 - Providing copies of reports generated as part of the implementation process
 - Evaluating management and monitoring activities.

Context of Assessment

This unit may be assessed on or off the job:

- Assessment should include practical demonstration 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 or area of responsibility.

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
- Analysis of portfolio of evidence, including plans, budgets, reports, feedback, program/project information, suggestions and recommendations
- Problem solving
- Role plays involving interaction with team members
- 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	Capture information to use as the basis for the development of plans
Communicating ideas and information	3	Share objectives, outcomes and responsibilities with team members

	Planning and organising activities	3	Schedule implementation and monitor activities
	Working with others and in teams	3	Collaborate with internal staff and external providers to deliver the required outcomes
	Using mathematical ideas and techniques	3	Calculate resource requirements and monitor resource usage
	Solving problems	3	Address issues arising throughout the life/implementation of the program/project
	Using technology	3	Use software programs to manage the project