

# Competency Standard

<b>UNIT TITLE:</b> APPLY INDUSTRY STANDARDS TO TEAM SUPERVISION		<b>NOMINAL HOURS:</b> 100
<b>UNIT NUMBER:</b> D2.TRM.CL9.01		
<b>UNIT DESCRIPTOR:</b> This unit deals with skills and knowledge required to apply industry standards to the day-to-day supervision of workplace operations.		
<b>ELEMENTS AND PERFORMANCE CRITERIA</b>	<b>UNIT VARIABLE AND ASSESSMENT GUIDE</b>	
<p><b>Element 1: Define the context of team supervision</b></p> <p><b>1.1</b> Identify the members of the team</p> <p><b>1.2</b> Explain the <i>rationale for applying industry standards in the workplace</i></p> <p><b>1.3</b> Identify the <i>results of failing to comply with identified industry standards</i></p> <p><b>1.4</b> Describe the <i>role of the supervisor</i> in applying industry standards within the team</p> <p><b>1.5</b> Describe the <i>rights and responsibilities of team members</i> in relation to industry standards</p> <p><b>1.6</b> Describe <i>team objectives</i> in relation to the implementation of industry standards</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 seek to proactively implement industry standards to service delivery through supervision 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> <li>5. Travel Agencies</li> <li>6. Tour Operation</li> </ol> <p><i>Rationale for applying industry standards in the workplace</i> may relate to:</p> <ul style="list-style-type: none"> <li>• Maintaining service levels</li> <li>• Engendering customer confidence and trust in the business and the industry</li> </ul>	

<p><b>Element 2: Apply service provision industry standards to team supervision</b></p> <p><b>2.1</b> Describe industry standards relating to service provision as they apply to the host enterprise workplace</p> <p><b>2.2</b> Monitor the implementation of service provision industry standards within the host enterprise workplace</p> <p><b>2.3</b> Recommend improvements to service provision industry standards within the host enterprise workplace</p> <p><b>Element 3: Apply training and professional development industry standards to team supervision</b></p> <p><b>3.1</b> Describe industry standards relating to training and professional development as they apply to the host enterprise workplace</p> <p><b>3.2</b> Monitor the implementation of training and professional development industry standards within the host enterprise workplace</p> <p><b>3.1</b> Recommend improvements to training and professional development industry standards within the host enterprise workplace</p>	<ul style="list-style-type: none"> <li>• Providing consistent levels of treatment of customers</li> <li>• Providing guidelines for staff when dealing with customers</li> <li>• Complying with externally imposed requirements</li> <li>• Building and promoting the reputation of the business</li> <li>• Complying with advertised standards as promoted by industry bodies and associations.</li> </ul> <p><i>Results of failing to comply with identified industry standards will include:</i></p> <ul style="list-style-type: none"> <li>• Loss of business</li> <li>• Poor business reputation</li> <li>• Sanctions, including de-registration from an industry body or organisation, removal of rights that attach to businesses who comply, written warnings and removal of preferred provider status from other organisations</li> <li>• Negative media reviews</li> <li>• Reduced levels of industry and product knowledge amongst employees</li> <li>• Increase in customer complaints and levels of dissatisfaction with service delivery</li> <li>• Increased likelihood of unwanted operational incidents, including clerical errors, accidents, mistakes and loss of property and money.</li> </ul> <p><i>Role of the supervisor may include:</i></p> <ul style="list-style-type: none"> <li>• Day-to-day responsibility for implementing identified industry and/or enterprise standards as they apply to individual workplace operations</li> <li>• Standard supervisory duties, including planning, organising, directing, controlling and staffing.</li> </ul> <p><i>Rights and responsibilities of team members should include:</i></p> <ul style="list-style-type: none"> <li>• Rights and responsibilities as stated in: <ul style="list-style-type: none"> <li>▪ Contracts of employment</li> </ul> </li> </ul>
---	--

**Element 4: Apply documentation presentation industry standards to team supervision**

**4.1** Describe industry standards relating to documentation presentation as they apply to the host enterprise workplace

**4.2** Monitor the implementation of *document presentation industry standards* within the host enterprise workplace

**4.3** Recommend improvements to document presentation industry standards within the host enterprise workplace

**Element 5: Apply visitor and tour group member behaviour industry standards to team supervision**

**5.1** Describe industry standards relating to visitor and tour group member behaviour as they apply to the host enterprise workplace

**5.2** Monitor the implementation of *visitor and tour group member behaviour industry standards* within the host enterprise workplace

**5.3** Recommend improvements to visitor and tour group member behaviour industry standards within the host enterprise workplace

- Relevant legislation and regulation of the host country
- Policies of the host enterprise
- Relevant codes of practice that apply to the workplace
- Common law requirements
- Specific rights and responsibilities as identified in establishment training
- Specific rights and responsibilities that attach to nominated positions within the host enterprise
- Implied responsibilities that apply to the employer-employee relationship including:
  - Obedience
  - Acting in good faith
  - Duty to account for monies received
  - Confidentiality
  - Exercising due skill and care
  - Providing information about other employees.

