



Apply industry standards to team supervision

D2.TRM.CL9.01

Trainer Guide



Apply industry standards to team supervision

D2.TRM.CL9.01

Trainer Guide



William
Angliss
Institute

Specialist centre
for foods, tourism
& hospitality



William
Angliss
Institute

Specialist centre
for foods, tourism
& hospitality

Project Base

William Angliss Institute of TAFE

555 La Trobe Street
Melbourne 3000 Victoria

Telephone: (03) 9606 2111

Facsimile: (03) 9670 1330

Acknowledgements

Project Director: Wayne Crosbie
Project Manager: Jim Irwin
Chief Writer: Alan Hickman
Subject Writer: Alan Hickman
Editor: Jim Irwin
DTP/Production: Daniel Chee, Mai Vu, Cindy Curran

The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States of the Association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam.

The ASEAN Secretariat is based in Jakarta, Indonesia.

General Information on ASEAN appears online at the ASEAN Website: www.asean.org.

All text is produced by William Angliss Institute of TAFE for the ASEAN Project on "Toolbox Development for Tourism Labour Divisions for Travel Agencies and Tour Operations".

This publication is supported by the Australian Government's aid program through the ASEAN-Australia Development Cooperation Program Phase II (AADCP II).

Copyright: Association of Southeast Asian Nations (ASEAN) 2015.

All rights reserved.

Disclaimer

Every effort has been made to ensure that this publication is free from errors or omissions. However, you should conduct your own enquiries and seek professional advice before relying on any fact, statement or matter contained in this book. The ASEAN Secretariat and William Angliss Institute of TAFE are not responsible for any injury, loss or damage as a result of material included or omitted from this course. Information in this module is current at the time of publication. Time of publication is indicated in the date stamp at the bottom of each page.

Some images appearing in this resource have been purchased from stock photography suppliers Shutterstock and iStockphoto and other third party copyright owners and as such are non-transferable and non-exclusive. Clip arts, font images and illustrations used are from the Microsoft Office Clip Art and Media Library. Some images have been provided by and are the property of William Angliss Institute.

Additional images have been sourced from Flickr and SXC and are used under Creative Commons licence: <http://creativecommons.org/licenses/by/2.0/deed.en>

File name: TG_Apply industry standards to team supervision_291015

Table of contents

Competency Based Training (CBT) and assessment – An introduction for trainers	1
Competency standard.....	11
Notes and PowerPoint slides	23
Recommended training equipment	309
Instructions for Trainers for using PowerPoint – Presenter View.....	311
Appendix – ASEAN acronyms	313

Competency Based Training (CBT) and assessment – An introduction for trainers

Competency

Competency refers to the ability to perform particular tasks and duties to the standard of performance expected in the workplace.

Competency requires the application of specified knowledge, skills and attitudes relevant to effective participation, consistently over time and in the workplace environment.

The essential skills and knowledge are either identified separately or combined.

Knowledge identifies what a person needs to know to perform the work in an informed and effective manner.

Skills describe the application of knowledge to situations where understanding is converted into a workplace outcome.

Attitude describes the founding reasons behind the need for certain knowledge or why skills are performed in a specified manner.

Competency covers all aspects of workplace performance and involves:

- Performing individual tasks
- Managing a range of different tasks
- Responding to contingencies or breakdowns
- Dealing with the responsibilities of the workplace
- Working with others.

Unit of competency

Like with any training qualification or program, a range of subject topics are identified that focus on the ability in a certain work area, responsibility or function.

Each manual focuses on a specific unit of competency that applies in the hospitality workplace.

In this manual a unit of competency is identified as a 'unit'.

Each unit of competency identifies a discrete workplace requirement and includes:

- Knowledge and skills that underpin competency
- Language, literacy and numeracy
- Occupational safety and health requirements.

Each unit of competency must be adhered to in training and assessment to ensure consistency of outcomes.

Element of competency

An element of competency describes the essential outcomes within a unit of competency.

The elements of competency are the basic building blocks of the unit of competency. They describe in terms of outcomes the significant functions and tasks that make up the competency.

In this manual elements of competency are identified as an 'element'.

Performance criteria

Performance criteria indicate the standard of performance that is required to demonstrate achievement within an element of competency. The standards reflect identified industry skill needs.

Performance criteria will be made up of certain specified skills, knowledge and attitudes.

Learning

For the purpose of this manual learning incorporates two key activities:

- Training
- Assessment.

Both of these activities will be discussed in detail in this introduction.

Today training and assessment can be delivered in a variety of ways. It may be provided to participants:

- On-the-job – in the workplace
- Off-the-job – at an educational institution or dedicated training environment
- As a combination of these two options.

No longer is it necessary for learners to be absent from the workplace for long periods of time in order to obtain recognised and accredited qualifications.

Learning approaches

This manual will identify two avenues to facilitate learning:

Competency Based Training (CBT)

This is the strategy of developing a participant's competency.

Educational institutions utilise a range of training strategies to ensure that participants are able to gain the knowledge and skills required for successful:

- Completion of the training program or qualification
- Implementation in the workplace.

The strategies selected should be chosen based on suitability and the learning styles of participants.

Competency Based Assessment (CBA)

This is the strategy of assessing competency of a participant.

Educational institutions utilise a range of assessment strategies to ensure that participants are assessed in a manner that demonstrates validity, fairness, reliability, flexibility and fairness of assessment processes.

Flexibility in learning

It is important to note that flexibility in training and assessment strategies is required to meet the needs of participants who may have learning difficulties. The strategies used will vary, taking into account the needs of individual participants with learning difficulties. However they will be applied in a manner which does not discriminate against the participant or the participant body as a whole.

Catering for participant diversity

Participants have diverse backgrounds, needs and interests. When planning training and assessment activities to cater for individual differences, trainers and assessors should:

- Consider individuals' experiences, learning styles and interests
- Develop questions and activities that are aimed at different levels of ability
- Modify the expectations for some participants
- Provide opportunities for a variety of forms of participation, such as individual, pair and small group activities
- Assess participants based on individual progress and outcomes.

The diversity among participants also provides a good reason for building up a learning community in which participants support each other's learning.

Participant centred learning

This involves taking into account structuring training and assessment that:

- *Builds on strengths* – Training environments need to demonstrate the many positive features of local participants (such as the attribution of academic success to effort, and the social nature of achievement motivation) and of their trainers (such as a strong emphasis on subject disciplines and moral responsibility). These strengths and uniqueness of local participants and trainers should be acknowledged and treasured
- *Acknowledges prior knowledge and experience* – The learning activities should be planned with participants' prior knowledge and experience in mind
- *Understands learning objectives* – Each learning activity should have clear learning objectives and participants should be informed of them at the outset. Trainers should also be clear about the purpose of assignments and explain their significance to participants
- *Teaches for understanding* – The pedagogies chosen should aim at enabling participants to act and think flexibly with what they know
- *Teaches for independent learning* – Generic skills and reflection should be nurtured through learning activities in appropriate contexts of the curriculum. Participants should be encouraged to take responsibility for their own learning

- *Enhances motivation* – Learning is most effective when participants are motivated. Various strategies should be used to arouse the interest of participants
- *Makes effective use of resources* – A variety of teaching resources can be employed as tools for learning
- *Maximises engagement* – In conducting learning activities, it is important for the minds of participants to be actively engaged
- *Aligns assessment with learning and teaching* – Feedback and assessment should be an integral part of learning and teaching
- *Caters for learner diversity* – Trainers should be aware that participants have different characteristics and strengths and try to nurture these rather than impose a standard set of expectations.

Active learning

The goal of nurturing independent learning in participants does not imply that they always have to work in isolation or solely in a classroom. On the contrary, the construction of knowledge in tourism and hospitality studies can often best be carried out in collaboration with others in the field. Sharing experiences, insights and views on issues of common concern, and working together to collect information through conducting investigative studies in the field (active learning) can contribute a lot to their eventual success.

Active learning has an important part to play in fostering a sense of community in the class. First, to operate successfully, a learning community requires an ethos of acceptance and a sense of trust among participants, and between them and their trainers. Trainers can help to foster acceptance and trust through encouragement and personal example, and by allowing participants to take risks as they explore and articulate their views, however immature these may appear to be. Participants also come to realise that their classmates (and their trainers) are partners in learning and solving.

Trainers can also encourage cooperative learning by designing appropriate group learning tasks, which include, for example, collecting background information, conducting small-scale surveys, or producing media presentations on certain issues and themes. Participants need to be reminded that, while they should work towards successful completion of the field tasks, developing positive peer relationships in the process is an important objective of all group work.

Competency Based Training (CBT)

Principle of Competency Based Training

Competency based training is aimed at developing the knowledge, skills and attitudes of participants, through a variety of training tools.

Training strategies

The aims of this curriculum are to enable participants to:

- Undertake a variety of subject courses that are relevant to industry in the current environment
- Learn current industry skills, information and trends relevant to industry
- Learn through a range of practical and theoretical approaches
- Be able to identify, explore and solve issues in a productive manner

- Be able to become confident, equipped and flexible managers of the future
- Be 'job ready' and a valuable employee in the industry upon graduation of any qualification level.

To ensure participants are able to gain the knowledge and skills required to meet competency in each unit of competency in the qualification, a range of training delivery modes are used.

Types of training

In choosing learning and teaching strategies, trainers should take into account the practical, complex and multi-disciplinary nature of the subject area, as well as their participant's prior knowledge, learning styles and abilities.

Training outcomes can be attained by utilising one or more delivery methods:

Lecture/tutorial

This is a common method of training involving transfer of information from the trainer to the participants. It is an effective approach to introduce new concepts or information to the learners and also to build upon the existing knowledge. The listener is expected to reflect on the subject and seek clarifications on the doubts.

Demonstration

Demonstration is a very effective training method that involves a trainer showing a participant how to perform a task or activity. Through a visual demonstration, trainers may also explain reasoning behind certain actions or provide supplementary information to help facilitate understanding.

Group discussions

Brainstorming in which all the members in a group express their ideas, views and opinions on a given topic. It is a free flow and exchange of knowledge among the participants and the trainer. The discussion is carried out by the group on the basis of their own experience, perceptions and values. This will facilitate acquiring new knowledge. When everybody is expected to participate in the group discussion, even the introverted persons will also get stimulated and try to articulate their feelings.

The ideas that emerge in the discussions should be noted down and presentations are to be made by the groups. Sometimes consensus needs to be arrived at on a given topic. Group discussions are to be held under the moderation of a leader guided by the trainer. Group discussion technique triggers thinking process, encourages interactions and enhances communication skills.

Role play

This is a common and very effective method of bringing into the classroom real life situations, which may not otherwise be possible. Participants are made to enact a particular role so as to give a real feel of the roles they may be called upon to play. This enables participants to understand the behaviour of others as well as their own emotions and feelings. The instructor must brief the role players on what is expected of them. The role player may either be given a ready-made script, which they can memorize and enact, or they may be required to develop their own scripts around a given situation. This technique is extremely useful in understanding creative selling techniques and human relations. It can be entertaining and energizing and it helps the reserved and less literate to express their feelings.

Simulation games

When trainees need to become aware of something that they have not been conscious of, simulations can be a useful mechanism. Simulation games are a method based on "here and now" experience shared by all the participants. The games focus on the participation of the trainees and their willingness to share their ideas with others. A "near real life" situation is created providing an opportunity to which they apply themselves by adopting certain behaviour. They then experience the impact of their behaviour on the situation. It is carried out to generate responses and reactions based on the real feelings of the participants, which are subsequently analysed by the trainer.

While use of simulation games can result in very effective learning, it needs considerable trainer competence to analyse the situations.

Individual /group exercises

Exercises are often introduced to find out how much the participant has assimilated. This method involves imparting instructions to participants on a particular subject through use of written exercises. In the group exercises, the entire class is divided into small groups, and members are asked to collaborate to arrive at a consensus or solution to a problem.

Case study

This is a training method that enables the trainer and the participant to experience a real life situation. It may be on account of events in the past or situations in the present, in which there may be one or more problems to be solved and decisions to be taken. The basic objective of a case study is to help participants diagnose, analyse and/or solve a particular problem and to make them internalize the critical inputs delivered in the training. Questions are generally given at the end of the case study to direct the participants and to stimulate their thinking towards possible solutions. Studies may be presented in written or verbal form.

Field visit

This involves a carefully planned visit or tour to a place of learning or interest. The idea is to give first-hand knowledge by personal observation of field situations, and to relate theory with practice. The emphasis is on observing, exploring, asking questions and understanding. The trainer should remember to brief the participants about what they should observe and about the customs and norms that need to be respected.

Group presentation

The participants are asked to work in groups and produce the results and findings of their group work to the members of another sub-group. By this method participants get a good picture of each other's views and perceptions on the topic and they are able to compare them with their own point of view. The pooling and sharing of findings enriches the discussion and learning process.

Practice sessions

This method is of paramount importance for skills training. Participants are provided with an opportunity to practice in a controlled situation what they have learnt. It could be real life or through a make-believe situation.

Games

This is a group process and includes those methods that involve usually fun-based activity, aimed at conveying feelings and experiences, which are everyday in nature, and applying them within the game being played. A game has set rules and regulations, and may or may not include a competitive element. After the game is played, it is essential that the participants be debriefed and their lessons and experiences consolidated by the trainer.

Research

Trainers may require learners to undertake research activities, including online research, to gather information or further understanding about a specific subject area.

Competency Based Assessment (CBA)**Principle of Competency Based Assessment**

Competency based assessment is aimed at compiling a list of evidence that shows that a person is competent in a particular unit of competency.

Competencies are gained through a multitude of ways including:

- Training and development programs
- Formal education
- Life experience
- Apprenticeships
- On-the-job experience
- Self-help programs.

All of these together contribute to job competence in a person. Ultimately, assessors and participants work together, through the 'collection of evidence' in determining overall competence.

This evidence can be collected:

- Using different formats
- Using different people
- Collected over a period of time.

The assessor, who is ideally someone with considerable experience in the area being assessed, reviews the evidence and verifies the person as being competent or not.

Flexibility in assessment

Whilst allocated assessment tools have been identified for this subject, all attempts are made to determine competency and suitable alternate assessment tools may be used, according to the requirements of the participant.

The assessment needs to be equitable for all participants, taking into account their cultural and linguistic needs.

Competency must be proven regardless of:

- Language
- Delivery Method
- Assessment Method.

Assessment objectives

The assessment tools used for subjects are designed to determine competency against the 'elements of competency' and their associated 'performance criteria'.

The assessment tools are used to identify sufficient:

- a) Knowledge, including underpinning knowledge
- b) Skills
- c) Attitudes

Assessment tools are activities that trainees are required to undertake to prove participant competency in this subject.

All assessments must be completed satisfactorily for participants to obtain competence in this subject. There are no exceptions to this requirement, however, it is possible that in some cases several assessment items may be combined and assessed together.

Types of assessment

Allocated Assessment Tools

There are a number of assessment tools that are used to determine competency in this subject:

- Work projects
- Written questions
- Oral questions
- Third Party Report
- Observation Checklist.

Instructions on how assessors should conduct these assessment methods are explained in the Assessment Manuals.

Alternative assessment tools

Whilst this subject has identified assessment tools, as indicated above, this does not restrict the assessor from using different assessment methods to measure the competency of a participant.

Evidence is simply proof that the assessor gathers to show participants can actually do what they are required to do.

Whilst there is a distinct requirement for participants to demonstrate competency, there are many and diverse sources of evidence available to the assessor.

Ongoing performance at work, as verified by a supervisor or physical evidence, can count towards assessment. Additionally, the assessor can talk to customers or work colleagues to gather evidence about performance.

A range of assessment methods to assess competency include:

- Practical demonstrations
- Practical demonstrations in simulated work conditions
- Problem solving
- Portfolios of evidence
- Critical incident reports
- Journals
- Oral presentations
- Interviews
- Videos
- Visuals: slides, audio tapes
- Case studies
- Log books
- Projects
- Role plays
- Group projects
- Group discussions
- Examinations.

Recognition of Prior Learning

Recognition of Prior Learning is the process that gives current industry professionals who do not have a formal qualification, the opportunity to benchmark their extensive skills and experience against the standards set out in each unit of competency/subject.

Also known as a Skills Recognition Audit (SRA), this process is a learning and assessment pathway which encompasses:

- Recognition of Current Competencies (RCC)
- Skills auditing
- Gap analysis and training
- Credit transfer.

Assessing competency

As mentioned, assessment is the process of identifying a participant's current knowledge, skills and attitudes sets against all elements of competency within a unit of competency. Traditionally in education, grades or marks were given to participants, dependent on how many questions the participant successfully answered in an assessment tool.

Competency based assessment does not award grades, but simply identifies if the participant has the knowledge, skills and attitudes to undertake the required task to the specified standard.

Therefore, when assessing competency, an assessor has two possible results that can be awarded:

- Pass Competent (PC)
- Not Yet Competent (NYC).

Pass Competent (PC)

If the participant is able to successfully answer or demonstrate what is required, to the expected standards of the performance criteria, they will be deemed as 'Pass Competent' (PC).

The assessor will award a 'Pass Competent' (PC) if they feel the participant has the necessary knowledge, skills and attitudes in all assessment tasks for a unit.

Not Yet Competent' (NYC)

If the participant is unable to answer or demonstrate competency to the desired standard, they will be deemed to be 'Not Yet Competent' (NYC).

This does not mean the participant will need to complete all the assessment tasks again. The focus will be on the specific assessment tasks that were not performed to the expected standards.

The participant may be required to:

- a) Undertake further training or instruction
- b) Undertake the assessment task again until they are deemed to be 'Pass Competent'.

