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| <b>UNIT TITLE:</b> MANAGE AN ASSESSMENT SYSTEM FOR TRAINING OUTCOMES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>NOMINAL HOURS:</b> 40 |
| <b>UNIT NUMBER:</b> D1.HRD.CL9.08 D1.HHR.CL8.06                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                          |
| <b>UNIT DESCRIPTOR:</b> This unit deals with skills and knowledge required to manage an assessment system for employees within a work context                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                          |
| <b>ELEMENTS AND PERFORMANCE CRITERIA</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>UNIT VARIABLE AND ASSESSMENT GUIDE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                          |
| <p><b>Element 1: Communicate the assessment system</b></p> <p>1.1 Define the <i>purpose of the assessment system</i></p> <p>1.2 Document and circulate <i>assessment system features and procedures to relevant stakeholders</i></p> <p>1.3 Establish <i>procedures for keeping relevant stakeholders informed about key features of the assessment system</i></p> <p><b>Element 2: Provide support for enterprise assessors</b></p> <p>2.1 Verify assessors meet <i>required competency standards</i></p> <p>2.2 Identify <i>required training for assessors</i></p> <p>2.3 Provide for <i>moderation of assessments</i></p> <p>2.4 <i>Provide feedback to assessors on their performance</i></p> <p>2.5 Facilitate networking amongst assessors</p> <p><b>Element 3: Manage the assessment record keeping system</b></p> <p>3.1 Identify and develop the <i>internal records required to support the assessment system</i></p> | <p><b>Unit Variables</b></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 undertake staff training activities within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> <li>1. Front Office</li> <li>2. Housekeeping</li> <li>3. Food and Beverage Service</li> <li>4. Food Production</li> </ol> <p><i>Purpose of the assessment system</i> may include:</p> <ul style="list-style-type: none"> <li>• recognising current competencies</li> <li>• identifying training needs of staff</li> <li>• maintaining workplace skill levels</li> <li>• diagnosing employee workplace performance</li> <li>• classifying workers in relation to remuneration levels</li> <li>• assisting in confirming staff competencies in relation to proposed promotion and/or job re-location</li> <li>• issuing internal certificates/awards</li> <li>• confirming progress in learning</li> </ul> <p><i>Assessment system features and procedures</i> may be related to:</p> <ul style="list-style-type: none"> <li>• establishing minimum requirements for competencies and certification of assessors</li> </ul> |                          |

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| <p><b>3.2</b> Describe the requirements for completing the assessment records</p> <p><b>3.3</b> File the assessment records</p> <p><b>3.4</b> Review and up-date the assessment record keeping system</p> <p><b>Element 4: Maintain quality assurance procedures</b></p> <p><b>4.1</b> Define quality assurance procedures for the assessment system</p> <p><b>4.2</b> Undertake internal audits of the assessment system</p> <p><b>4.3</b> Use the results of quality assurance audits to improve the assessment system</p> <p><b>4.4</b> Review the applicability of the existing quality assurance procedures to the dynamic nature of the assessment system</p> <p><b>Element 5: Report on the contribution made by the assessment system to enterprise training and performance</b></p> <p><b>5.1</b> Identify the outcomes that the assessment system has produced</p> <p><b>5.2</b> Review the assessment system</p> <p><b>5.3</b> Make recommendations for change to the assessment system</p> <p><b>5.4</b> Produce and circulate a report</p> <p><b>5.5</b> Revise the existing assessment system on the basis of responses to the report</p> | <ul style="list-style-type: none"> <li>• record keeping system requirements, including procedures and policies, and the development of supporting documentation</li> <li>• timing and duration arrangements for assessments, including need to integrate assessment with operational issues while maintaining the flexibility and integrity of the internal training and assessment system</li> <li>• allowable adjustments to assessments for participants, including language, literacy and innumeracy requirements and the inclusion of candidate assistants</li> <li>• access and equity considerations</li> <li>• legislated requirements of the host country in relation to employment, workplace safety, workplace licensing requirements and equal opportunity, where applicable</li> <li>• arrangements for recognition of competencies gained via other training providers</li> <li>• location of assessments, including in-house and external assessment, where applicable</li> <li>• review and evaluation processes for assessment procedures</li> <li>• enterprise policies and procedures related to assessment, including grievances, re-assessment and the relationship between competency and remuneration</li> </ul> <p><i>Relevant stakeholders</i> may include:</p> <ul style="list-style-type: none"> <li>• trainers and assessors, including external trainers and assessors, where applicable</li> <li>• team leaders, supervisors, managers and business owners</li> <li>• training and assessment coordinators, where applicable</li> <li>• candidates, including a representative sample of past candidates and existing learners</li> <li>• technical experts, relative to specialist areas in which assessments are conducted</li> </ul> <p><i>Procedures for keeping relevant stakeholders informed about key features of the assessment system</i> may include:</p> <ul style="list-style-type: none"> <li>• regular scheduled meetings specific to assessment issues, including the use of special meetings as the need dictates</li> <li>• standing agenda item at all staff meetings regarding assessment issues</li> <li>• preparation of a dedicated newsletter, either paper-based or electronic format</li> <li>• development of an internal network of assessors</li> </ul> |
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*Required competency standards* may be related to:

- externally imposed accredited competency standards as required by training providers and other relevant agencies, where relevant
- internally described competencies, which may or may not include formal assessor qualifications
- currency of qualifications
- relevance of industry experience to the areas being assessed

*Required training for assessors* may include:

- externally provided accredited training, including initial assessor training and identified additional training, where relevant
- provision of refresher training for assessors who have been identified as requiring such training
- providing gap training for assessors on the basis of identified need
- provision of job-specific training to enable assessors to assess areas with which they are not familiar

*Moderation of assessments* could relate to:

- analysing results of assessments with a view to identifying issues that require attention
- developing a standard assessment matrix against which to conduct assessments
- confirming the material that will be counted as evidence for the purpose of making a decision regarding candidate competency
- confirming the operation of internal assessments against external requirements
- evaluating assessment methods and tools
- modifying existing assessment arrangements on the basis of valid conclusions reached as a result of the moderation process

*Provide feedback to assessors* may include:

- analysing their assessments, including results and materials/tools as part of the assessment process
- developing feedback instruments for candidates to complete following assessments

- providing observation sessions while assessors conduct assessments
  - identifying specific foci for evaluation and feedback
  - encouraging self-evaluation as part of the feedback process
  - recognising effort and positive outcomes
  - supporting assessors where feedback identifies negative outcomes
- Internal records required to support the assessment system may include:*
- personal information relating to candidates
  - evidence that required training has been delivered prior to assessment being attempted
  - assessment tools and assessment items
  - copies of relevant training curricula/training plans
  - training rolls
  - evidence captured as part of the assessment process
  - documentation used to record the resources used and costs involved as part of the assessment process
- Describe the requirements for completing the assessment records may include:*
- explaining record keeping requirements to assessors
  - providing examples of acceptable records
  - monitoring the compilation of records completed by assessors on an on-going basis
  - highlighting applicable time-related issues that apply to the completion, collection and forwarding of assessment records, including forwarding to internal locations
  - defining the security and confidentiality arrangements that assessors must comply with
- File the assessment records may include:*
- creating a dedicated filing system for assessment records, such as paper-based, electronic or a combination of both
  - complying with external requirements relating to filing of assessment records
  - maintaining security and confidentiality of assessment records

- enabling easy access to existing records
- enabling easy up-dating of records and files
- integrating assessment records with training records in keeping with identified internal requirements
- establishing processes to enable validation of assessment records

*Quality assurance procedures for the assessment system* may include:

- identification of relevant documentation
- establishment of relevant benchmarks
- identification of appropriate 'best practice' as it applies to the enterprise, including any externally imposed 'best practice' requirements
- nomination of relevant timeframes, including timelines for remitting results, forwarding documentation, undertaking reviews, conducting audits
- identification of specific quality assurance procedures that apply to assessments, including development of a formal Quality Assurance section dedicated to assessment and training, where appropriate
- communication to assessors of the quality assurance requirements, including training relevant to the implementation of identified procedures

*Undertake internal audits of the assessment system* may include:

- scheduling audits
- defining the topics that will be addressed at each audit, including the possibility of cyclical audits and full audits
- training staff in undertaking audits
- allocating resources for the conduct of audits
- designing and/or obtaining necessary documentation to record audit information/data
- capturing audit information
- ensuring captured data allows satisfactory analysis and evaluation of identified topics/areas, including the gathering of supplementary information as necessary

*Use the results of quality assurance audits* must include:

- ensuring recommendations for change are based on hard evidence
  - applying audit results to all aspects of the assessment system, including documentation and record keeping, assessment methods and tools, assessors, timing and duration of assessments, locations used for assessments
  - revising written policies and procedures to reflect changes, including confirming changes with management, and advising trainers and assessors as appropriate in relation to the changes
- Identify the outcomes that the assessment system has produced may relate to:*
- aligning outcomes with identified purposes of the assessment system
  - quantifying the benefits that the assessment system has brought to the enterprise, including identification of competencies attained, certificates issued, examples of flexibility and options that assessment has provided to the business
- Review the assessment system may include:*
- comparing actual outcomes with identified key performance indicators established for the assessment system, where applicable
  - reviewing performance of assessors
  - reviewing effectiveness of assessment tools and methods
  - detailing the expenses that were incurred in implementing the assessment system
  - reviewing complaints and grievances lodged by candidates
  - quantifying and evaluating the number of reassessments required
  - integrating qualitative feedback from assessors and candidates on the operation of the assessment system
- Make recommendations for change may include:*
- continuing with the existing assessment system, including implementation of minor modifications to accommodate identified issues
  - expanding the existing assessment system
  - reducing the scope of the existing assessment system
  - winding up the existing assessment system, including movement to total assessment service

provision by external providers

*Revise the existing assessment system* may include:

- revising assessment-related policies and procedures
- revising assessment tools
- revising assessors used
- revising assessment times and locations
- communicating changes to the assessment system to relevant stakeholders, including the provision of training, as appropriate

#### **Assessment Guide**

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

- the enterprise's policies and procedures in regard to training and assessment
- principles of vocational training and assessment with special reference to competency based training and competency based assessment
- ability to use design, development, review and evaluation/analysis techniques
- ability to apply quality assurance techniques, strategies and methodology
- knowledge of competency standards relevant to the enterprise, including accredited competency standards and internal standards and competencies
- ability to solicit feedback
- ability to establish and maintain an effective record keeping system

#### **Linkages To Other Units**

- Evaluate the effectiveness of an assessment system
- Maintain a paper-based filing and retrieval system
- Manage and implement small projects
- Implement, monitor and evaluate a training and development program
- Monitor and evaluate the effectiveness of training outcomes
- Plan and implement a series of training events

- Prepare and deliver training sessions
- Analyse competency requirements
- Develop assessment tools and procedures
- Plan and promote training courses
- Review training outcomes
- Prepare and monitor budgets
- Design and establish a training system
- Prepare and deliver a presentation
- Design, prepare and present various types of reports

### **Critical Aspects of Assessment**

Evidence of the following is essential:

- understanding of host enterprise policies and procedures in regard to training and assessment
- demonstrated ability to identify the purpose(s), features and procedures for a nominated assessment system
- demonstrated ability to generate effective procedures to enable communication of key features of a nominated assessment system with relevant stakeholders
- demonstrated ability to provide support for assessors in a nominated workplace context, including:
  - verifying assessors meet stated competency requirements
  - identifying whether training assessors may need to attain required assessor competencies
  - arranging and supervising an identified moderation session of the candidate's choosing
  - providing verbal feedback to one assessor on their work-related assessment performance
- demonstrated ability to identify and develop appropriate, effective and comprehensive internal assessment records for a nominated workplace context, including:
  - description of how assessors would be advised on how to complete and maintain such records

- description of the filing system to be used by assessors to store such records

- demonstrated ability to identify and apply quality assurance procedures to a nominated workplace assessment system
- demonstrated ability to prepare a comprehensive report that outlines the contribution that a nominated workplace assessment system has made to enterprise training and overall business performance

### **Context of Assessment**

This unit may be assessed on or off the job

- Assessment should include practical demonstration of managing an assessment system for training outcomes 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; access to workplace standards, procedures, policies, guidelines, tools and equipment

### **Assessment Methods**

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

- observation of practical candidate performance
- oral and written questions
- portfolio evidence, including copies of assessment and training policies and procedures, assessment tools, assessment records, feedback forms relating to assessment, samples of evidence captured, reports and recommendations on the assessment system
- 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*

| <b>Key Competencies</b>                          | <b>Level</b> | <b>Examples</b>                                                                                       |
|--------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------|
| Collecting, organising and analysing information | 3            | Gather data to use to evaluate and report on the effectiveness and operation of the assessment system |
| Communicating ideas and information              | 2            | Provide direction, advice and training to assessors                                                   |
| Planning and organising activities               | 2            | Schedule meetings, audits and reviews                                                                 |
| Working with others and in teams                 | 2            | Liaise with candidates, assessors and trainers to optimise the operation of the assessment system     |
| Using mathematical ideas and techniques          | 1            | Manipulate data captured regarding the implementation of the assessment system                        |
| Solving problems                                 | 2            | Revise assessment policies, procedures and documentation on the basis of audits and feedback          |
| Using technology                                 | 1            | Use computer software to store assessment files and manipulate assessment-related data                |