*Team objectives* may relate to:

- Business plans for the organisation and/or department
- Specification of criteria and Key Performance Indicators (KPIs)
- Individual activities conducted by the organisation
- Individual responsibilities within an overall team context
- Integration of team performance within the wider functions of the organisation
- Levels of authority for individual team members
- Levels of discretionary power for individual team members
- Every area to which identified industry standards apply within the organisation
- Defining areas and activities to which industry standards do not apply.

**Element 6: Apply personal attributes industry standards to team supervision**

- 6.1 Describe industry standards relating to personal attributes as they apply to the host enterprise workplace
- 6.2 Monitor the implementation of *personal attributes industry standards* within the host enterprise workplace
- 6.3 Recommend improvements to personal attributes industry standards within the host enterprise workplace

**Element 7: Apply time management industry standards to team supervision**

- 7.1 Describe industry standards relating to time management as they apply to the host enterprise workplace
- 7.2 Monitor the implementation of *time management industry standards* within the host enterprise workplace
- 7.3 Recommend improvements to time management industry standards within the host enterprise workplace

**Element 8: Apply compliance requirement industry standards to team supervision**

- 8.1 Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace
- 8.2 Monitor the implementation of *compliance requirement industry standards* within the host enterprise workplace

*Describe industry standards* may include:

- Identifying industry standards applicable to individual workplace application, including their origin and rationale
- Interpreting standards as they relate to individual workplaces and situations, including the provision of examples to illustrate their application
- Implementing the identified standards, including facilitating the introduction and maintenance of identified standards through training, provision of supporting resources and assisting in the real-time application of standards.

*Monitor the implementation* may include:

- Managing team performance
- Verifying level of standards implementation
- Checking quality issues
- Comparing actual performance against relevant criteria and key performance indicators
- Determining effectiveness and customer satisfaction levels
- Validating compliance with external requirements
- Recognising and rewarding achievement
- Providing feedback to team members.

*Service provision industry standards* may relate to:

- Waiting times
- Communication with customers
- Levels of service delivery
- Quality of products and services
- Courtesy
- Provision of assistance, advice and information to customers and potential customers
- Responding to queries
- Complaint and dispute handling.

<p><b>8.3</b> Recommend improvements to compliance requirement industry standards within the host enterprise workplace</p> <p><b>Element 9: Apply ethical behaviour industry standards to team supervision</b></p> <p><b>9.1</b> Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace</p> <p><b>9.2</b> Monitor the implementation of <i>ethical behaviour industry standards</i> within the host enterprise workplace</p> <p><b>9.3</b> Recommend improvements to ethical behaviour industry standards within the host enterprise workplace</p> <p><b>Element 10: Apply relevant other industry standards to team supervision</b></p> <p><b>10.1</b> Describe relevant <i>other industry standards</i> as they apply to the host enterprise workplace</p> <p><b>10.2</b> Monitor the implementation of relevant other industry standards within the host enterprise workplace</p> <p><b>10.3</b> Recommend improvements to relevant other industry standards within the host enterprise workplace</p>	<p><i>Recommend improvements</i> may include:</p> <ul style="list-style-type: none"> <li>• Providing verbal advice</li> <li>• Producing written reports</li> <li>• Re-drafting existing internal standards</li> <li>• Producing new standards to address issues arising</li> <li>• Trialling improvements and introducing new/revised standards into standard operating procedures.</li> </ul> <p><i>Training and professional development industry standards</i> may relate to:</p> <ul style="list-style-type: none"> <li>• Induction and orientation</li> <li>• Initial qualifications, credentials, licenses and permits required to perform designated tasks</li> <li>• Remedial training</li> <li>• Multi-skilling</li> <li>• Updating qualifications</li> <li>• Provision of necessary opportunity to gain experience and practice</li> <li>• Attendance at industry conferences, seminars and exhibitions</li> <li>• Provision of networking opportunities</li> <li>• Succession planning</li> <li>• Recruitment and selection of staff</li> <li>• Specific tasks that individual team members are required to perform, including selling skills, tour guiding, driving, working with disabled persons and completion of records.</li> </ul> <p><i>Documentation presentation industry standards</i> may relate to:</p> <ul style="list-style-type: none"> <li>• All documentation produced, completed or presented by the organisation to internal or external customers, including product and service information, quotations, itineraries, proposals, invoices, receipts and reports</li> </ul>
--	---

- Ensuring clarity, accuracy and comprehensiveness
- Logical order
- Timely completion and forwarding
- Freedom from errors and omissions
- Compliance with stated requirements as they apply to individual documents.