Competency standard

UNIT TITLE: APPLY INDUSTRY STANDARDS TO TEAM SUPERVISION		NOMINAL HOURS: 100
UNIT NUMBER: D2.TRM.CL9.01		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to apply industry standards to the day-to-day supervision of workplace operations.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Define the context of team supervision</p> <p>1.1 Identify the members of the team</p> <p>1.2 Explain the <i>rationale for applying industry standards in the workplace</i></p> <p>1.3 Identify the <i>results of failing to comply with identified industry standards</i></p> <p>1.4 Describe the <i>role of the supervisor</i> in applying industry standards within the team</p> <p>1.5 Describe the <i>rights and responsibilities of team members</i> in relation to industry standards</p> <p>1.6 Describe <i>team objectives</i> in relation to the implementation of industry standards</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 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"> 1. Front Office 2. Housekeeping 3. Food and Beverage Service 4. Food Production 5. Travel Agencies 6. Tour Operation <p><i>Rationale for applying industry standards in the workplace</i> may relate to:</p> <ul style="list-style-type: none"> • Maintaining service levels • Engendering customer confidence and trust in the business and the industry 	

<p>Element 2: Apply service provision industry standards to team supervision</p> <p>2.1 Describe industry standards relating to service provision as they apply to the host enterprise workplace</p> <p>2.2 Monitor the implementation of service provision industry standards within the host enterprise workplace</p> <p>2.3 Recommend improvements to service provision industry standards within the host enterprise workplace</p> <p>Element 3: Apply training and professional development industry standards to team supervision</p> <p>3.1 Describe industry standards relating to training and professional development as they apply to the host enterprise workplace</p> <p>3.2 Monitor the implementation of training and professional development industry standards within the host enterprise workplace</p> <p>3.3 Recommend improvements to training and professional development industry standards within the host enterprise workplace</p>	<ul style="list-style-type: none"> • Providing consistent levels of treatment of customers • Providing guidelines for staff when dealing with customers • Complying with externally imposed requirements • Building and promoting the reputation of the business • Complying with advertised standards as promoted by industry bodies and associations. <p><i>Results of failing to comply with identified industry standards will include:</i></p> <ul style="list-style-type: none"> • Loss of business • Poor business reputation • 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 • Negative media reviews • Reduced levels of industry and product knowledge amongst employees • Increase in customer complaints and levels of dissatisfaction with service delivery • Increased likelihood of unwanted operational incidents, including clerical errors, accidents, mistakes and loss of property and money. <p><i>Role of the supervisor may include:</i></p> <ul style="list-style-type: none"> • Day-to-day responsibility for implementing identified industry and/or enterprise standards as they apply to individual workplace operations • Standard supervisory duties, including planning, organising, directing, controlling and staffing. <p><i>Rights and responsibilities of team members should include:</i></p> <ul style="list-style-type: none"> • Rights and responsibilities as stated in: <ul style="list-style-type: none"> ▪ Contracts of employment
---	--

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.

8.3 Recommend improvements to compliance requirement industry standards within the host enterprise workplace

Element 9: Apply ethical behaviour industry standards to team supervision

9.1 Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

9.2 Monitor the implementation of *ethical behaviour industry standards* within the host enterprise workplace

9.3 Recommend improvements to ethical behaviour industry standards within the host enterprise workplace

Element 10: Apply relevant other industry standards to team supervision

10.1 Describe relevant *other industry standards* as they apply to the host enterprise workplace

10.2 Monitor the implementation of relevant other industry standards within the host enterprise workplace

10.3 Recommend improvements to relevant other industry standards within the host enterprise workplace

Recommend improvements may include:

- Providing verbal advice
- Producing written reports
- Re-drafting existing internal standards
- Producing new standards to address issues arising
- Trialling improvements and introducing new/revised standards into standard operating procedures.

Training and professional development industry standards may relate to:

- Induction and orientation
- Initial qualifications, credentials, licenses and permits required to perform designated tasks
- Remedial training
- Multi-skilling
- Updating qualifications
- Provision of necessary opportunity to gain experience and practice
- Attendance at industry conferences, seminars and exhibitions
- Provision of networking opportunities
- Succession planning
- Recruitment and selection of staff
- Specific tasks that individual team members are required to perform, including selling skills, tour guiding, driving, working with disabled persons and completion of records.

Documentation presentation industry standards may relate to:

- 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

- 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.

	<p><i>Compliance requirements industry standards</i> may include:</p> <ul style="list-style-type: none">• 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. <p><i>Ethical behaviour industry standards</i> may relate to:</p> <ul style="list-style-type: none">• 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

	<ul style="list-style-type: none"> • 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. <p>Key Competencies in this Unit <i>Level 1 = competence to undertake tasks effectively</i> <i>Level 2 = competence to manage tasks</i> <i>Level 3 = competence to use concepts for evaluating</i></p>		
	Key Competencies	Level	Examples
	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

Notes and PowerPoint slides

Slide

APPLY INDUSTRY STANDARDS TO TEAM SUPERVISION

D2.TRM.CL9.01



Slide 1

Slide No	Trainer Notes
1.	Trainer welcomes students to class.

Slide

Apply industry standards to team supervision

This Unit comprises ten Elements:

- 1. Define the context of team supervision
- 2. Apply service provision industry standards to team supervision
- 3. Apply training and professional development industry standards to team supervision
- 4. Apply documentation presentation industry standards to team supervision
- 5. Apply visitor and tour group member behaviour industry standards to team supervision



(Continued)

Slide 2

Slide No	Trainer Notes
2.	<p>Trainer advises trainees this Unit comprises ten Elements, as listed on the slide explaining:</p> <ul style="list-style-type: none">● Each Element comprises a number of Performance Criteria which will be identified throughout the class and explained in detail● Trainees can obtain more detail from their Trainee Manual● At times the course presents advice and information about various protocols but where their workplace requirements differ to what is presented, the workplace practices and standards, as well as policies and procedures must be observed.

Slide

Apply industry standards to team supervision

- 6. Apply personal attributes industry standards to team supervision
- 7. Apply time management industry standards to team supervision
- 8. Apply compliance requirement industry standards to team supervision
- 9. Apply ethical behaviour industry standards to team supervision
- 10. Apply relevant other industry standards to team supervision



Slide 3

Slide No	Trainer Notes
3.	<p>Trainer advises trainees this Unit comprises ten Elements, as listed on the slide explaining:</p> <ul style="list-style-type: none"> ● Each Element comprises a number of Performance Criteria which will be identified throughout the class and explained in detail ● Trainees can obtain more detail from their Trainee Manual ● At times the course presents advice and information about various protocols but where their workplace requirements differ to what is presented, the workplace practices and standards, as well as policies and procedures must be observed.

Slide

Assessment

Assessment for this unit may include:

- Oral questions
- Written questions
- Work projects
- Workplace observation of practical skills
- Practical exercises
- Formal report from employer/supervisor



Slide 4

Slide No	Trainer Notes
4.	<p>Trainer advises trainees that assessment for this Unit may take several forms, all of which are aimed at verifying they have achieved competency for the Unit as required.</p> <p>Trainer indicates to trainees the methods of assessment that will be applied to them for this Unit.</p>

Slide

Element 1 – Define the context of team supervision

Performance Criteria for this Element are:

- Identify the members of the team
- Explain the rationale for applying industry standards in the workplace
- Identify the results of failing to comply with identified industry standards
- Describe the role of the supervisor in applying industry standards within the team
- Describe the rights and responsibilities of team members in relation to industry standards
- Describe team objectives in relation to the implementation of industry standards



Slide 5

Slide No	Trainer Notes
5.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● What is your workplace experience with team supervision? ● How would you define 'supervision'? ● What is your definition of a workplace team? ● Why is effective workplace supervision necessary?

Slide

Identify the members of the team

Ways for supervisors to identify members of their team:

- Talk to previous supervisor
- Speak with management
- Look at the organisation chart
- Read job descriptions



Slide 6

Slide No	Trainer Notes
6.	<p>Trainer identifies Supervisors must determine the team they are responsible for as a necessary first step in the application of industry standards in a workplace situation highlighting a supervisor can identify the members of their team in several ways:</p> <ul style="list-style-type: none"> ● Talking to the previous supervisor – that is, speaking with the individual they are replacing ● Speaking with management of the organisation – to determine their allocation of employees to the team ● Looking at the organisational chart for the business – which will show the structure of the enterprise and the relative position of individuals ● Reading job descriptions for positions in the organisation – which will identify the roles and responsibilities of employees. <p>Classroom activity – Handouts</p> <p>Trainer distributes and discusses role of the following in identifying team members:</p> <ul style="list-style-type: none"> ● Organisation chart ● Job descriptions.

Slide

Identify the members of the team

Details to find out about individual team members include:

- Name – and some personal details
- Experience – industry and organisational
- Qualifications and training undertaken
- Personal attitude – to work, the organization and/or customers

(Continued)



Slide 7

Slide No	Trainer Notes
7.	<p>Trainer observes when the team has been identified, the supervisor needs to find out about the individuals within the team and these details should include:</p> <ul style="list-style-type: none"> ● Name – and some personal details such as: <ul style="list-style-type: none"> ▪ Family ▪ Likes and dislikes ▪ Out-of-work interests ● Experience – with <ul style="list-style-type: none"> ▪ The industry ▪ The organisation ● Formal qualifications, certificates and/or licences – including details of any courses/training they are currently undertaking ● Personal attitude – and related matters such as: <ul style="list-style-type: none"> ▪ Orientation to work, customers and the employer ▪ Work ethic.

Slide

Identify the members of the team

- Personal aspirations
- Difficulties/problems they are experiencing with their work
- Suggestions/recommendations for change and/or improvements
- General feedback – on any topic of interest/concern



Slide 8

Slide No	Trainer Notes
8.	<p>Trainer continues to identify details of team members that supervisors should seek to obtain when identifying team members:</p> <ul style="list-style-type: none"> ● Aspirations – in terms of: <ul style="list-style-type: none"> ▪ Satisfaction with current position ▪ Career path within and outside the business ● Difficulties and problems – they are experiencing: <ul style="list-style-type: none"> ▪ With their day-to-day work activities ▪ With team members ● Suggestions and recommendations – for: <ul style="list-style-type: none"> ▪ Change and improvement ▪ Innovation initiatives ● General feedback – about: <ul style="list-style-type: none"> ▪ Anything of interest to the team member ▪ Topics the supervisor wants to raise.

Slide

Identify the members of the team

Ways to find out about individual team members:

- Conduct one-on-one interviews
- Reading personnel files

(Continued)



Slide 9

Slide No	Trainer Notes
9.	<p>Trainer indicates ways supervisors can find out about individual team members observing a mix of approaches is recommended – combining:</p> <ul style="list-style-type: none"> ● Personal, one-on-one interviews with individuals – and: <ul style="list-style-type: none"> ▪ Asking probing, open questions ▪ Listening actively ▪ Giving the employee opportunity to raise matters ● Reading their personnel files – which will include: <ul style="list-style-type: none"> ▪ Copy of CV and original job application ▪ Subsequent training (and results) which has been undertaken ▪ Performance appraisals/evaluations ▪ Promotions which have been given to the person ▪ Disciplinary action taken in regard to the individual ▪ Complaints and compliments relating to worker performance. <p>Classroom activity – Handouts</p> <p>Trainer distributes and discusses documents identified above on the slide.</p>

Slide

Identify the members of the team

- Observing their workplace performance
- Conducting 'trade tests'
- Talking to 'relevant others'



Slide 10

Slide No	Trainer Notes
10.	<p>Trainer continues to indicate ways supervisors can find out about individual team members:</p> <ul style="list-style-type: none"> ● Observing their workplace performance – with respect to: <ul style="list-style-type: none"> ▪ Technical skills ▪ Interpersonal and communication skills ▪ Customer/service-oriented skills ● Conducting trade tests – to determine: <ul style="list-style-type: none"> ▪ Industry knowledge ▪ Organisational knowledge ▪ Operational/functional competency ● Talking to 'relevant others' – such as: <ul style="list-style-type: none"> ▪ Co-workers ▪ Internal customers ▪ External customers ▪ Previous supervisors.

Slide

Identify the members of the team

Supervisors need to find out about their team members to:

- Demonstrate interest in them as individuals
- Start the team building process
- Share their own story/history
- Prove their inclusive/consultative approach
- Obtain first-hand information
- Initiate contact



Slide 11

Slide No	Trainer Notes
11.	<p>Trainer introduces reasons supervisors need to learn about members of the team in order to:</p> <ul style="list-style-type: none"> ● Demonstrate interest in the team and individuals ● Start the team building process ● Share their own story and experience ● Prove their inclusive and consultative approach ● Get first-hand information (without 'filters') from the team ● Initiate contact. <p>Classroom Activity – Internet Research</p> <p>Trainer supervises internet research and subsequent discussion on websites listed below:</p> <p>https://hbr.org/2014/09/what-new-team-leaders-should-do-first</p> <p>http://www.liquidplanner.com/blog/8-tips-new-team-leaders/</p>

Slide

Identify the members of the team

Knowledge about team members also helps team leader to:

- Identify how to communicate with them
- Learn about team dynamics
- Determine strategies for managing them
- Get a feel for how to motivate individuals
- Find out about identified obstacles as they exist in the mind of the team



Slide 12

Slide No	Trainer Notes
12.	<p>Trainer advises knowledge of team members will also assist with team leader understanding in relation to:</p> <ul style="list-style-type: none">● Identifying how to communicate with the team – and individuals within the team● Learning about team dynamics and their culture of work● Determining strategies for managing the team● Getting a feel for techniques to motivate individuals and the team● Finding out actual and/or possible obstacles which are adversely impacting team performance. <p>Classroom Activity – Internet Research</p> <p>Trainer supervises internet research and subsequent discussion on websites listed below:</p> <p>http://www.mindtools.com/pages/article/newTMM_92.htm - Team management skills</p> <p>http://www.forbes.com/sites/johnhall/2013/01/29/team-building-leader/ - 12 simple things a leader can do to build a phenomenal team.</p>

Slide

Explain the rationale for applying industry standards in the workplace

The individual workplace must be the focus for the implementation of industry standards. The term 'industry standard':

- Has no one, single, universally accepted definition
- Will:
 - Vary over time
 - Differ between industries and sectors
 - Be described differently by different businesses, operators and managers



Slide 13

Slide No	Trainer Notes
13.	<p>Trainer stresses the grounds for applying industry standards needs to underpin all efforts at implementing them in a workplace highlighting :</p> <ul style="list-style-type: none"> ● The term 'industry standard': <ul style="list-style-type: none"> ▪ Has no single, universally agreed definition ▪ The concept will: <ul style="list-style-type: none"> – Vary over time – Differ between industry sectors – Be described differently by different businesses, operators and managers.

Slide

Explain the rationale for applying industry standards in the workplace

'Industry standards' may be seen as:

- Criteria prescribed by leaders of the industry as being acceptable or optimal for the delivery of consistent quality products and services
- Operating requirements which guide the actions and processes which generate the products and services provided to customers



(Continued)

Slide 14

Slide No	Trainer Notes
14.	<p>Trainer presents 'Industry standards' may be seen as:</p> <ul style="list-style-type: none">▪ Criteria prescribed by leaders of the industry as being acceptable or optimal for the delivery of consistent quality products and services▪ Operating requirements which guide the actions and processes which generate the products and services provided to customers

Slide

Explain the rationale for applying industry standards in the workplace

- Protocols which, when followed, will result in an end-product or service which meets required parameters
- Actions taken by a business that conform to the generally accepted values and norms acceptable to industry peak bodies, authorities and agencies
- Prescribed obligations imposed by legislation and accepted industry Codes of Practice/Conduct
- Standards based on recognised international standards and adapted to suit local conditions/requirements



Slide 15

Slide No	Trainer Notes
15.	<p>Trainer continues to present information about industry standards stating they may be seen as:</p> <ul style="list-style-type: none"> ● Protocols which, when followed, will result in an end-product or service which meets required parameters ● Actions taken by a business that conform to the generally accepted values and norms acceptable to industry peak bodies and industry-related authorities and agencies ● Prescribed obligations imposed on organisations by legislation and accepted industry Codes of Practice ● Standards based on recognised international standards and adapted to suit local conditions/requirements. <p>Classroom Activity – Handout</p> <p>Trainer distributes examples of industry Codes of Conduct/Practice which contain and/or influence industry standards to which organisations are expected or obliged to conform.</p>

Slide

Explain the rationale for applying industry standards in the workplace

Across industries and workplaces it is generally agreed:

- Industry 'best practice' will reflect/contain industry standards
- Businesses are better off subscribing to/implementing the concept of industry standards than not doing so
- The outcomes of applying industry standards needs to be judged/evaluated from the customers' perspective



Slide 16

Slide No	Trainer Notes
16.	<p>Trainer notes it is generally agreed:</p> <ul style="list-style-type: none">• Industry 'best practice' will reflect/contain industry standards• Businesses are better off subscribing to the concept of industry standards than not doing so• The outcomes of applying industry standards needs to be judged/evaluated from the <i>customers'</i> perspective, not from the point of view of the business or the industry.

Slide

Explain the rationale for applying industry standards in the workplace

Team leaders need to know reasons their workplace chooses to apply industry standards so they can:

- Identify (or confirm) the standards that apply
- Gain vital insight into positioning of the business in the marketplace
- Be aware of customer expectations being created by the business

(Continued)



Slide 17

Slide No	Trainer Notes
17.	<p>Trainer explains supervisors/team leaders need to know the reasons why their workplace chooses to apply industry standards so they can:</p> <ul style="list-style-type: none"> ● Identify (or confirm) the standards that apply – to ensure surety and consistency with what is required ● Gain vital insight into the positioning of the business – in the marketplace ● Be aware of customer expectations – being created by the business through its promotional activities and public statements.

Slide

Explain the rationale for applying industry standards in the workplace

- Communicate them to the team
- Ensure they are included as part of internal training
- Determine the priorities of the business

(Continued)



Slide 18

Slide No	Trainer Notes
18.	<p>Trainer continues to explain reasons team leaders need to know the reasons why their workplace chooses to apply industry standards – so they can:</p> <ul style="list-style-type: none">• Communicate them to the team – for the purposes of explaining what is required and assisting with achieving team goals and objectives• Ensure they are included as part of internal training – so team members are trained in the standards they are being expected/asked to deliver on• Determine the priorities of the business – as these are reflected in the standards they elect to implement.

Slide

Explain the rationale for applying industry standards in the workplace

- Factor them in when developing objectives and plans for the team
- Use them as the basis for staff/team appraisals



Slide 19

Slide No	Trainer Notes
19.	Trainer continues to explain reasons team leaders need to know the reasons why their workplace chooses to apply industry standards – so they can: <ul style="list-style-type: none"> ● Factor them in when developing objectives and plans for the team – so there is alignment between stated aims and practical workplace action ● Use them as the basis for staff/team appraisals – to ensure team members are evaluated on the things they were told they would be judged on.

Slide

Explain the rationale for applying industry standards in the workplace

Important points for supervisors to note:

- Standards of the organisation will vary over time
- Standards may vary between teams/departments in the same organisation
- Standards on-tour can differ from those 'in the office'
- Standards are often related to other factors



Slide 20

Slide No

Trainer Notes

20.

Trainer presents important points supervisors should note:

- Standards of the organisation will vary over time – so the standards today can:
 - Address different topics than previously
 - Contain different criteria than before
- Standards may vary between teams/departments in the same organisation – for example:
 - Requirements in a public bar area can be different to those at front office/reception
 - Standards in 'back-of-house' departments can be different to those on a 'front-of-house' area
- Standards on-tour can differ from those 'in the office'
- Standards are often related to other factors – such as:
 - Target market/s
 - Geographic location
 - Legislated obligations
 - Budget
 - Time

	<ul style="list-style-type: none">▪ Customer preferences▪ Moral imperatives▪ Action taken by competitor organisations.
--	--

Slide

Explain the rationale for applying industry standards in the workplace

Reasons organisations choose to apply industry standards may include wanting to:

- Maintain or expand customer service levels
- Engender customer confidence and trust in the business and the industry

(Continued)



Slide 21

Slide No

Trainer Notes

21.

Trainer observes enterprises may choose to apply industry standards in the operation of their business in order to achieve several objectives – such as to:

- Maintain or expand customer service levels – which may relate to issues such as:
 - Making sure advertised/promised service is actually delivered
 - Reducing/minimising waiting times, errors and complaints
 - Increasing customer satisfaction and enhancing the customer experience
 - Ensuring planned initiatives are implemented as intended
- Engender customer confidence and trust in the business and the industry – by:
 - Making public statements about product delivery and service provision
 - Offering guarantees about the items being sold
 - Optimising the reliability and dependability of the organisation
 - Subscribing to recognised QA schemes and Codes of Conduct
 - Providing Terms and Conditions which are fair and transparent.

Classroom Activity – Handouts

Trainer distributes and discusses examples of industry standards as they apply to industry organisations contained in:

- Advertisements and promotional materials developed by organisations
- Industry QA schemes
- Operator Terms and Conditions

Slide

Explain the rationale for applying industry standards in the workplace

- Provide consistent levels of treatment of customers
- Provide guidelines for staff when dealing with customers



(Continued)

Slide 22

Slide No	Trainer Notes
22.	<p>Trainer continues to present reasons organisations may choose to align/adopt industry standards – to:</p> <ul style="list-style-type: none">● Provide consistent levels of treatment of customers – so:<ul style="list-style-type: none">▪ All customers are treated equally and fairly▪ People are not treated/served differently based on their personal characteristics▪ Customers know in advance how the service they will receive▪ Complaints and issues are handled in a timely and just manner● Provide guidelines for staff when dealing with customers – so:<ul style="list-style-type: none">▪ Consistency of treatment of customers is optimised▪ Proper staff training can be provided▪ Employees have confidence in their own abilities when dealing with customers across all predictable customer-contact/service situations▪ They can respond appropriately to problems and issues.

Slide

Explain the rationale for applying industry standards in the workplace

- Comply with externally imposed requirements
- Build the business



Slide 23

Slide No	Trainer Notes
23.	<p>Trainer continues to present reasons organisations may choose to align/adopt industry standards – to:</p> <ul style="list-style-type: none"> ● Comply with externally imposed requirements – as required by: <ul style="list-style-type: none"> ▪ Legislation and regulation ▪ Contracts and operational agreements/arrangements ▪ Industry Codes ● Build the business – with reference to: <ul style="list-style-type: none"> ▪ Promoting and enhancing the reputation of the organisation ▪ Entering and meeting the requirements of identified markets ▪ Solidifying previous customers by converting them into repeat and referral customers ▪ Addressing action taken by opposition businesses.

Slide

Identify the results of failing to comply with identified industry standards

Team leaders need to know consequences of failing to comply with industry standards – so they can:

- Use these possibilities to motivate themselves as supervisors
- Inform team members of consequences
- Prioritise their actions
- Integrate other workplace activities into the requirements of the standards



Slide 24

Slide No	Trainer Notes
24.	<p>Trainer notes Supervisors with responsibility for applying industry standards within a team context must be aware of the consequences of failing to comply with those standards highlighting Supervisors need to know the results of failing to comply with identified industry standards so they can:</p> <ul style="list-style-type: none"> ● Use these possibilities to motivate themselves as supervisors – to achieve the requirements of the organisation ● Inform team members of consequences – to motivate the team to act/performance as required ● Prioritise their actions – to align with the criteria/requirements contained in the standards ● Integrate other workplace activities into the requirements of the standards – so there is seamless service provision to the desired level.

Slide

Identify the results of failing to comply with identified industry standards

It is worth noting:

- Failure to comply with different standards can have different results
- Owners/management of organisations may give different weight/importance to different causal factors
- The consequence is usually cumulative
- Effort is always needed to attain the required standards



Slide 25

Slide No	Trainer Notes
25.	<p>Trainer provides some context of organisations failing to comply with required standards stating it is worth noting:</p> <ul style="list-style-type: none"> ● Failure to comply with different standards can have different results – not all outcomes/consequences for all failures are the same ● Owners/management of organisations may give different weight/importance to different causal factors – meaning not all failures are seen as ‘the same thing’ ● The consequence is usually cumulative – that is, a single ‘failure to comply’ may not have much of an impact but when that failure is repeated time after time, it tends to have an effect ● Effort is always needed to attain the required standards – teams will not automatically achieve them without being properly supervised and adequately trained.

Slide

Identify the results of failing to comply with identified industry standards

Results of failing to comply with identified industry standards will/may include:

- Loss of business
- Poor business reputation

(Continued)



Slide 26

Slide No	Trainer Notes
26.	<p>Trainer indicates results of failing to comply with identified industry standards will/may include:</p> <ul style="list-style-type: none">● Loss of business – which may manifest itself in terms of:<ul style="list-style-type: none">▪ Reduced ticket/unit sales▪ Lower revenue/income▪ Fewer enquiries▪ Less repeat business● Poor business reputation – possibly caused by:<ul style="list-style-type: none">▪ Lack of industry knowledge – about (for example) carriers, options, destinations, packages▪ Unsatisfactory levels of customer service experiences – caused (perhaps) by unacceptable waiting times, rude or inattentive staff, unclean and/or untidy offices, or failure of staff to honour promises made▪ Breaches of obligations – which may be imposed by legislation, contracts, Codes, Terms and Conditions of tickets.

Slide

Identify the results of failing to comply with identified industry standards

- Sanctions imposed by external bodies
- Negative media reviews
- Reduced levels of industry and product knowledge amongst employees
- Increased likelihood of unwanted operational incidents and outcomes



Slide 27

Slide No	Trainer Notes
----------	---------------

27.

Trainer continues to indicate results of failing to comply with identified industry standards will/may include:

- Sanctions imposed by external bodies – which may include:
 - De-registration from an industry body or organisation – meaning the organisation is forced to remove signage/wording from its advertising materials stating it is associated with/aligned to the registering body
 - This may/will have the effect of lowering customer confidence in the organisation meaning they may be less likely to buy from them
 - Removal of rights that attach to businesses who comply – which could mean (depending on the nature of the association and relationship):
 - Removal of preferred provider status
 - Removal of discounted purchasing rates
 - Lowering of percentage commissions received
 - Removal of industry, product or service information, updates and alerts
 - Written warnings – formally informing the organisation of their 'breach' and advising them of remedial action to take and consequences of failing to do so

- Negative media reviews – which will/may:
 - Adversely affect sales/interest in a certain product or service
 - Generally reduce customer confidence in the entire organisation
- Reduced levels of industry and product knowledge amongst employees – as a consequence of team members:
 - Not visiting destinations to gain first-hand experience
 - Not attending industry events to generate and cultivate industry contacts
 - Not participating in required training and updates conducted by carriers, joint venture partners, authorities, industry bodies, attractions
- Increased likelihood of unwanted operational incidents and outcomes – such as:
 - Clerical errors with accounts, tickets and fares – over-charges, failure to charge for legitimate items, incorrect or over-looked bookings
 - Workplace and on-tour accidents and incidents
 - Loss of property and money
 - Customer complaints and levels of dissatisfaction with service delivery.

Slide

Describe role of supervisor in applying industry standards within the team

'Five functions of a supervisor':

- Planning
- Organising
- Staffing
- Directing
- Controlling



Slide 28

Slide No	Trainer Notes
28.	<p>Trainer states the supervisor plays a crucial role in a team situation in ensuring industry standards are applied as and when required explaining most management texts identify 'five functions of a supervisor':</p> <ul style="list-style-type: none"> • Planning • Organising • Staffing • Directing • Controlling. <p>Classroom Activity – Internet Research</p> <p>Trainer supervises internet research and subsequent discussion on websites listed below:</p> <p>http://smallbusiness.chron.com/role-supervisor-workplace-11210.html</p> <p>https://www.umass.edu/wld/expectations-supervision</p> <p>http://managementhelp.org/supervision/roles.htm</p>

Slide

Describe role of supervisor in applying industry standards within the team

In relation to team leader responsibility:

- They have responsibility for the day-to-day functioning of their team
- The day-to-day work done by the teams enable the organisation to achieve higher-level goals
- Organisations/owners/managers give team leaders the necessary authority to direct and change the actions of team members



Slide 29

Slide No	Trainer Notes
29.	<p>Trainer discusses team leader/supervisor responsibility noting:</p> <ul style="list-style-type: none"> ● Within an organisation, the supervisor has responsibility for the day-to-day functioning of their team members in their efforts to achieve stated lower-level objectives which will enable the organisation to attain higher-level goals ● The mechanism for achieving this responsibility is provided through the authority given to the supervisor to change the actions of team members, where necessary, in order to align with approved workplace aims. <p>Classroom Activity – Internet Research</p> <p>Trainer supervises internet research and subsequent discussion on websites listed below:</p> <p>http://www.managementstudyguide.com/functions_of_supervisor.htm</p> <p>http://www.hr.virginia.edu/uploads/documents/media/supervisorfiveoles.pdf.</p>

Slide

Describe role of supervisor in applying industry standards within the team

In relation to 'planning' team leaders must:

- Determine how industry standards apply to the organisation and the team they are in charge of
- Work out how, when and where the standards will be implemented
- Prepare written plans for the team and individual team members

(Continued)



Slide 30

Slide No	Trainer Notes
30.	<p>Trainer discusses the 'planning' function of team leaders observing they must:</p> <ul style="list-style-type: none"> ● Determine how the industry standards apply to the organisation and the individual team they are in charge of – so standards are specifically applicable to the unique nature of each business ● Work out how, when and where the standards will be implemented – as part of the day-to-day activities of the team ● Prepare written plans for the team and individual team members – to guide implementation of required standards.

Slide

Describe role of supervisor in applying industry standards within the team

- Liaise with other supervisors and management to integrate work of the team with similar initiatives in other areas of the business
- Analyse workplace need for manpower to deliver required service/industry standards
- Develop effective rosters to which optimise customer service through proper scheduling of workers
- Determine how to provide proper oversight of team member activities



Slide 31

Slide No	Trainer Notes
31.	<p>Trainer continues to discuss the planning function of supervisors observing they must:</p> <ul style="list-style-type: none"> ● Liaise with other supervisors and management to integrate the work of the team with similar initiatives in other areas of the business – so there is a ‘whole of enterprise’ approach to the application of industry standards ● Analyse workplace need for manpower to deliver required service/industry standards – so the necessary human resources can be identified by number of persons, numbers of hours and required skills, knowledge and attitudes ● Develop effective rosters to which optimise customer service through proper scheduling of workers – while at the same time operating the team within prescribed labour budget constraints ● Determine how to provide proper oversight of team member activities – in order to monitor product/service delivery and determine when there is a need to intervene and assist.

Slide

Describe role of supervisor in applying industry standards within the team

In relation to 'organising' the team leader has a duty to:

- Implement the written plans which were developed in the previous stage/function
- Identify the work that has to be completed and the criteria which must apply to the performance of that work

(Continued)



Slide 32

Slide No	Trainer Notes
32.	<p>Trainer discusses the function of 'organising' saying the supervisor has a duty to:</p> <ul style="list-style-type: none"> ● Implement the written plans which were developed in the previous stage/function – so there is a direct and consistent link between planning and service/product delivery ● Identify the work that has to be completed and the criteria which must apply to the performance of that work – such that no identified requirement is left unaddressed.

Slide

Describe role of supervisor in applying industry standards within the team

- Make sure the resources required to enable/support the provision of the required standards (in terms of information, physical and financial resources) are available



Slide 33

Slide No	Trainer Notes
33.	<p>Trainer continues to discuss the function of 'organising' saying the supervisor has a duty to:</p> <ul style="list-style-type: none">● Make sure the resources required to enable/support the provision of the required standards (in terms of information, physical and financial resources) are available – as, when and where required by the team● Allocate team members to necessary roles/jobs – so required service is provided at the right time, in the right location● Ensure a safe and secure workplace environment for the team (and others) – to maintain and protect the team and to create a supportive framework for team functions.

Slide

Describe role of supervisor in applying industry standards within the team

With reference to the 'staffing' function the team leader has to:

- Identify need for personnel to join the team
- Recruit and select suitable individuals with appropriate skills, knowledge and attitudes
- Provide suitable induction for new team members
- Supply relevant training

(Continued)



Slide 34

Slide No	Trainer Notes
34.	<p>Trainer talks about the 'staffing' function indicating the team leader/supervisor has to:</p> <ul style="list-style-type: none"> ● Identify the need for personnel to join the team – by number and skill/knowledge profile ● Recruit and select suitable individuals with appropriate skills, knowledge and attitudes to join the team – in a timely manner ● Provide a suitable induction for new people into the team – so they become aware of team objectives and the structure and dynamism of the team ● Supply relevant training to team members – so they acquire <i>and maintain</i> the necessary operational skills, required industry and organisational knowledge and relevant attitudes and customer-service orientations and competencies.

Slide

Describe role of supervisor in applying industry standards within the team

- Provide team members with mentoring and coaching as required
- Observe and monitor the work of individuals in the team
- Conduct appraisals/evaluations of team members
- Reward and recognise team members
- Counsel and/or discipline team members as required



Slide 35

Slide No	Trainer Notes
35.	<p>Trainer continues to talk about the 'staffing function indicating the team leader/supervisor has to:</p> <ul style="list-style-type: none"> ● Provide team members with mentoring and coaching as required – to assist with everyday 'issues arising' ● Observe and monitor the work of individuals in the team – to gather facts for use in formal, evidence-based staff evaluations ● Conduct appraisals/evaluations of team members – providing appropriate feedback and necessary support as required ● Reward and recognise team members – for effort as well as actual achievement ● Counsel and/or discipline team members as required – to optimise attainment of objectives and maintain team cohesion and functionality.

Slide

Describe role of supervisor in applying industry standards within the team

The 'directing' function of the team leader is to:

- Inform team members of what they need to do in order to achieve objectives set for them
- Motivate team members to achieve objectives and targets
- Assist team members in an ongoing manner
- Guide the team

(Continued)



Slide 36

Slide No	Trainer Notes
36.	<p>Trainer discusses the 'directing' function explaining the role of the supervisor/team leader is to:</p> <ul style="list-style-type: none"> ● Inform team members of what they need to do in order to achieve the objectives set for them – in accordance with the plans which have been developed ● Motivate team members to achieve objectives and targets – in relation to applying/implementing industry standards ● Assist team members in an ongoing manner – as the need to do so arises and/or as requests for help are received ● Guide the team – so they move/work in the 'right' direction with reference to the bigger goals of the business.

Slide

Describe role of supervisor in applying industry standards within the team

- Empower individuals within the team
- Delegate relevant tasks and/or authority to team members
- Coordinate the work of all team members
- Deal with change and 'issues arising'



Slide 37

Slide No	Trainer Notes
37.	<p>Trainer continues to discuss the 'directing' function explaining the role of the supervisor/team leader is to:</p> <ul style="list-style-type: none"> ● Empower individuals within the team – so they are capable of being self-directed, autonomous workers capable of operating in alignment with organisational requirements ● Delegate relevant tasks and/or authority to team members – which may require re-design of existing job allocations/descriptions ● Coordinate the work of all the team members – so there is a logical flow of tasks and so the work of the team integrates as required the work of others within the organisation ● Deal with change and 'issues arising' – in such a way approved industry standards continue to be applied and appropriately reflect both organisational need and customer demand and expectations.

Slide

Describe role of supervisor in applying industry standards within the team

In relation to 'staffing' the team leader needs to:

- Take effective charge of the actions of the team
- Actively manage the distribution and use of resources
- Introduce new SOPs and/or modify existing workplace protocols, as required



(Continued)

Slide 38

Slide No	Trainer Notes
38.	<p>Trainer presents information about the 'controlling' function stating the supervisor needs to:</p> <ul style="list-style-type: none"> ● Take effective charge of the actions of the team – within the acceptable boundaries of empowerment of individuals such that the agreed industry standards are consistently being applied in practice ● Actively manage the distribution and use of resources – so there is accountability for materials used and the required resources are always available when, where and as required ● Introduce new SOPs and/or modify existing workplace protocols, as required – to optimise practical workplace application of industry standards.