*Visitor and tour group member behaviour* industry standards may relate to:

- Respect for local communities
- Respect for sites and destinations
- Respect for the environment
- Adherence to established codes of conduct
- Compliance with legislated requirements, including national, regional and local mandated conditions from government agencies
- Compliance with host enterprise policies as they relate to specific tours, activities and nominated situations
- Respect for individuals, including other members of a tour group, adherence to equal opportunity and anti-discrimination policies
- Personal behaviour and language, including verbal and physical abuse, swearing and offensive gestures
- Compliance with time-related requirements while on tour.

*Personal attributes industry standards* may include:

- Dress
- Personal presentation
- Personal hygiene
- Personal health
- Personal levels of fitness
- Attitude
- Language
- Willingness to work and be of service
- Individual team member's capacity to perform allocated work tasks in the manner and to the standard required.

*Time management industry standards* may include:

- Punctuality
- Attendance
- Preparedness to work reasonable overtime
- Adhering to schedules as integrated into itineraries, including arrival times, departure times and time spent at destinations and on activities
- Completing timesheets
- Personal management of time to ensure allocated tasks are completed on time and in the order specified, where applicable
- Providing sufficient notice to others regarding action to be taken, including on tour activities and internal operational issues
- Addressing time wasting activities
- Ensuring optimum use is made of available time.

*Compliance requirements industry standards may include:*

- Occupational health and safety, including within the business and on tour and addressing physical and human resources
- Risk management and control activities
- Conducting required emergency management procedures, including workplace inspection, completion of checklists, fire drills and evacuation drills
- Developing an emergency management plan for the business and developing contingency plans for emergency situations both on-site and on tour
- Providing required safety and emergency equipment and resources, including personal protective equipment and clothing
- Ensuring appropriate registrations, notifications, licenses, permits and similar are obtained to enable the legal operation of the business, including within the traditional workplace and while on tour
- Maintaining necessary records and data to enable evidence of compliance with mandated requirements.

*Ethical behaviour industry standards may relate to:*

- Honesty
- Truth in advertising
- Accuracy in the provision of information to customers, including details of products and services, tour commentaries, destination information, prices, tour conditions, quality and service levels
- Tipping
- Refunds
- Changes to bookings
- Cancellation of bookings



- Experience and expertise of the organisation and staff
- Total disclosure relating to quotations supplied
- Being a responsible corporate citizen
- Environmentally-sensitive practices
- Commitment to sustainability and responsible tourism practices
- Transparency and accountability in dealings with others, including individuals, internal and external, businesses and government agencies.

*Other industry standards* will include:

- Standards specific to individual industry sectors
- Standards specific to individual enterprises
- Standards specific to individual situations
- Standards imposed through commercial arrangements that apply, including joint venture undertakings, franchise agreements, licensing requirements and head office imperatives.

#### **Assessment Guide**

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

- The enterprise's policies and procedures in regard to service delivery, personal presentation and compliance issues
- Principles of team building, team supervision, leadership, motivation, coaching and mentoring, staff monitoring and counselling
- Knowledge of the sources of industry standards as they apply to the host enterprise
- Knowledge of current industry standards ,mandatory and optional, that apply to the industry sector and the workplace of the host enterprise
- Ability to gain team commitment to objectives
- Ability to facilitate the participation and contribution of team members

- Ability to work effectively with team members, including gaining trust and confidence
- Ability to relate to a people from a diverse range of backgrounds
- Ability to empower team members
- Ability to generate recommendations based on personal observation, feedback and changed circumstances in relation to the application of industry standards in various workplace settings, including on-site and on tour.

**Linkages To Other Units**

- Manage and resolve conflict situations
- Receive and resolve customer complaints
- Work effectively with colleagues and customers
- Work in a socially diverse environment
- Maintain quality customer/guest service
- Develop and supervise operational approaches
- Lead and manage people
- Manage the effective use of human resources
- Monitor staff performance
- Provide professional support to business colleagues
- Work as a tour guide
- Build and maintain a team approach to service delivery
- Manage legal requirements for business compliance
- Manage and operate a coffee shop
- Operate a fast food outlet.

**Critical Aspects of Assessment**

Evidence of the following is essential:

- Understanding of host enterprise policies and procedures in regard to service delivery, personal presentation and compliance issues
- Demonstrated ability to define the context of team supervision in a designated real or simulated workplace situation and effectively monitor and report on the application of a range of nominated industry standards to an identified team.

**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; 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 a portfolio of evidence generated by the candidate, including written standards, resource materials, observations, monitoring data, recommendation and feedback reports
- Problem solving

- Role plays involving the delivery of industry standards to enable supervisory practices to be observed
- 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	2	Research relevant industry standards as they apply to the workplace
Communicating ideas and information	2	Interpret industry standards as they apply to the workplace to team members
Planning and organising activities	2	Determine the industry standards to be monitored
Working with others and in teams	3	Provide feedback on the application of industry standards in the workplace
Using mathematical ideas and techniques	-	
Solving problems	3	Resolve issues and complaints arising from service delivery in relation to industry standards
Using technology	1	Use the internet to research industry standards; use software packages to record data relating to the application of industry standards in the workplace