Slide

Describe role of supervisor in applying industry standards within the team

- Set and monitor parameters regarding use of resources
- Respond to situations where identified industry standards are not being applied as required
- Monitor final product/service delivered by team members
- Measure results being achieved by the team



Slide 39

Slide No	Trainer Notes
39.	<p>Trainer continues to present information about the 'controlling' function stating the supervisor needs to:</p> <ul style="list-style-type: none"> ● Set and monitor parameters regarding the use of resources – and communicate these to team members so return is maximised and waste is minimised ● Respond to situations where identified industry standards are not being applied as required – by taking appropriate remedial action ● Monitor the final product/service delivered by team members – so these outcomes can be measured/judged against the stated criteria contained in the identified industry standards ● Measure the results being achieved by the team – so progress can be judged and necessary action taken to address deficiencies and/or solidify gains made.

Slide

Describe rights and responsibilities of team members in relation to industry standards

Team members are required must work so their actions meet requirements imposed by documents such as:

- Contracts of employment
- Relevant legislation and regulation of the country
- Policies of the host enterprise
- Relevant Codes that apply to the workplace



Slide 40

Slide No	Trainer Notes
40.	<p>Trainer notes all employees in an organisation are required to work in such a way that their actions meet the requirements imposed by several documents indicating these might include:</p> <ul style="list-style-type: none"> ● Contracts of employment – as offered to, and signed by, the employees – which include certain workplace requirements and are legally binding ● Relevant legislation and regulation of the country – which set out obligations imposed on employees (and employers) ● Policies of the host enterprise – which will prescribe: <ul style="list-style-type: none"> ▪ The approach taken by the organisation to IR ▪ Guidelines and mandatory requirements relating to specified aspects of workplace activities such as, for example: <ul style="list-style-type: none"> – Staff conduct – Drugs and alcohol – Anti-discrimination and harassment – Grievance and dispute handling

- Relevant Codes that apply to the workplace – which may be/include:
 - Internal Codes of Conduct developed by the organisation, in the same form/way as workplace policies
 - Industry-generated Codes of Practice developed by the industry or industry peak body/important association
 - Operating Codes imposed by government agencies under the authority given to them by relevant legislation.

Classroom Activities – Handouts

Trainer distributes and discusses sample documents as identified on the slide linking them to the delivery of service standards.

Slide

Describe rights and responsibilities of team members in relation to industry standards

Contracts can comprise:

- Express terms – which expressly state what is required
- Inferred terms – which are obligations/terms inferred (by Courts and previous actions of the parties)



Slide 41

Slide No	Trainer Notes
41.	<p>Trainer identifies and differentiates between terms contained in contracts of employment in terms of:</p> <p>Express terms</p> <p>Express terms are specifically agreed between the employer and employee. They are expressly described/listed in the employment contract, hence the term 'express terms'.</p> <p>They might be derived from conversations between the employer and employee at the time of the job interview, or offered as inducements for certain staff to work for a company.</p> <p>These agreed arrangements may be called a 'Statement of Duties'.</p> <p>Implied terms</p> <p>Employers and employees are not likely to make an agreement that sets out in detail <i>all</i> workplace expectations.</p> <p>Even though the employer and employee have not discussed some issues before the contract of employment begins, they will both have some expectations of what they are each required to do as part of the employer-employee relationship.</p> <p>These are called implied terms because they are not defined but assumed/implied to exist, and will often occur because:</p> <ul style="list-style-type: none"> ● It is a practical impossibility to describe, list or specify all the rights and obligations

that can arise in a workplace relationship

- Both parties are usually well aware of customs and practices in an industry (which must be 'reasonable' and so well-known everyone in the industry could rely on their being part of the employment contract even though they are not specified)
- The courts will imply some basic obligations and duties of both parties into all employment contracts for historical and public-policy reasons.

Slide

Describe rights and responsibilities of team members in relation to industry standards

Employees/team members have the following obligations to their employer:

- To be obedient
- To act in good faith

(Continued)



Slide 42

Slide No	Trainer Notes
42.	<p>Trainer presents and discusses sample employee obligations to employers:</p> <p>Obedience</p> <p>An employee/team member must follow 'reasonable and lawful instructions' of an employer or team leader.</p> <p>This ensures they perform the work the employer wants done. A 'lawful instruction' is one which requires the team member to do work which is not against the law and is within the scope of the contract of employment.</p> <p>Instructions to do work of a lower or higher grade or of a different nature might not be within the scope of the employment contract. For example, if someone were employed as a travel consultant, it may not be permissible to give that person accounting duties unless this had been agreed before employment commenced or was negotiated as a new part of the contract.</p> <p>Further, a 'reasonable instruction' is one the employee/team leader is physically able to do, does not threaten the employee's health or safety and is reasonable in the circumstances.</p> <p>For example, in some circumstances an employer may instruct an employee to dress in a certain way when the employee deals directly with customers, whereas in other circumstances that instruction might not be reasonable.</p> <p>Employers are also entitled to set reasonable 'behavioural standards' for their employees.</p>

Good faith

An employee/team member has a duty to act in good faith toward their employer.

This means they must not intentionally harm the employer's interests or business by, for example, helping another business in direct competition with the employer.

The obligation on staff to act 'in good faith' can be seen as generic requirements to 'do the right thing'.

Slide

Describe rights and responsibilities of team members in relation to industry standards

- To account for monies received
- To maintain required confidences

(Continued)



Slide 43

Slide No	Trainer Notes
43.	<p>Trainer continues to look at the obligations team members have to their employer:</p> <p><i>Duty to account for monies received</i></p> <p>This means all employees must pass on money received if it is given because of their role as an employee or if the employee has used the property of the employer to make money.</p> <p>The employee must give the money to the employer unless the employer agrees the employee can keep it.</p> <p>There is an exception, for example, in the hospitality industry, in which it is common practice for customers to give tips to employees. The employee may keep the tip unless the contract of employment says otherwise.</p> <p><i>Confidentiality</i></p> <p>There are two kinds of information team members can receive as a result of being employed:</p> <ul style="list-style-type: none"> ● General knowledge of the employer's business or skills connected with the job ● Detailed information confidential to the operation of the business, such as customer lists/database or the technical specifications of a process used by the employer ● The employee may not use either kind of information in a way that damages the employer, for example, by: <ul style="list-style-type: none"> ● Setting up a business in competition with the employer

- Working for a competitor in a way that uses the information. However, a former employee might be able to use this kind of knowledge *after* the employment has finished **unless** the employment contract prohibits it.

Slide

Describe rights and responsibilities of team members in relation to industry standards

- To exercise due skill and care
- To provide information about other employees
- To attend for work when rostered



Slide 44

Slide No	Trainer Notes
44.	<p>Trainer continues to look at the obligations team members have to their employer:</p> <p>Skill and care</p> <p>All staff/team members are obliged to use skill and care when doing the work they are being paid to do.</p> <p>The level of skill an employer can expect may depend on the qualifications and experience the employee claimed in the recruitment and selection process.</p> <p>For example, an employee might claim to be competent using a certain computer package/system or fluent in a certain language but if they prove unable to perform as they claimed, dismissal may be justified.</p> <p>In addition to using skills, team members must exercise care while employed.</p> <p>If staff damages employer property by being careless, the employer may sue for compensation. Carelessness could also be used as a reason for dismissal, depending on the seriousness of the incident, the intentions of the employee and how often the incident occurred.</p> <p>It is important to note an employer generally may not withhold money owed to an employee to make up for an employee's carelessness without the written authority of the employee.</p> <p>Providing information about other employees</p> <p>Team members may have a duty to tell an employer about the misconduct of another employee.</p>

This applies particularly to employees (team leaders) with managerial or supervisory responsibilities.

Duty to attend for work

Employees have a duty to attend for work when rostered, provided they are given sufficient notice, and provided those hours fall within the range/number of hours under which they were employed.

There will be a requirement employers give staff a minimum amount of notice in relation to the hours they are required to work (such as a week or 14 days).

Where staff are required to work without being given this notice, penalty rates may apply.

Staff are usually also required to work a 'reasonable' amount of overtime as this helps the organisation cater for those unpredictable busy trading times.

Where staff are unable to attend for work as rostered, they must notify their employer as soon as possible so the employer can make alternative staffing arrangements.

Slide

Describe rights and responsibilities of team members in relation to industry standards

Further specific rights and responsibilities can be contained in:

- Workplace training given to staff
- Job descriptions
- Policies and procedures



Slide 45

Slide No	Trainer Notes
45.	<p>Trainer adds further specific rights and responsibilities can be contained in:</p> <ul style="list-style-type: none"> ● Workplace training given to staff – which provides information/knowledge and practical training in operational/hands-on activities ● Job descriptions for nominated positions within the host enterprise – as explained above ● Policies and procedures generated for the business for staff to follow – which will provide guidance for day-to-day workplace activities.

Slide

Describe rights and responsibilities of team members in relation to industry standards

Workplace policies and procedures that may impact rights and responsibilities of team members in relation to industry standards can relate to:

- Workplace ethics
- Modes of communication to be used – and when they are to be applied

(Continued)



Slide 46

Slide No	Trainer Notes
46.	<p>Trainer discusses examples of possible workplace policies and procedures that may impact rights and responsibilities of team members in relation to industry standards:</p> <p>Workplace ethics</p> <p>Workplace ethics can be expected to address topics such as:</p> <ul style="list-style-type: none"> • Honesty • Confidentiality • Punctuality and attendance • Flexibility in job role • Reporting to management any issues needing to be passed on to them • Striving to maintain the reputation of the business • Compliance with Equal Opportunity principles. <p>Modes of communication</p> <p>All operations will have preferred methods of communication between staff/teams and management/team leaders.</p> <p>Organisations expect everyone to adhere to the communication channels and communication methods, as prescribed.</p>

This may mean:

- Reporting only to the designated person (such team members reporting to the team leader) in the first instance, and not going over their head to anyone else
- Using nominated forms, as appropriate, for specific communication requirements – such as requests for maintenance, reports, receipts, quotations, itineraries
- Not using forms of communication (such as e-mails) which are not approved or preferred by management
- Reading all written communications issued by management
- Attending briefing sessions and staff/team meetings.

Classroom Activity – Guest Speaker

Trainer arranges for suitable team leader to attend and discuss the policies and procedures identified on the slide as they apply to the rights and responsibilities of team members in a workplace context.

Slide

Describe rights and responsibilities of team members in relation to industry standards

- Interaction with other employees in the organisation and other team members
- Health, safety and welfare issues – as these apply to individuals, other employees, customers and members of the public



Slide 47

Slide No

Trainer Notes

47.

Trainer continues to discuss examples of possible workplace policies and procedures that may impact rights and responsibilities of team members in relation to industry standards:

Interaction with other team members

Organisational policy in this regard will:

- Identify members of the team
- Indicate structure of the team
- Highlight responsibilities of individual team members
- Require all team members to show respect and courtesy towards other team members
- Identify the preferred/required methods of communication between team members
- Show when team meetings are conducted
- Provide a basis for the resolution of conflict/disputes between team members.

Health, Safety and Welfare

Most HSW policies and procedures are drafted in such a way that there is usually a generic component (that outlines the general workplace rules, regulations and requirements) plus a department/job-specific component that addresses the particular risks, hazards and risk management protocols for the individual role/job.

The policy will generally require team members to:

- Become actively involved in HSW issues in the workplace
- Follow established safety procedures
- Use designated personal protective equipment and clothing
- Report and discontinue use of any unsafe equipment or procedure.

Classroom Activity – Guest Speaker

Trainer arranges for suitable team leader to attend and discuss the policies and procedures identified on the slide as they apply to the rights and responsibilities of team members in a workplace context.

Slide

Describe team objectives in relation to implementation of industry standards

Orientation of a work team to nominated industry standards will:

- Flow from business and strategic plans for the organisation and/or department
- Relate to the specification of criteria and Key Performance Indicators



Slide 48

Slide No	Trainer Notes
48.	<p>Trainer notes the use of objectives is a proven management strategy for achieving required goals highlighting the orientation of a work team to nominated industry standards will:</p> <ul style="list-style-type: none"> ● Flow from business and strategic plans for the organisation and/or department – such that implementation of the standards will assist the organisation achieve its higher level goals ● Relate to the specification of criteria and Key Performance Indicators – which will be used to: <ul style="list-style-type: none"> ▪ Monitor and track progress – to help keep the team ‘on course’ ▪ Measure achievements ▪ Evaluate performance.

Slide

Describe team objectives in relation to implementation of industry standards

When seeking to understand context of team objectives in relation to the implementation of industry standards, team leaders must ensure they:

- Are able to identify every area to which identified industry standards apply within the organisation
- Can define all areas and activities to which industry standards do not apply



Slide 49

Slide No	Trainer Notes
49.	<p>Trainer explains when seeking to understand the context of team objectives in relation to the implementation of industry standards, the team leader must ensure they:</p> <ul style="list-style-type: none"> ● Are able to identify every area to which identified industry standards apply within the organisation – in terms of product and service delivery to internal and external customers ● Can define all areas and activities to which industry standards do not apply in terms of the teams they are leading.

Slide

Describe team objectives in relation to implementation of industry standards

It is important to note:

- Not all work teams are responsible for implementing all industry standards
- Industry standards will not apply to every single aspect of every workplace product or activity
- Team leaders can be responsible for different industry standards



Slide 50

Slide No	Trainer Notes
50.	<p>Trainer stresses to class:</p> <ul style="list-style-type: none"> ● Not all work teams are responsible for implementing all industry standards ● Industry standards will not apply to every single aspect of every workplace product or activity ● Team leaders can be responsible for different industry standards.

Slide

Describe team objectives in relation to implementation of industry standards

It is possible team objectives relating to the implementation of industry standards may relate to:



- Individual activities conducted by the organisation
- Individual responsibilities within an overall team context

(Continued)

Slide 51

Slide No	Trainer Notes
51.	<p>Trainer indicates it is possible team objectives relating to the implementation of industry standards may relate to:</p> <ul style="list-style-type: none"> ● Individual activities conducted by the organisation – such as: <ul style="list-style-type: none"> ▪ Market research activities – governing how to generate data about the needs, wants, preferences, likes and dislikes of nominated target markets and customer groups ▪ Intelligence/knowledge-gathering exercises – specifying how to capture details and experiences relating to actual/possible destinations, attractions, venues, facilities, interpretive activities, carriers, trips and tours, transfers, tour commentaries, dining, sight-seeing and accommodation ▪ Package creation for (for examples) accommodation, tours and functions – detailing requirements to be followed with reference to, say, sustainable tourism, responsible corporate operation, triple P thinking, ethical conduct and compliance with applicable legislation and Codes ● Individual responsibilities within an overall team context – which may include specifications, criteria and standards applicable to: <ul style="list-style-type: none"> ▪ Developing materials for use when presenting/selling products and services ▪ Preparing front office/reception and rooms ▪ Ready sales areas for consultancies ▪ Conducting trips/tours and functions/conventions.

Slide

Describe team objectives in relation to implementation of industry standards

- 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



Slide 52

Slide No	Trainer Notes
52.	<p>Trainer continues to indicate it is possible team objectives relating to the implementation of industry standards may relate to:</p> <ul style="list-style-type: none"> ● Integration of team performance within the wider functions of the organisation – such as: <ul style="list-style-type: none"> ▪ Integrating the work of the team with the work of other teams ▪ Cooperating with others ▪ Communicating regularly and sharing information ● Levels of authority for individual team members – which will commonly apply to: <ul style="list-style-type: none"> ▪ Prescribing areas within which individuals have total authority and detailing practices to empower them ▪ Controlling availability of data/information through a hierarchical structure of password-protected access protocols ● Levels of discretionary power for individual team members – such as: <ul style="list-style-type: none"> ▪ Limiting areas of authority with reference to relevant, workplace-specific boundaries such as nominated tasks, activities, spending or booking limits ▪ Specifying the areas and the extent to which individuals may make unilateral decisions which are legally-binding on the organisation.

Classroom activity – Excursion

Trainer arranges for excursion to one or more suitable industry venues/organisations so students can:

- View facilities
- Talk to management, team leaders and team members
- Obtain copies/examples of industry standards and workplace standards, policies and procedures
- Obtain copies of organisational plans
- Observe product and service delivery.

Slide

Element 2 – Apply service provision industry standards to team supervision

Performance Criteria for this Element are:

- Describe industry standards relating to service provision as they apply to the host enterprise workplace
- Monitor the implementation of service provision industry standards within the host enterprise workplace
- Recommend improvements to service provision industry standards within the host enterprise workplace



Slide 53

Slide No	Trainer Notes
53.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● What are examples of industry standards relating to service provision? ● How are these standards developed? ● Why is it important for industries to have these standards? ● Why would/should organisations align with industry standards? ● What is the team leader's role in managing teams in relation to service delivery?

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Service provision is arguably the single most important aspect in the operation of any business
- 'Service' is often the only attribute that distinguishes one organisation from another as they often all:
 - Offer basically identical products and services
 - Sell at similar prices



Slide 54

Slide No	Trainer Notes
54.	<p>Trainer discusses importance of service provision noting:</p> <ul style="list-style-type: none"> ● Service provision is arguably the single most important aspect in the operation of any business ● 'Service' is often the only attribute that distinguishes one organisation from another as they often all: <ul style="list-style-type: none"> ▪ Offer basically identical products and services ▪ Sell at similar prices.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Service provision is consistently identified as the most important factor for customers when they:

- Are surveyed
- Decide to return to a business
- Recommend an enterprise to others



Slide 55

Slide No	Trainer Notes
55.	<p>Trainer notes Service provision is consistently identified as the most important factor for customers when they:</p> <ul style="list-style-type: none"> ● Are surveyed and rate their level of satisfaction with organisations ● Decide to return to a business and buy from them on further/future occasions ● Recommend an enterprise to their family or friends. <p>Classroom Activity – Guest Speaker</p> <p>Trainer arranges for relevant manager/team leader to attend and:</p> <ul style="list-style-type: none"> ● Discuss their orientation to service ● Identify how they determine industry standards ● Interpret these standards to use in their enterprise ● Describe actions they take to implement and monitor delivery of these standards.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Team leaders need to take strong action to ensure their teams provide high quality service because:

- Their role depends on it
- They have to live up to promises made about service
- Service is 'intangible'



Slide 56

Slide No	Trainer Notes
56.	<p>Trainer indicates Team leaders need to take strong action to ensure their teams provide high quality service in accordance with the required industry standards because:</p> <ul style="list-style-type: none"> ● Their own role as a supervisor is often judged by how well or badly the team members deliver service ● Most organisations will make promises to the public/to their customers about the standard/s of service they provide – and what they can expect if they elect to do business with the enterprise ● Service is an intangible concept – meaning it: <ul style="list-style-type: none"> ▪ Cannot be stored for future use ▪ Is totally dependent on the team member providing it – if they are having a bad day, then the service they deliver is likely to suffer as a result ▪ Cannot be easily measured using standard metrics – as it is an 'experience' as distinct to a physical/tangible product.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Basics to observe:

- Research the industry requirements and get the facts about what applies
- Talk to management or the owners
- Visit other business
- Interpret identified industry standards so they relate to the requirements of the individual workplace or team



Slide 57

Slide No

Trainer Notes

57.

Trainer presents basics to observe saying when describing industry standards for implementation within a workplace the following activities need to be undertaken:

- Research the industry requirements and get the facts about what applies – never assume knowledge about what applies because:
 - Things change
 - Things are often not what they seem or what they are believed to be
- Talk to management or the owners – to get their perspective, opinions, thoughts and directives on:
 - What applies – and what does not apply to the business
 - Priorities
 - The *extent* to which certain matters are relevant to the organisation
- Visit other business – to:
 - Observe first-hand what they are doing and the extent to which they are applying industry standards
 - Talk to personal contacts in the industry to get their take on interpretation and implementation of industry standards
- Interpret identified industry standards so they relate to the requirements of the

	<p>individual workplace or team – in terms of, as required:</p> <ul style="list-style-type: none">▪ Setting the direction the business wants to take as specified by its plans and aspirations▪ Reflecting the image, brand and reputation of the organisation▪ Integrating with other initiatives being undertaken by the enterprise – so there is logic behind the initiatives and they combine to create a seamless whole in terms of product and service delivery.
--	--

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Context for identifying industry standards:

- It is potentially ineffective and unwise to rely solely on only one source of information
- Research must be done
- There is a need to determine:
 - Origin of the standard/s
 - Rationale of the organisation in adopting the standard or aligning with it



Slide 58

Slide No	Trainer Notes
58.	<p>Trainer talks about identifying industry standards giving context for same as follows:</p> <p>A variety/combination of strategies should be used to identify industry standards which are applicable to a particular organisation/workplace.</p> <p>It is potentially ineffective and unwise to rely solely on only one source of information in this regard.</p> <p>When undertaking this research (and active research <i>needs</i> to be done) effort must also focus on determining:</p> <ul style="list-style-type: none"> ● The origin of the standard/s – in order to locate the standard in its initial context so it can be judged, evaluated or ‘seen’ with reference to other sources (and standards) ● The rationale of the organisation in adopting the standard, or aligning their activities with it – in order to gauge its relative value and comparative importance to the business.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Strategies which have proved effective in identifying the precise nature of each industry standard:

- Talking to management and owners of the business
- Reading plans of the business at all levels
- Identifying requirements, if any, imposed by in-country legislation

(Continued)



Slide 59

Slide No	Trainer Notes
59.	<p>Trainer indicates Strategies which have proved effective in identifying the precise nature of each industry standard to be applied in an organisation and ascertaining the extent to which they are to apply to work teams include:</p> <ul style="list-style-type: none"> ● Talking to management and owners of the business – as they will commonly know: <ul style="list-style-type: none"> ▪ The standards involved and which need to be applied by team members ▪ Where standards being applied came from – and how to access the source documentation ▪ When they were originally implemented – and how they were introduced and applied ▪ The history the organisation has had with their implementation – in terms of the successes associated with them and any related problems/issues ● Reading plans of the business at all levels – in order to: <ul style="list-style-type: none"> ▪ Gain insight into how the standards fit with over-arching organisational goals, targets and initiatives ▪ Determine how the identified standards integrate with the delivery of products and services ▪ Understand the link between the overall operation of the business, its position in the marketplace and the implementation of the industry standards

- Identifying requirements, if any, imposed by in-country legislation – which may relate to:
 - Fair trading, customer protection, equal opportunity and anti-discrimination
 - Contract law
 - Truth in advertising
 - Privacy and confidentiality
 - Customer safety.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Determining requirements which may be stated in Codes of Conduct/Practice which the organisation is bound
- Referencing personal industry experience
- Reading promises made by the organisation to the general public and directly to customers



(Continued)

Slide 60

Slide No	Trainer Notes
----------	---------------

60.	<p>Trainer continues talking about strategies offering:</p> <ul style="list-style-type: none"> ● Determining requirements which may be stated in Codes of Conduct/Practice which the organisation is bound by or has elected to subscribe to/align with – such as matters relating to: <ul style="list-style-type: none"> ▪ Ethical behaviour of employees and ethical treatment of customers ▪ Complaint and resolution handling protocols ▪ Minimum needs applying to Terms and Conditions – with reference to, for example: <ul style="list-style-type: none"> – Refunds; Deposits; Warranties and guarantees ▪ Basic staff training standards/qualifications ● Referencing personal industry experience – as this may have been gained through: <ul style="list-style-type: none"> ▪ Work in the organisation including employment in different positions prior to being promoted to supervisor ▪ Employment in other businesses within the industry ▪ Personal experience obtained through activities such as travel, visiting destinations and other venues, participating in trips and tours, dining in competitor businesses, and contact with industry personnel ▪ Talking to customers who have had hospitality, food, tour and travel-related experiences – and who provide feedback and details on their trip
-----	---

- Reading promises made by the organisation to the general public and directly to customers – in terms of their:
 - Advertisements and promotional materials
 - Public statements produced by the company and listed (for example) on letterheads and office signage, in promotional materials and on the organisation’s website – such as organisational Mission Statements, Vision Statements and Core Value Statements
 - Alliances with industry groups – who make promises on behalf of their members or those who support them
 - Subscriptions to industry schemes – such as accreditation schemes, certification schemes and/or QA schemes.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Referring to personal training that has been undertaken
- Reading workplace documentation



Slide 61

Slide No	Trainer Notes
61.	<p>Trainer continues talking about strategies offering:</p> <ul style="list-style-type: none"> ● Referring to personal training that has been undertaken – such as: <ul style="list-style-type: none"> ▪ Initial/basic industry training and/or qualifications, licences, permits or certification ▪ Refresher and/or up-grade training – to maintain currency ▪ Add-on training – which are extra training courses designed to learn about new/other areas and topics ● Reading workplace documentation – such as workplace: <ul style="list-style-type: none"> ▪ Policies and procedures – including supporting checklists ▪ Statements and comments contained in Staff handbooks ▪ Content within mandatory staff training and/or induction and orientation sessions conducted by the enterprise ▪ Relevant reports from committees/groups – and minutes of their meetings.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Perspective on interpreting industry standards:

- Standards need to be seen in relation to the individual organisation and industry
- Standards must be interpreted within the limits imposed by having to implement them in practice



Slide 62

Slide No

Trainer Notes

62.

Trainer gives perspective on interpreting industry standards stating:

Listed below are examples of industry standards relating to service provision as they may be:

- Applicable to individual organisations – within industry sectors
- Interpreted for the purpose of practical implementation – across different locations and/or situations.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Industry standards may apply to:

- Waiting times
- Communication with customers

(Continued)



Slide 63

Slide No	Trainer Notes
63.	<p>Trainer presents Industry standards relating to service provision may include reference to:</p> <p>Waiting times</p> <p>Industry standards referring to waiting times may apply to:</p> <ul style="list-style-type: none"> ● Number of times a telephone rings before it is answered ● Length of time a guest in the dining room has to wait between; <ul style="list-style-type: none"> ▪ Arriving and being seated ▪ Being seated and having their order taken ▪ Having their order taken and having their meal served ● Minutes a guest has to wait at reception – when: <ul style="list-style-type: none"> ▪ Checking in ▪ Checking out ● How long in-room guests have to wait for room service orders to be delivered ● Delays in the delivery of any nominated service. <p>Communication with customers</p> <p>Industry standards referring to communication with customers may apply to:</p>

- Frequency of communication
- Type/nature of the communication to be used
- Wording/statements made in the contact
- Use of prescribed organisational stationery for hard copy letters
- Implementation of in-house/organisational Style Guides when creating communications
- Telephone techniques
- Format of emails
- Language used.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Quality of products and services
- Courtesy

(Continued)



Slide 64

Slide No	Trainer Notes
64.	<p>Trainer continues to present Industry standards relating to service provision may include reference to:</p> <p>Quality of products and services</p> <p>Industry standards relating to quality of products refers to the quantifiable/measurable elements of the item – such as:</p> <ul style="list-style-type: none"> ● Size of a steak, meal, drink/glass or bottle ● Physical facilities contained in a room or provided at a venue ● Temperature of food, beverages, air conditioning, water in pools ● Objective taste parameters of food and drinks ● Industry standards relating to quality of services can relate to: <ul style="list-style-type: none"> ● Duration of a service provided (such as a massage/spa treatment, or a tour) ● Qualifications and experience of the person/s providing the service ● Items (by type and brand ['quality']) used in the provision of the service ● Specification of the processes used in the execution of the service.

Courtesy

This industry standard can embrace:

- Greetings used to welcome guests/visitors
- Phrases used during conversations
- Practical respect for individuals and other cultures
- Inclusion of etiquette in service delivery
- Being polite, friendly, empathetic and happy
- Allowing guests/visitors to have right of way.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Provision of assistance
- Responding to queries
- Complaint and dispute handling



Slide 65

Slide No	Trainer Notes
65.	<p>Trainer continues to present Industry standards relating to service provision may include reference to:</p> <p><i>Provision of assistance</i></p> <p>The industry standard for provision of assistance can include:</p> <ul style="list-style-type: none"> ● Giving verbal advice and information to customers and potential customers ● Helping people in a physical sense with bags and luggage ● Distributing merchandise, information sheets, tickets and menus ● Conducting site/destination or venue tours ● Being proactive and asking people if they need help before they need to ask for it ● Giving aid freely and willingly ● Showing genuine interest and concern for the customer/guest. <p><i>Responding to queries</i></p> <p>Industry standard/s involves responding to Face-to-face queries, Telephone questions, Email requests for information, and Other forms of requests (letter or fax). The industry standard may address:</p> <ul style="list-style-type: none"> ● Need for honesty when responding ● Need to provide <i>total</i> facts when providing information

- Asking necessary questions to better/more accurately determine customer need
- Matching information provided to identified needs, wants and preferences
- Promptness of replies
- Provision of hard copy advice/materials to supplement verbal advice.

Complaint and dispute handling

Industry standards in this regard can relate to the need to:

- Provide customers/guests with multiple options for raising issues
- Giving team members authority/discretion to deal with complaints and disputes
- Apologise
- Implement stated complaint and dispute handling procedures as
- Handle all issues promptly and courteously
- Deal with all issues in a fair and reasonable manner
- Resolve issues when first raised/at the first point of contact where possible
- Listen to the issue and acknowledge situations where products/service were below promises made
- Maintain a customer-focussed orientation
- Be consistent and objective in dealing with issues
- Provide recompense/restitution in accordance with promises made.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Implementation of standards involves the team leader in the following structured activities:

- Planning their implementation
- Organising relevant factors to support the requirements
- Staffing the initiatives
- Directing activities designed to deliver the standards
- Controlling the delivery



Slide 66

Slide No	Trainer Notes
66.	<p>Trainer discusses implementation of service provision standards stating Implementation of industry standards as they apply to an individual workplace location or team will always need to be actively managed.</p> <p>Generically this means there is a need to manage/supervise implementation, which involves:</p> <ul style="list-style-type: none"> ● Plan their implementation ● Organise relevant factors to support the requirements ● Staff the initiatives ● Direct activities designed to deliver the standards ● Control the delivery.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Planning implementation involves:

- Acquiring necessary industry standards
- Conducting market research to determine customer/guest needs
- Developing written statements that specify the exact requirements for each standard that applies



(Continued)

Slide 67

Slide No	Trainer Notes
67.	<p>Trainer discusses Planning their implementation observing activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Acquiring necessary industry standards – as prepared by, for example: <ul style="list-style-type: none"> ▪ Peak industry bodies ▪ Influential/dominant businesses ▪ Relevant authorities and agencies ▪ Bodies/organisations that produce national and/or international standards ● Conducting market research to determine customer/guest needs, wants and preferences in relation to service delivery – which may involve: <ul style="list-style-type: none"> ▪ Using focus groups, conducting surveys and administering questionnaires ▪ Talking to customers, asking questions and noting their answers ▪ Attending industry seminars, events, conferences and similar ● Developing written statements that specify the exact requirements for each standard that applies – with reference to: <ul style="list-style-type: none"> ▪ Basing each requirement on the relevant industry standard for service and/or product delivery ▪ Modifying (where appropriate/necessary) the industry standard to make it uniquely applicable to the host enterprise and their orientation to the industry standard.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Communicating/sharing these statements with team members
- Developing necessary internal/formal training for team members
- Preparing a schedule for introducing new initiatives into standard workplace practice



(Continued)

Slide 68

Slide No	Trainer Notes
68.	<p>Trainer continues to discuss Planning implementation:</p> <ul style="list-style-type: none"> ● Communicating/sharing these statements with team members – and: <ul style="list-style-type: none"> ▪ Explaining the rationale for the service delivery initiative/s – with reference to hard data and instances of customer/guest feedback or comment indicating need for such an approach ▪ Describing the potential impact/s of failing to implement the requirements – with reference (for example) to loss of hours, jobs, market position, market share, and/or overall business viability ● Developing necessary internal/formal training for team members – to enable them to deliver the required level of standards for new initiatives, which may require: <ul style="list-style-type: none"> ▪ Generating courses and content for existing team members ▪ Arranging for relevant training for new team members who join the team – by including a suitable 'service delivery' component in the standard induction and orientation program ▪ Scheduling training (and assessment) sessions ▪ Acquiring necessary resources to support required training ● Preparing a schedule for introducing new initiatives into standard workplace practice – so there are: <ul style="list-style-type: none"> ▪ Definite transition or introduction phases for implementation of new service standards

	<ul style="list-style-type: none">▪ Written plans to support implementation – for the team and individuals within the team▪ Benchmarks for measuring/evaluating progress as part of the monitoring process.
--	--

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Integrating new provisions into established team workloads and operational protocols
- Determining incentive-related factors
- Ensuring the new/revised service standards fit with necessary organisational imperatives
- Confirming management support/approval for the changes



Slide 69

Slide No	Trainer Notes
69.	<p>Trainer continues to discuss Planning implementation:</p> <ul style="list-style-type: none"> ● Integrating new provisions into established team workloads and operational protocols – so, for example: <ul style="list-style-type: none"> ▪ More time is allowed for the delivery of enhanced/higher-level services ▪ Individual team members have their work allocations reduced to compensate for additional tasks/work they are required to do under the new arrangements ● Determining incentive-related factors – for team members: <ul style="list-style-type: none"> ▪ To encourage adherence to new/revised service delivery requirements ▪ To decide on rewards and recognition for team members ● Ensuring the new/revised service standards fit with necessary organisational imperatives – such as: <ul style="list-style-type: none"> ▪ Plans, goals and objectives – at all levels; Branding, market position and image; Alignment with nominated target markets ● Confirming management support/approval for the changes – by: <ul style="list-style-type: none"> ▪ Obtaining written statements which commit the organisation to the new/revised service standard/s ▪ Obtaining budgets to support development and implementation of the initiative/s ▪ Having key managers speak to staff/team members in support of the initiatives, encouraging workers to strive to deliver the new service standards.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Organising implementation involves:

- Amending organisational advertisements and promotional materials
- Updating supporting internal documentation
- Conducting the planned training

(Continued)



Slide 70

Slide No	Trainer Notes
70.	<p>Trainer discusses Organising relevant factors to support the requirements stating this can require:</p> <ul style="list-style-type: none"> ● Amending organisational advertisements and promotional materials – to, for example: <ul style="list-style-type: none"> ▪ Remove references to previous standards which are now irrelevant or inapplicable ▪ Include new/appropriate statements about what customers/guests can expect (in organisational statements and advertising/promotions) in relation to service delivery ● Updating supporting internal documentation : <ul style="list-style-type: none"> ▪ Terms and Conditions which may relate to service delivery, complaints and issue handling, customer contact promises; Workplace policies and procedures; Operating checklists ● Conducting the planned training : <ul style="list-style-type: none"> ▪ Lectures, discussions and visits to other businesses to experience their service delivery as well as demonstrations of protocols and service delivery ▪ Role plays, drills/practice sessions; Assessment.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Providing necessary resources to support and underpin required delivery
- Amending previously applicable job descriptions and/or scopes of authority



Slide 71

Slide No	Trainer Notes
71.	<p>Trainer continues to discuss Organising relevant factors to support the requirements :</p> <ul style="list-style-type: none"> ● Providing necessary resources to support and underpin required delivery – as applicable to: <ul style="list-style-type: none"> ▪ Financial resources – required to, for example: <ul style="list-style-type: none"> – Pay team members; Purchase new or more items; Obtain ‘other’ resources as required ▪ Physical resources – as needed to: <ul style="list-style-type: none"> – Enable products to be provided as required; Support required service delivery; Upgrade/change the physical business environment ▪ Information – such as: <ul style="list-style-type: none"> – Customer databases; Details relating to suppliers and third party providers, carriers and other venues/destinations; Product knowledge – Relevant legislation and industry Codes ● Amending previously applicable job descriptions and/or scopes of authority – so that: <ul style="list-style-type: none"> ▪ Service delivery tasks are equitably and more appropriately allocated to team members ▪ Individuals have the necessary freedom/authority to make decisions and take action to genuinely implement the spirit and the reality of the new/revised service delivery standards.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Staffing implementation involves:

- Recruiting and selecting suitable personnel
- Rostering staff
- Providing ongoing assistance to team members
- Managing the human resources involved in service delivery



Slide 72

Slide No	Trainer Notes
----------	---------------

72.

Trainer discusses **Staffing the initiatives** stating this can require:

- Recruiting and selecting suitable personnel – to be part of the team:
 - From inside the organisation as well as from outside the business; With emphasis on need for competency, proven ability or potential for required levels/standards of service delivery
 - To meet the known needs of identified target markets
- Rostering staff – to enable the provision of required service delivery standards:
 - In the required places, locations or departments; At the required times; In the necessary numbers
- Providing ongoing assistance to team members – which may require:
 - Being available to offer verbal advice and practical assistance; Coaching and mentoring; Delivering promised/planned motivation and rewards; Bringing in extra staff where necessary to cope with unexpected levels of service demand
- Managing the human resources involved in service delivery – with reference to, for example:
 - Providing remedial and/or top-up training as required on the basis of identified need; Covering or replacing team members who are away due to sickness, days off or other duties; Making arrangements in advance to address team members who are going to take holidays/leave, or depart the service delivery team or organization.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Directing implementation involves:

- Telling team members which tasks to prioritise for service delivery
- Advising team members about priority of service delivery to customers/guests
- Instructing team members as the need arises



(Continued)

Slide 73

Slide No	Trainer Notes
73.	<p>Trainer discusses Directing activities designed to deliver the standards stating this can require:</p> <ul style="list-style-type: none"> ● Telling team members which tasks to prioritise for service delivery – when: <ul style="list-style-type: none"> ▪ They are faced with more than one demands at the one time ▪ There is limited time to achieve multiple goals ▪ All tasks appear equal to the team members ● Advising team members about priority of service delivery to customers/guests – when: <ul style="list-style-type: none"> ▪ Different customers/guests are waiting to be served ▪ Individuals from preferential groups/target markets have been identified ● Instructing team members as the need arises – about: <ul style="list-style-type: none"> ▪ What to do in terms of service delivery ▪ When to perform certain service delivery tasks ▪ How to deliver certain aspects of service provision.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Role modelling appropriate behaviour
- Giving directions in practical situations
- Managing overall activities



Slide 74

Slide No	Trainer Notes
74.	<p>Trainer continues to discuss Directing activities designed to deliver the standards:</p> <ul style="list-style-type: none"> ● Role modelling appropriate behaviour – relating to service standards in terms of: <ul style="list-style-type: none"> ▪ Implementation of necessary competencies to provide required service standards ▪ Application of associated attitudes to accompany service delivery ▪ Use of supporting and supplementary industry and/or organisational knowledge ▪ Leading by example ● Giving directions in practical situations – regarding service delivery: <ul style="list-style-type: none"> ▪ Where team members have forgotten what is required ▪ If team members are unsure about what to do ▪ When established protocols have failed to satisfy/meet the expectations of customer ● Managing overall activities – in the provision of service delivery as this may apply to: <ul style="list-style-type: none"> ▪ Coordinating the work of different team members ▪ Integrating the work of the team with other employees/teams in the organisation ▪ Ruling on issues raised by team members and/or customers in relation to service delivery.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

Controlling implementation involves:

- Taking control over the allocation and use of resources for service delivery
- Taking appropriate management action
- Managing resources

(Continued)



Slide 75

Slide No	Trainer Notes
75.	<p>Trainer discusses Controlling the delivery stating this can require:</p> <ul style="list-style-type: none"> ● Taking control over the allocation and use of resources for service delivery – in order to: <ul style="list-style-type: none"> ▪ Ensure required/promised resources are provided as and when needed ▪ Make sure budgeted parameters are observed ● Taking appropriate management action – to ensure those who deliver the agreed/required service standards: <ul style="list-style-type: none"> ▪ Are properly trained and know what they are doing ▪ Meet the specified criteria for service provision ● Managing resources – by, as required: <ul style="list-style-type: none"> ▪ Completing relevant internal paperwork to authorise and/or track their movement/use ▪ Physically making resources available ▪ Facilitating access to resources and areas.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Running the team/department
- Manipulating available service delivery resources
- Influencing decisions of team members



(Continued)

Slide 76

Slide No	Trainer Notes
76.	<p>Trainer continues to discuss Controlling the delivery:</p> <ul style="list-style-type: none">● Running the team/department – to ensure service delivery:<ul style="list-style-type: none">▪ Operates as intended▪ Meets customer expectations● Manipulating available service delivery resources – to:<ul style="list-style-type: none">▪ Best meet emerging need/s▪ Achieve optimum outcomes for customers and the organisation● Influencing decisions of team members – who are delivering service where:<ul style="list-style-type: none">▪ They are uncertain of options/alternatives available or suitable▪ Opposing or contrasting factors are making it difficult to make a decision.

Slide

Describe industry standards relating to service provision as they apply to the host enterprise workplace

- Taking action to maintain service delivery standards
- Monitoring the implementation of service delivery
- Making recommendations for improvement/s to service delivery



Slide 77

Slide No	Trainer Notes
77.	Trainer continues to discuss Controlling the delivery: <ul style="list-style-type: none"> ● Taking action to maintain service delivery standards – which may require: <ul style="list-style-type: none"> ▪ Counselling individuals ▪ Disciplining team members ● Monitoring the implementation of service delivery – see later slides ● Making recommendations for improvement/s to service delivery – see later slides.

Slide

Monitor the implementation of service provision industry standards within the host enterprise workplace

Principles of monitoring:

- The team must be informed of the monitoring activities that will be applied
- All members of the team must be monitored
- Monitoring must be on-going and structured
- Monitoring activities must capture actual data/evidence
- Monitoring should seek to obtain 360° feedback



Slide 78

Slide No

Trainer Notes

78.

Trainer explains principles of monitoring presenting when monitoring the activities of teams and team members:

- The team must be informed of the monitoring activities that will be applied – and what the information captured will be used for
- All members of the team must be monitored – on a fair and equitable basis
- Monitoring must be on-going and structured – meaning it must be consistent and aimed at actions/areas teams have been told will be monitored
- Monitoring activities must capture actual data/evidence – which can be used for the purposes of evaluation and the provision of feedback
- Monitoring should seek to obtain 360° feedback.

Slide

Monitor the implementation of service provision industry standards within the host enterprise workplace

When monitoring implementation of workplace-specific, industry standards relating to service provision, team leaders may be required to (or find it useful to) :

- Manage team performance – by:
 - Providing required/different resources and assistance
 - Making sure plans are implemented
 - Encouraging effort
 - Demonstrating the required attitude



(Continued)

Slide 79

Slide No	Trainer Notes
79.	<p>Trainer observes as part of the monitoring process supervisors responsible for teams implementing workplace-specific, industry standards relating to service provision may be required to (or find it useful to):</p> <ul style="list-style-type: none"> ● Manage team performance – by; <ul style="list-style-type: none"> ▪ Ensuring team members are provided with promised/necessary resources ▪ Making sure team members adhere to plans developed to guide implementation ▪ It is important if things are not working out as expected for supervisors to know whether the problem is: <ul style="list-style-type: none"> – Poor/ineffective plans – Failure by team members to implement the requirements of effective plans ▪ Providing necessary assistance in a practical, hands-on manner to team members ▪ Determining if extra and/or different resources are required to optimise service delivery in accordance with plans/projections ▪ Supplementing the provision of planned resources with additional items as and when/if required ▪ Giving encouragement to individuals and motivating the team ▪ Leading by example in the way they (as supervisors) implement the required standards ▪ Demonstrating the required <i>attitude</i> towards the new/revised standards and the organisation as part of service standards implementation.

Slide

Monitor the implementation of service provision industry standards within the host enterprise workplace

Verify level of standards implementation – by:

- Conducting regular and objective inspections
- Comparing results with expectations
- Obtaining data to enable evidence-based feedback

(Continued)



Slide 80

Slide No	Trainer Notes
80.	<p>Trainer continues to present monitoring practices:</p> <ul style="list-style-type: none"> ● Verify level of standards implementation – by checking actual service delivery with attention paid to: <ul style="list-style-type: none"> ▪ Conducting regular and objective inspections of products/services using pre-prepared checklists which: <ul style="list-style-type: none"> – Contain criteria relevant to the standards – Record objective and evidence-based proof regarding service delivery to capture material for use in subsequent evaluations and discussions ▪ Comparing results with the pre-determined criteria for service delivery – as: <ul style="list-style-type: none"> – Previously explained to team members – Contained on the checklists ▪ Obtaining data to enable provision of evidence-based feedback on results of inspections/checks – to: <ul style="list-style-type: none"> – Individuals within the team, as appropriate – The team as a whole, as necessary – Management and other stakeholders, as required.

Slide

Monitor the implementation of service provision industry standards within the host enterprise workplace

- Check quality issues as these apply to individual service provision standards – in terms of comparing actual performance against pre-determined criteria and KPIs
- Determine effectiveness of service provision – and customer satisfaction levels with what they are receiving



(Continued)

Slide 81

Slide No	Trainer Notes
81.	<p>Trainer continues to present monitoring practices:</p> <ul style="list-style-type: none"> ● Check quality issues as these apply to individual service provision standards – in terms of comparing <i>actual</i> performance against pre-determined criteria and KPIs, such as: <ul style="list-style-type: none"> ▪ Process/es used in the delivery of services; Tangible and intangible elements; Consistency of service; Reliability of delivery/service provision; Aesthetics of the service being supplied; Conformity of the service being delivered with the criteria set for its provision; Time-related factors such as waiting times and the duration of services delivered ● Determine effectiveness of service provision and customer satisfaction levels with what they are receiving – by, as planned/appropriate: <ul style="list-style-type: none"> ▪ Talking to customers/guests after they have received service or experienced service provision ▪ Conducting targeted market research on topics covered by the service delivery initiative ▪ Actively soliciting feedback from customers/guests by asking for it ▪ Checking and analysing the feedback to identify issues arising and determine trends.

Slide

Monitor the implementation of service provision industry standards within the host enterprise workplace

- Validate compliance of service delivery with external requirements which might apply
- Provide evidence-based feedback to team members on a one-on-one basis and/or at team meetings or briefing sessions



(Continued)

Slide 82

Slide No	Trainer Notes
82.	<p>Trainer continues to present monitoring practices:</p> <ul style="list-style-type: none"> ● Validate compliance of service delivery with external requirements which might apply – this can involve: <ul style="list-style-type: none"> ▪ Participating in service audits conducted by external bodies ▪ Undertaking internal examinations and appraisals of service delivery practices ▪ Comparing actual service delivery against promises stated in existing Codes and/or legislation ▪ Maintaining contact awareness of currency of Codes and legislation to identify changes ▪ Investigating allegations of breaches or ‘failures to comply’ and taking necessary corrective action ● Provide evidence-based feedback to team members on a one-on-one basis and/or at team meetings or briefing sessions – with attention paid to: <ul style="list-style-type: none"> ▪ Describing specific customer contact situations where team member were involved ▪ Identifying actual/observed instances of compliance and non-compliance – as opposed to referring to generalisations and/or second-hand comments ▪ Providing advice, support or direction to assist the team/members or discussing the issue/s with the team to generate an appropriate response or solution.

Slide

Monitor the implementation of service provision industry standards within the host enterprise workplace

- Recognise and reward team member achievement – acknowledging effort as well as achievement
- Check the impact of the new service delivery requirements on team members – in terms of:
 - Workload
 - Problems
 - Working conditions



Slide 83

Slide No	Trainer Notes
83.	Trainer continues to present monitoring practices: <ul style="list-style-type: none"> ● Recognise and reward team member achievement – by: <ul style="list-style-type: none"> ▪ Verbally congratulating compliance with requirements ▪ Acknowledging effort as well as success ▪ Informing management of team members who are performing positively ▪ Providing rewards explained/promised to team members as part of planning and introduction processes ● Check the impact of the new service delivery requirements on team members – in terms of the effect on: <ul style="list-style-type: none"> ▪ Their workload ▪ Problems they are experiencing ▪ Their physical and mental/emotional well-being ▪ Their working conditions/environment.

Slide

Recommend improvements to service provision industry standards within the host enterprise workplace

Team leaders need to address the following when making recommendations – their recommendations should:

- Reflect actual need
- Be shared
- Be put in writing

(Continued)



Slide 84

Slide No	Trainer Notes
84.	<p>Trainer introduces fundamentals for making recommendations stating Supervisors should address the following points when making recommendations for improving the implementation of industry standards within an individual workplace setting – they should:</p> <ul style="list-style-type: none"> ● Reflect actual need – meaning they: <ul style="list-style-type: none"> ▪ Must be supported by relevant, sufficient and valid evidence captured during the monitoring phase ▪ Must demonstrate such a need for change exists ● Be shared – with all stakeholders as applicable to the suggestion/s being made in order that: <ul style="list-style-type: none"> ▪ Everyone is aware action is being taken to address identified issues ▪ Team members can see the team leader is working for the benefit of the team ● Be put in writing – so: <ul style="list-style-type: none"> ▪ There is certainty about what is being recommended ▪ Suggestions can be filed for future reference.

Slide

Recommend improvements to service provision industry standards within the host enterprise workplace

- Be made in a timely manner
- Include options and/or proposed courses of action for implementing the recommendations
- Provide some form of quantification in relation to the recommendation/s



Slide 85

Slide No	Trainer Notes
85.	<p>Trainer continues to discuss making recommendations:</p> <ul style="list-style-type: none"> ● Be made in a timely manner – so that: <ul style="list-style-type: none"> ▪ Negative or adverse outcomes can be effectively addressed before they do too much damage ▪ Positive or acceptable results can be cemented into practice ● Include options and/or proposed courses of action for implementing the recommendations – addressing: <ul style="list-style-type: none"> ▪ Practical operational issues for making the change/s ▪ Sample new/revised standards as they are proposed to apply to the organisation; New/different resources required; Timelines ● Provide some form of quantification in relation to the recommendation/s – regarding, for example: <ul style="list-style-type: none"> ▪ Opportunity cost of not making the change; Cost estimate entailed in making the suggested changes; Savings which are estimated to flow from initiating the recommendation/s ▪ Strategic advantages identified as being inherent in the suggestion.

Slide

Recommend improvements to service provision industry standards within the host enterprise workplace

Options for making recommendations:

- Providing verbal advice
- Producing written reports
- Making a presentation



Slide 86

Slide No	Trainer Notes
86.	<p>Trainer talks about options for making recommendations noting Team leaders have several options for presenting suggestions for improvement with regard to the inclusion of industry standards into team/organisational operations – these are:</p> <ul style="list-style-type: none"> ● Providing verbal advice – which may occur: <ul style="list-style-type: none"> ▪ As part of informal contact/chance meetings between other team leaders and/or managers ▪ When delivering a department/team report at a management meeting ● Producing written reports – as required by SOPs by the organisation for: <ul style="list-style-type: none"> ▪ Regular management meetings; Scheduled department/team evaluations and appraisals ▪ Supplementing verbal reports required at nominated meetings ● Making a presentation – which may include: <ul style="list-style-type: none"> ▪ A verbal report; Handouts; A PowerPoint presentation; A Q and A session ▪ Demonstrations of proposed new/revised protocols.

Slide

Recommend improvements to service provision industry standards within the host enterprise workplace

Inherent in presenting ideas for improvement can be the need to:

- Re-draft existing internal standards
- Produce new standards to address issues arising
- Plan and organise requirements to support and enable the changes/initiative



Slide 87

Slide No	Trainer Notes
87.	<p>Trainer indicates inherent in presenting ideas for improvement can be the need to:</p> <ul style="list-style-type: none"> ● Re-draft existing internal standards ● Produce new standards to address issues arising ● Plan and organise requirements to support and enable the changes/initiative.

Slide

Recommend improvements to service provision industry standards within the host enterprise workplace

- Share and train team members in the new/revised standards
- Trial proposed improvements – in a simulated setting and then in controlled circumstances with real customers/guests
- Introduce new/revised standards into practice – so they become SOP for the team/organisation



Slide 88

Slide No	Trainer Notes
88.	<p>Trainer continues to indicate inherent in presenting ideas for improvement can be the need to:</p> <ul style="list-style-type: none"> ● Share and train team members in the new/revised standards ● Trial proposed improvements – in a simulated setting and then in controlled circumstances with real customers/guests ● Introduce new/revised standards into practice – so they become SOP for the team/organisation.

Slide

Recommend improvements to service provision industry standards within the host enterprise workplace

Examples of possible proposals for improvement:

- Adding a new feature to an existing service
- Adjusting the time period which applies to the nature of the individual service
- Altering the products which are used to provide the service



(Continued)

Slide 89

Slide No	Trainer Notes
89.	<p>Trainer discusses possible proposals for improvements to service delivery indicating depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to service delivery standards within an organisation may include:</p> <ul style="list-style-type: none"> ● Adding a new feature to an existing service – which may be done to: <ul style="list-style-type: none"> ▪ Create a point of difference/USP; Respond to customer comment requesting such a variation ● Adjusting the time period which applies to the nature of the individual service – which might mean: <ul style="list-style-type: none"> ▪ Making some services longer/extending their duration; Shortening others ● Altering the products which are used to provide the service – for example, by: <ul style="list-style-type: none"> ▪ Changing brand (names) of products used to more 'exclusive' or better known items; ▪ Adding extra products to a service.

Slide

Recommend improvements to service provision industry standards within the host enterprise workplace

- Changing the environment in which the service is being provided
- Providing more resources
- Up-grading competencies and/or qualifications of team members
- Expanding the basics of service delivery standards



Slide 90

Slide No	Trainer Notes
----------	---------------

90.

Trainer continues to present possible examples of proposals for change:

- Changing the environment in which the service is being provided – such that, for example, it is:
 - More relaxing; More exciting; More compatible in other ways with stated requirements/preferences as indicated by input from customers
- Providing more resources – such as:
 - Increasing staff numbers; Adding extra equipment needed for service provision
- Up-grading competencies and/or qualifications of team members – which can involve:
 - Refresher training; Renewal of certifications, permits and licences; Learning new knowledge and skills; Revising attitudes to service delivery
- Expanding the basics of service delivery standards – into:
 - Other departments/areas or offices (geographic locations)
 - Other activities the organisation engages in but which are not covered by industry standards.

Slide

Element 3 – Apply training and professional development industry standards to team supervision

Performance Criteria for this Element are:

- Describe industry standards relating to training and professional development as they apply to the host enterprise workplace
- Monitor the implementation of training and professional development industry standards within the host enterprise workplace
- Recommend improvements to training and professional development industry standards within the host enterprise workplace



Slide 91

Slide No	Trainer Notes
91.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● What are T and D? ● What is professional development? ● What are examples of them? ● Why are they important to organisations, employees and customers?

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Provision of TandD is important because it:

- May be a requirement to have team members/staff trained to a nominated certification type or level
- Could be a legal requirement for employees to hold a certain licence, permit, qualification
- Underpins all aspects of team member knowledge



(Continued)

Slide 92

Slide No	Trainer Notes
92.	<p>Trainer discusses importance of T and D noting provision of training and development to employees/team members is important to organisations for a variety of reasons – it:</p> <ul style="list-style-type: none"> ● May be a requirement to have team members/staff trained to a nominated certification type or level – under the standards stated in an industry Code of Practice ● Could be a legal requirement for employees to hold a certain licence, permit, qualification – for safety or other operational purposes ● Underpins all aspects of team member knowledge – in relation to product, venue and industry knowledge.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Provides the basis for all necessary workplace skills
- Delivers relevant competencies to staff
- Enables deficiencies in product and service delivery to be addressed



(Continued)

Slide 93

Slide No	Trainer Notes
93.	<p>Trainer continues to discuss importance of T and D:</p> <ul style="list-style-type: none"> ● Provides the basis for all necessary workplace skills – with reference to soft and hard skills ● Delivers relevant competencies to staff – which can result in: <ul style="list-style-type: none"> ▪ Increased productivity ▪ Fewer errors in work completed ▪ Enhanced workplace safety ▪ Less waste of materials used by trained personnel ▪ Provision of higher quality products and services ● Enables deficiencies in product and service delivery to be addressed – to retrieve/recover unacceptable customer service situations.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Allows management to cross-train/multi-skill employees
- Gives employees awareness they can move from position to position within the organisation
- Generates greater team member/staff satisfaction with their employer
- Underpins or enables the organisation's ability to make strategic moves in the marketplace



Slide 94

Slide No	Trainer Notes
94.	<p>Trainer continues to discuss importance of T and D:</p> <ul style="list-style-type: none"> ● Allows management to cross-train/multi-skill employees – to provide them with greater workforce flexibility ● Gives employees awareness they can move from position to position within the organisation – to pursue a career goal/path ● Generates greater team member/staff satisfaction with their employer – based on the fact employees have confidence in their knowledge and skills, have a better sense of purpose and are proud of their abilities ● Underpins or enables the organisation's ability to make strategic moves in the marketplace (in terms of providing new/different products and services) – in order to respond to competitor tactics and/or achieve the goals of new business plans.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Basics to observe when describing relevant standards:
- Research the industry requirements and get the facts
- Talk to management or the owners
- Visit other business
- Interpret identified industry standards so they relate to the requirements of the individual workplace or team



Slide 95

Slide No	Trainer Notes
95.	<p>Trainer presents basics to be observed stating when describing industry standards (including those applicable to training and professional development) for implementation within a workplace the following activities need to be undertaken:</p> <ul style="list-style-type: none"> ● Research the industry requirements and get the facts about what applies – never assume knowledge about what applies ● Talk to management or the owners – to get their perspective, opinions, thoughts and directives ● Visit other business – to determine what they are doing and speak to other supervisors/team leaders about practices in this regard ● Interpret identified industry standards so they relate to the requirements of the individual workplace or team – as applicable to the individual nature of the organisation.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- A combination of strategies should be used to identify industry standards
- Effort must also focus on determining:
 - The origin of the standard/s
 - The rationale of the organisation in adopting the standard, or aligning their activities with it



Slide 96

Slide No

Trainer Notes

96.

Trainer reminds of context identifying industry standards observing a combination of strategies should be used to identify industry standards which are applicable to a particular organisation/workplace and when undertaking this research effort must also focus on determining:

- The origin of the standard/s
- The rationale of the organisation in adopting the standard, or aligning their activities with it.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Effective strategies:

- Talking to management and owners of the business
- Reading plans of the business at all levels
- Meeting with local vocational training institutions



(Continued)

Slide 97

Slide No	Trainer Notes
97.	<p>Trainer identifies strategies which have proved effective when identifying industry standards include:</p> <ul style="list-style-type: none"> ● Talking to management and owners of the business – as they will commonly: <ul style="list-style-type: none"> ▪ Have definite opinions about the value of training within the business ▪ Control the funds which are made available to provide training and development ▪ Be able to give an indication about where T and D needs to be targeted/delivered ● Reading plans of the business at all levels – in order to: <ul style="list-style-type: none"> ▪ Identify strategic goals the business has in place for the training and development of employees ▪ Determine new market, service and products areas into which the organisation intends to move – which will start to indicate: <ul style="list-style-type: none"> – The skills, knowledge and attitudes required to be delivered through training and development activities – The numbers of people who will need to be trained

- | | |
|--|--|
| | <ul style="list-style-type: none">• Meeting with local vocational training institutions – to:<ul style="list-style-type: none">▪ Identify available qualifications relevant to the industry/sector▪ Determine content provided in qualifications▪ Establish requirements that apply to mandatory certification of employees for the industry and/or roles within the organisation. |
|--|--|

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Identifying requirements, if any, imposed by in-country legislation
- Determining requirements which may be stated in Codes of Conduct/Practice which the organisation is bound by or has elected to subscribe to/align with
- Referencing personal industry experience



(Continued)

Slide 98

Slide No	Trainer Notes
98.	<p>Trainer continues to identify strategies which have proved effective when identifying industry standards:</p> <ul style="list-style-type: none"> ● Identifying requirements, if any, imposed by in-country legislation – which in some countries/at some time may relate to: <ul style="list-style-type: none"> ▪ Mandatory training obligations imposed when employing trainees or apprentices ▪ Compulsory licences, qualifications or permits required by some employees when they are engaged in nominated occupations/roles ▪ Set percentages of payrolls which need to be spent/invested in staff training ● Determining requirements which may be stated in Codes of Conduct/Practice which the organisation is bound by or has elected to subscribe to/align with – such as matters relating to: <ul style="list-style-type: none"> ▪ Basic staff training standards/qualifications required for employees in certain positions within the business ▪ Maintaining the currency of qualifications and industry knowledge ● Referencing personal industry experience – as this may have been gained through: <ul style="list-style-type: none"> ▪ Training experience in the organisation and other industry businesses in different positions prior to being promoted to supervisor ▪ Talking to others who have received and/or organised relevant staff training.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Referring to personal training that has been undertaken
- Reading promises made by the organisation to the general public and directly to customers about the skills, knowledge, competency and attitudes of employees
- Reading workplace documentation



Slide 99

Slide No	Trainer Notes
99.	<p>Trainer continues to identify strategies which have proved effective when identifying industry standards:</p> <ul style="list-style-type: none"> ● Referring to personal training that has been undertaken – such as: <ul style="list-style-type: none"> ▪ Initial/basic industry training and/or qualifications, licences, permits or certification ▪ Refresher and/or up-grade training ▪ Add-on training ● Reading promises made by the organisation to the general public and directly to customers about the skills, knowledge, competency and attitudes of employees– in terms of: <ul style="list-style-type: none"> ▪ Advertisements and promotional materials produced by the business ▪ Public statements made by the company ▪ Alliances with industry groups ▪ Subscriptions to accreditation schemes, certification schemes and/or QA schemes

- | | |
|--|---|
| | <ul style="list-style-type: none">• Reading workplace documentation – such as workplace:<ul style="list-style-type: none">▪ Policies and procedures▪ Statements and comments contained in Staff handbooks▪ Content within mandatory staff training and/or induction and orientation sessions e▪ Relevant reports from committees/groups. |
|--|---|

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Industry standards may include reference to:

- Induction and orientation
- Remedial training

(Continued)



Slide 100

Slide No	Trainer Notes
100.	<p>Trainer presents Industry standards relating to T and D may include reference to:</p> <p><i>Induction and orientation</i></p> <ul style="list-style-type: none"> • The mandatory nature of these sessions • Duration • Content included in the session/s • Assessment or evaluation of new staff/team members. <p><i>Remedial training</i></p> <ul style="list-style-type: none"> • Mandatory requirement for the organisation to monitor staff performance • Necessity for the organisation to make remedial training available • Work criteria.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Multi-skilling
- Updating qualifications

(Continued)



Slide 101

Slide No	Trainer Notes
101.	<p>Trainer continues to present Industry standards relating to T and D may include reference to:</p> <p>Multi-skilling</p> <ul style="list-style-type: none"> ● Identifying job roles/positions which need to be multi-skilled ● Describing the variety of skills and knowledge to be addressed ● Specifying criteria/standards that apply to nominated skills ● Detailing types/levels/names of qualifications which must be obtained. <p>Updating qualifications</p> <ul style="list-style-type: none"> ● Need to refresh nominated qualifications with designated frequency ● Requirement for staff with a previous/out-dated qualification to replace it with a current version ● Obligation for staff to up-grade base level certification to a stated qualification level ● Need to convert a qualification gained under a different qualifications framework to equivalent status of a prescribed qualifications framework ● Mandatory requirement for current copies of all up-dated qualifications to be held on-site – so they can be viewed, checked or inspected as required.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Provision of industry opportunity
- Attendance at industry events

(Continued)



Slide 102

Slide No	Trainer Notes
102.	<p>Trainer continues to present Industry standards relating to T and D may include reference to:</p> <p><i>Provision of industry opportunity</i></p> <p>This industry standard can refer to an obligation on employers to provide necessary opportunity for team members/staff to gain experience and practice in nominated areas of knowledge, skill and/or attitude.</p> <p>This standard may require:</p> <ul style="list-style-type: none"> ● Staff are rostered to work in designated roles ● New team members are joined with more experienced employees ● Rotation of team members through allocated tasks for defined time periods ● Employees are part of job-sharing programs ● Workers are seconded to identified other organisations for given times ● Team members are rostered for work which enables them to develop and apply the required skills, knowledge and attitudes commensurate with their training and workplace role ● Commitment by management/the organisation.

Attendance at industry events

- Staff who occupy specified positions to attend nominated conferences
- The organisation send a given number of staff to participate in nominated seminars
- Participate in listed industry exhibitions
- The host enterprise pays for staff/team members to attend these events.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Provision of networking opportunities
- Succession planning
- Recruitment and selection of staff



Slide 103

Slide No	Trainer Notes
103.	<p>Trainer continues to present Industry standards relating to T and D may include reference to:</p> <p><i>Provision of networking opportunities</i></p> <ul style="list-style-type: none"> ● Mandatory attendance at industry events ● Compulsory membership of an industry organisation or association ● Holding and paying for regular industry meetings at the host enterprise. <p><i>Succession planning</i></p> <ul style="list-style-type: none"> ● Encourage employees to develop a career path within their organisation ● Encourage organisations to promote from within ● Guide actions of management to identify potential need to address succession issues. <p><i>Recruitment and selection of staff</i></p> <ul style="list-style-type: none"> ● Mandatory/base level qualifications required by applicants for nominated positions ● Minimum years of industry/relevant experience ● Specification of competency with identified equipment, systems or technology ● Willingness of new employees to undertake nominated training

- | | |
|--|---|
| | <ul style="list-style-type: none">• Performance of specific tasks• This means they must already hold required, current certificates/licences allowing them to do so or be willing and able to obtain them. |
|--|---|

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Managing implementation requires:

- Planning their implementation
- Organising relevant factors to support the requirements
- Staffing the initiatives
- Directing activities designed to deliver the standards
- Controlling the delivery



Slide 104

Slide No

Trainer Notes

104.

Trainer re-presents managing implementation of training and professional development standards involves the 'five functions of a supervisor':

- Planning their implementation
- Organising relevant factors to support the requirements
- Staffing the initiatives
- Directing activities designed to deliver the standards
- Controlling the delivery.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Planning implementation involves:

- Acquiring necessary industry standards
- Conducting research to determine what other organisations do in relation to training and professional development
- Developing written statements that specify the exact requirements for each standard that applies



(Continued)

Slide 105

Slide No	Trainer Notes
105.	<p>Trainer discusses Planning their implementation observing activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Acquiring necessary industry standards – as prepared by, for example: <ul style="list-style-type: none"> ▪ Training authorities; Peak industry bodies; Influential/dominant businesses; Relevant authorities and agencies; Bodies/organisations that produce national and/or international standards ● Conducting research to determine what other organisations do in relation to training and professional development – in terms of, for example: <ul style="list-style-type: none"> ▪ Recruitment and selection activities; Trade tests administered to job applicants; In-house training ▪ Names of training institutions used; Names of courses undertaken by staff; Incentives offered and payments made by employers for training; Professional development activities conducted ● Developing written statements that specify the exact requirements for each standard that applies : <ul style="list-style-type: none"> ▪ Mandatory training requirements for jobs; Non-negotiable certification, qualification and/or licence or permit requirements; Optional workplace training and professional development that is available for assisting in the attainment of each standard; Development of credible career paths.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Communicating/sharing these statements with team members
- Working with training professionals to develop necessary plans
- Preparing a schedule for introducing identified training and professional development



(Continued)

Slide 106

Slide No	Trainer Notes
106.	<p>Trainer continues to discuss Planning their implementation:</p> <ul style="list-style-type: none"> ● Communicating/sharing these statements with team members – and: <ul style="list-style-type: none"> ▪ Explaining the rationale for the training and professional development initiative/s ▪ Describing the potential impact/s of failing to implement the requirements ▪ Identifying the support available from the employer – in terms of (as/if applicable) time off to attend training, payment of course fees/registration and necessary training materials required, higher levels of pay once nominated training has been completed ● Working with training professionals to develop necessary plans – to: <ul style="list-style-type: none"> ▪ Determine training and professional development requirements of the team ▪ Generate courses and content to address identified need ▪ Decide if training needs to be ‘accredited’ or not ▪ Identify venue for training delivery ▪ Determine the nature of training delivery ▪ Identify whether or not there is a need to engage professional trainers and assessors ▪ Schedule training (and assessment) sessions ▪ Generate supporting training materials to underpin identified training/development activities ▪ Acquire necessary physical resources to support delivery of required training

- | | |
|--|--|
| | <ul style="list-style-type: none">• Preparing a schedule for introducing identified training and professional development so there are:<ul style="list-style-type: none">▪ Definite starting times for the initiative and suitable course times for the selected training▪ Written plans to support implementation – for the team and individuals within the team▪ Benchmarks for measuring/evaluating progress as part of the monitoring process. |
|--|--|

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Integrating training provisions into established team workloads and operational protocols
- Determining incentive-related factors
- Ensuring new/revised T & D standards and initiatives fit with organisational imperatives



Slide 107

Slide No	Trainer Notes
----------	---------------

107.

Trainer continues to discuss **Planning their implementation:**

- Integrating training provisions into established team workloads and operational protocols so:
 - Team members are paid extra to attend training, over and above their normal workplace activities
 - Workloads of members is reduced to compensate for extra work involved in T and D
 - More staff are inducted into the team to back-fill team members who are undertaking training
- Determining incentive-related factors – for team members:
 - To encourage commitment to and completion of identified training
 - To reward/recognise those who successfully complete the T and D
 - To encourage team members to identify training/development required
 - To motivate team members to engage with activities and options available to them
- Ensuring new/revised T and D standards and initiatives fit with organisational imperatives – such as:
 - Plans the organisation has for the workforce

- Goals the business may have
- Responding to action being taken by the competition
- Alignment of team member competencies with the new/emerging needs
- Ensuring team members can operate new/different technology or systems being introduced
- Making sure team members can integrate with employees from joint-venture partners
- Confirming management support/approval for the changes – by:
 - Obtaining written statements from them which commit the organisation to standards and initiatives
 - Obtaining budgets to support all aspects of training
 - Having key managers speak to staff/team members in support of the initiatives.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Organising relevant factors to support the requirements can involve:

- Promoting the T & D initiatives
- Amending organisational advertisements and promotional materials
- Creating and/or updating internal documentation



(Continued)

Slide 108

Slide No	Trainer Notes
108.	<p>Trainer discusses Organising relevant factors to support the requirements:</p> <ul style="list-style-type: none"> ● Promoting the T and D initiatives – so: <ul style="list-style-type: none"> ▪ Teams know what is available and how/why such initiatives are good for them and the business ▪ They can plan to attend/participate ● Amending organisational advertisements and promotional materials – to, for example: <ul style="list-style-type: none"> ▪ Remove references to previous staff competencies or qualifications which are now irrelevant ▪ Include new/appropriate statements about what customers/guests can expect ● Creating and/or updating internal documentation to support the new/revised standards : <ul style="list-style-type: none"> ▪ Making adjustments to records to accommodate the T and D undertaken by team members ▪ Developing required paperwork such as, TNA forms, Requests for training provision, Training records, Assessment sheets ▪ Re-writing workplace policies and procedures as these apply to 'Training' and 'PD'.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Delivering the planned training and PD activities
- Developing benchmarks to be used in the monitoring process
- Providing necessary resources to support and underpin required delivery
- Amending previously applicable job descriptions and/or scopes of authority



Slide 109

Slide No	Trainer Notes
109.	<p>Trainer continues to discuss Organising relevant factors to support the requirements:</p> <ul style="list-style-type: none"> ● Delivering the planned training and PD activities – which may include delivery by workplace trainers, delivery by industry bodies and/or providers or suppliers as well as delivery by accredited training organisations ● Developing benchmarks to be used in the monitoring process – to: <ul style="list-style-type: none"> ▪ Track actual workplace application of training provided ▪ Evaluate the extent to which training delivered accords with identified industry standards ● Providing necessary resources to support and underpin required delivery – as applicable to: <ul style="list-style-type: none"> ▪ Financial resources ▪ Physical resources ▪ Information as necessary ● Amending previously applicable job descriptions and/or scopes of authority – so that: <ul style="list-style-type: none"> ▪ Required training is incorporated into them, as required ▪ Tasks and responsibilities contained in the job description are amended to reflect the content of the training/development that will have been provided.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Staffing the initiatives can involve:

- Recruiting and selecting suitable trainers and assessors
- Rostering staff
- Arranging ongoing assistance to team members
- Managing the human resources involved in training and professional development delivery



Slide 110

Slide No	Trainer Notes
110.	<p>Trainer discusses Staffing the initiatives:</p> <ul style="list-style-type: none"> ● Recruiting and selecting suitable trainers and assessors – with: <ul style="list-style-type: none"> ▪ Necessary experience; Required qualifications; Appropriate work-based skills and knowledge ● Rostering staff – to enable: <ul style="list-style-type: none"> ▪ Team members to attend training as required; Maintenance of required levels of service to customers; Compliance with labour budgets constraints ● Arranging ongoing assistance to team members – which may require: <ul style="list-style-type: none"> ▪ Appointing workplaces coaches; Being a mentor; Delivering planned motivation and rewards ● Managing the human resources involved in training and professional development delivery – with reference to, for example: <ul style="list-style-type: none"> ▪ Providing remedial and/or top-up training as required on the basis of identified need ▪ Arranging replacement training for those who were away for scheduled courses ▪ Maintaining training as a workplace priority.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Directing activities designed to deliver the standards can involve:

- Working with team members to identify which training they should prioritise/undertake
- Instructing team members as the need arises
- Role modelling appropriate behaviour
- Giving directions in practical situations
- Managing overall activities



Slide 111

Slide No	Trainer Notes
111.	<p>Trainer discusses Directing activities designed to deliver the standards:</p> <ul style="list-style-type: none"> ● Working with team members to identify which training they should prioritise/undertake – when: <ul style="list-style-type: none"> ▪ They are faced with more than one option; There is limited time to achieve multiple goals ▪ All tasks appear equal to the team members ● Instructing team members as the need arises – about: <ul style="list-style-type: none"> ▪ Integrating training they have received into SOPs; Applying lessons learned into everyday tasks ▪ Ways to gain relevant experience associated with training content/PD activities ● Role modelling appropriate behaviour – relating to: <ul style="list-style-type: none"> ▪ Participating fully with workplace training; Demonstrating workplace application of new knowledge, skills and/or attitudes learned as part of training; Being positive about need to engage with training ● Giving directions in practical situations – regarding content of training courses and PD activities: <ul style="list-style-type: none"> ▪ Where team members have forgotten what is required; If team is unsure about what to do

- | | |
|--|--|
| | <ul style="list-style-type: none">• Managing overall activities – regarding the provision of training as this may apply to:<ul style="list-style-type: none">▪ Coordinating training delivering with requirements of other teams; Scheduling training and assessment sessions; Ensuring new learning of the team meets advertised commitments made to customers; Integrating new learning with work of other teams; Protecting team from management. |
|--|--|

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

Controlling the delivery can involve:

- Authorising release of team members to attend training and PD
- Checking attendances
- Allocating resources for training delivery
- Verifying trainers and assessors are functioning as expected

(Continued)



Slide 112

Slide No	Trainer Notes
112.	<p>Trainer discusses Controlling the delivery:</p> <ul style="list-style-type: none"> ● Authorising release of team members to attend training and PD – so <ul style="list-style-type: none"> ▪ Classes and activities are conducted when scheduled ▪ Delivery integrates with other workplace demands in an effective manner ● Checking attendances – to: <ul style="list-style-type: none"> ▪ Ensure those who require training/PD attend and receive promised, necessary or required training ▪ Identify need for follow-up and/or additional sessions where there are attendance problems ● Allocating resources for training delivery – in order to: <ul style="list-style-type: none"> ▪ Ensure required/promised resources are provided as and when needed ▪ Make sure budgeted parameters are observed ● Verifying trainers and assessors are functioning as expected – by: <ul style="list-style-type: none"> ▪ Delivering and assessing as expected and required ▪ Being supported in their work to provide necessary training.

Slide

Describe industry standards relating to training and professional development as they apply to the host enterprise workplace

- Managing resources
- Running the team/department
- Taking action to maintain T & D standards
- Monitoring implementation of T & D standards
- Making recommendations for improvements



Slide 113

Slide No	Trainer Notes
113.	<p>Trainer continues to discuss Controlling the delivery:</p> <ul style="list-style-type: none"> ● Managing resources – by, as required: <ul style="list-style-type: none"> ▪ Completing relevant internal paperwork to authorise and/or track their movement/use; Physically making resources available; Facilitating access to resources and areas ● Running the team/department – to ensure training and PD delivery: <ul style="list-style-type: none"> ▪ Aligns with/reflects the required industry standards; Meets identified need of team members, customers and the organisation ● Taking action to maintain T and D standards – which may require: <ul style="list-style-type: none"> ▪ Counselling and Disciplining team members; Replacing ineffective trainers/training providers ● Monitoring the implementation of training and professional development – see later slides ● Making recommendations for improvement/s to training and professional development – see later slides.

Slide

Monitor implementation of training and PD industry standards within host enterprise workplace

Principles of monitoring:

- Team must be informed of the monitoring activities to be applied
- All personnel involved must be monitored on a fair and equitable basis
- Monitoring must be on-going and structured
- Monitoring activities must capture actual data/evidence
- Monitoring should seek to obtain 360° feedback



Slide 114

Slide No	Trainer Notes
114.	<p>Trainer re-presents principles of monitoring:</p> <ul style="list-style-type: none"> ● The team must be informed of the monitoring activities that will be applied – and what the information captured will be used for ● All personnel involved must be monitored – on a fair and equitable basis; this includes team members, trainers and assessors ● Monitoring must be on-going and structured – meaning it must be consistent and aimed at actions/areas teams have been told will be monitored ● Monitoring activities must capture actual data/evidence – which can be used for the purposes of evaluation and the provision of feedback ● Monitoring should seek to obtain 360° feedback.

Slide

Monitor implementation of training and PD industry standards within host enterprise workplace

When monitoring implementation of workplace-specific, industry standards relating to training and PD, team leaders may be required to (or find it useful to) :

- Check team engagement with activities
- Check the relevance, accuracy, currency and applicability of training resources used
- Check the training environment used



(Continued)

Slide 115

Slide No	Trainer Notes
----------	---------------

115.	<p>Trainer observes as part of the monitoring process supervisors responsible for teams implementing workplace-specific, industry standards relating to service provision may be required to (or find it useful to):</p> <ul style="list-style-type: none"> ● Check team engagement with activities – which may entail: <ul style="list-style-type: none"> ▪ Checking attendance at courses, sessions and activities; Talking with trainers about the enthusiasm and commitment of team members to training; Observing training delivery and PD activities ▪ Talking with team members about their experiences and level of satisfaction with what is being provided; Speaking with management to get their input on how they think the T and D initiatives are progressing ● Check the relevance, accuracy, currency and applicability of training resources used – with reference to: <ul style="list-style-type: none"> ▪ Training notes, handouts, and PowerPoint materials; Notes, text books and course materials ▪ Role plays, demonstrations, practical sessions, exercises and drills; Excursions, on-the-job activities and guest speakers Assessment items used ● Check the training environment used – to evaluate: <ul style="list-style-type: none"> ▪ Suitability; Access; Safety; Comfort; Required training delivery resources (data projectors, computers, DVD players and similar) have been provided; Need for more/different resources.
------	---

Slide

Monitor implementation of training and PD industry standards within host enterprise workplace

- Check the timing of delivery (Continued)
- Check the competency of trainers and assessors
- Check required records are being maintained



Slide 116

Slide No	Trainer Notes
116.	<p>Trainer continues to discuss the monitoring process:</p> <ul style="list-style-type: none"> ● Check the timing of delivery – with reference to: <ul style="list-style-type: none"> ▪ Ensuring timetables sessions are delivered on dates when scheduled ▪ Starting and finishing times are being adhered to ▪ Sequencing of topics follows prepared plan ● Check the competency of trainers and assessors – in terms of: <ul style="list-style-type: none"> ▪ Technical competency; Training activities; Industry/required knowledge ● Check required records are being maintained – such as: <ul style="list-style-type: none"> ▪ Attendance; Hours; Resources used; Training delivered; Assessments undertaken and results achieved.

Slide

Monitor implementation of training and PD industry standards within host enterprise workplace

- Evaluate assessments
- Check on the effectiveness of the training and PD that has been delivered
- Keep in touch with bodies who established the industry standards



Slide 117

Slide No	Trainer Notes
117.	<p>Trainer continues to discuss the monitoring process:</p> <ul style="list-style-type: none"> ● Evaluate assessments – to; <ul style="list-style-type: none"> ▪ Determine overall outcomes; Identify individual results of team members; Ensure they assess identified requirements ● Check on the effectiveness of the training and PD that has been delivered – by: <ul style="list-style-type: none"> ▪ Conducting prepared evaluations comparing pre-training competencies with post-training skills ▪ Observing staff perform work after having been training ▪ Talking to co-workers and customers to solicit their feedback ▪ Evaluating finished products against set criteria ● Keep in touch with bodies who established the industry standards – to, as appropriate: <ul style="list-style-type: none"> ▪ Seek their feedback on how implementation of T and D at the workplace is proceeding ▪ Identify whether new/revised standards in this respect have emerged ▪ Obtain advice for future training and professional development activities.

Slide

Recommend improvements to training and PD industry standards within host enterprise workplace

Fundamentals for making recommendations:

- Reflect actual need
- Be shared
- Be in writing
- Be timely
- Include options and actions
- Quantify recommendations



Slide 118

Slide No	Trainer Notes
118.	<p>Trainer presents/recaps fundamentals for making recommendations noting they should:</p> <ul style="list-style-type: none"> ● Reflect actual need – meaning they: <ul style="list-style-type: none"> ▪ Must be supported by proof/evidence; Must demonstrate a need for change exists ● Be shared – so: <ul style="list-style-type: none"> ▪ There is transparency and openness; Team can see team leader is working for the team ● Be put in writing – so: <ul style="list-style-type: none"> ▪ There is certainty about recommendations; Suggestions can be filed for future reference ● Be made in a timely manner – so: <ul style="list-style-type: none"> ▪ Poor outcomes can be addressed; Good results can be cemented and extended into other areas ● Include options and/or proposed courses of action – addressing: <ul style="list-style-type: none"> ▪ Practical issues; Sample new/revised standards; New/different resources required; Timelines ● Quantify recommendation/s <ul style="list-style-type: none"> • Opportunity cost; Cost of changes; Savings; Strategic other advantages; Numbers to be trained.

Slide

Recommend improvements to training and PD industry standards within host enterprise workplace

Options for presenting suggestions for improvement:

- Providing verbal advice
- Producing written reports
- Making a formal presentation



Slide 119

Slide No	Trainer Notes
119.	<p>Trainer notes Team leaders have several options for presenting suggestions for improvement – these are:</p> <ul style="list-style-type: none">● Providing verbal advice● Producing written reports● Making a formal presentation.

Slide

Recommend improvements to training and PD industry standards within host enterprise workplace

Possible recommendations for improvement:

- Adding one or more new topics to what is being provided
- Adjusting dates and times of delivery
- Altering composition of training classes
- Changing delivery staff

(Continued)



Slide 120

Slide No	Trainer Notes
120.	<p>Trainer identifies recommendations for making improvements to training and professional development standards must be based on evidence and could include:</p> <ul style="list-style-type: none"> ● Adding one or more new topics to what is being provided – to: <ul style="list-style-type: none"> ▪ Create a USP; Address emerging need; Respond to customer comment/feedback requesting such a variation ● Adjusting dates and times of delivery – which might mean: <ul style="list-style-type: none"> ▪ Making some sessions longer or shorter; Increasing or decreasing the number of training sessions/activities; Delivering them at different times – such as, where feasible: <ul style="list-style-type: none"> – Before the business opens for business; After work; On different days ● Altering composition of training classes – which may involve: <ul style="list-style-type: none"> ▪ Increasing or decreasing numbers; Adding in staff from other teams ● Changing delivery staff – which may mean: <ul style="list-style-type: none"> ▪ Hiring new/different trainers and/or assessors ▪ Using delivery and assessment staff from an external training institute.

Slide

Recommend improvements to training and PD industry standards within host enterprise workplace

- Revising resources used
- Using a different training approach/technique
- Making a major change to basic training provision
- Identify other employees who may benefit from T & D activities
- Changing support factors



Slide 121

Slide No	Trainer Notes
121.	<p>Trainer continues to discuss possible recommendations for improvement:</p> <ul style="list-style-type: none"> ● Revising resources used – to: <ul style="list-style-type: none"> ▪ Remove identified errors and address omissions; Provide more, different or more relevant items ● Using a different training approach/technique – such as: <ul style="list-style-type: none"> ▪ Moving from a classroom-based approach to an online one, or <i>vice versa</i>; Focusing more on a hands-on approach than a theoretic one; Including new/different types of activities ● Making a major change to basic training provision – such as: <ul style="list-style-type: none"> ▪ Changing from workplace trainers to those at a training institute, or <i>vice versa</i>; Providing on-the-job training delivered during working hours in a work setting as opposed to using a training room ● Identify other employees who may benefit from T and D activities – by: <ul style="list-style-type: none"> ▪ Department and/or job role; Names and numbers; Type of training/qualification to be provided ● Changing support factors – which may mean: <ul style="list-style-type: none"> ▪ Altering motivation to participate; Increasing rewards for successful completion; Promoting the T and D initiatives more or in a more effective manner.

Slide

Element 4 – Apply documentation presentation industry standards to team supervision

Performance Criteria for this Element are:

- Describe industry standards relating to documentation presentation as they apply to the host enterprise workplace
- Monitor the implementation of document presentation industry standards within the host enterprise workplace
- Recommend improvements to document presentation industry standards within the host enterprise workplace



Slide 122

Slide No	Trainer Notes
122.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● What are documentation presentation standards? ● What are examples of documentation presentation standards? ● What documents do these standards apply to?

Slide

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

Importance of documentation standards – they:

- Enable consistency of presentation
- May be an externally-imposed mandatory requirement
- Can ensure electronic/soft copies of information are translated into appropriate and accurate hard copy documents



(Continued)

Slide 123

Slide No	Trainer Notes
123.	<p>Trainer explains why documentation standards are important observing they:</p> <ul style="list-style-type: none"> ● Enable consistency of presentation – which will: <ul style="list-style-type: none"> ▪ Facilitate use and reading of documents – by all users ▪ Raise customer confidence in the organisation by providing a quality document featuring uniform attributes which are part of the organisation's branding and image ▪ Ensure details contained will satisfy known demands of users ● May be an externally-imposed mandatory requirement – in order to enable the organisation to comply with: <ul style="list-style-type: none"> ▪ Legislated obligations ▪ Requirements of a Code ▪ Necessities of an accreditation or QA scheme ● Can ensure electronic/soft copies of information are translated into appropriate and accurate hard copy documents – by: <ul style="list-style-type: none"> ▪ Identifying the content to be addressed ▪ Specifying the content to be omitted ▪ Identifying the language/terms to be used.

Slide

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

- Relieve team members of the pressure of making document-related decisions
- Convert data/details from a potentially diverse range/source of information into a single and simplified document
- Form the basis for further action
- Underpin correct and accurate documentation of information



Slide 124

Slide No	Trainer Notes
124.	<p>Trainer continues to explain importance of documentation standards:</p> <ul style="list-style-type: none"> ● Relieve team members of the pressure of making document-related decisions – regarding, for example: <ul style="list-style-type: none"> ▪ Format; Layout; Colour scheme; Use of logos ● Convert data/details from a potentially diverse range/source of information into a single and simplified document – which is: <ul style="list-style-type: none"> ▪ Reliable; A standardised end product ● Form the basis for further action – such as: <ul style="list-style-type: none"> ▪ Sharing; Filing; Providing evidence of decision making and rationale for same ● Underpin correct and accurate documentation of information – to: <ul style="list-style-type: none"> ▪ Reduce potential for errors – in prices, destinations, general information ▪ Decrease the possibility important/required information is omitted.

Slide

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

Research basics to observe when describing industry standards:

- Research the industry requirements and get the facts about what applies – never assume knowledge
- Talk to management or the owners
- Investigate if a Style Guide (or similar) is available – to guide production of documents



(Continued)

Slide 125

Slide No	Trainer Notes
125.	<p>Trainer presents basics to be observed when describing industry standards (including those applicable to documentation presentation) for implementation within a workplace:</p> <ul style="list-style-type: none">● Research the industry requirements and get the facts about what applies – never assume knowledge about what applies● Talk to management or the owners – to get their perspective, opinions, thoughts and directives● Investigate if a Style Guide (or similar) is available – to guide production of documents.

Slide

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

- Find out if templates exist
- Visit other business
- Talk to users of the documents
- Interpret identified industry standards so they relate to the requirements of the individual workplace or team



Slide 126

Slide No	Trainer Notes
126.	<p>Trainer continues to present basics to be observed when describing industry standards:</p> <ul style="list-style-type: none"> ● Find out if templates exist – to provide a basis for document preparation ● Visit other business – to determine what they are doing and speak to other supervisors/team leaders about practices in this regard ● Talk to users of the documents – to determine their needs and/or their preferences ● Interpret identified industry standards so they relate to the requirements of the individual workplace or team – as applicable to the individual nature of the organisation.

Slide

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

- A combination of strategies should be used to identify industry standards
- Effort must also focus on determining:
 - The origin of the standard/s
 - The rationale of the organisation in adopting the standard, or aligning their activities with it



Slide 127

Slide No

Trainer Notes

127.

Trainer reminds of context identifying industry standards observing a combination of strategies should be used to identify industry standards which are applicable to a particular organisation/workplace and when undertaking this research effort must also focus on determining:

- The origin of the standard/s
- The rationale of the organisation in adopting the standard, or aligning their activities with it.

Slide

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

Effective strategies:

- Talking to management and owners
- Identifying requirements, if any, imposed by legislation
- Determining requirements which may be stated in applicable Codes of Conduct/Practice
- Referencing personal industry experience



Slide 128

Slide No	Trainer Notes
128.	<p>Trainer identifies strategies which have proved effective when identifying industry standards include:</p> <ul style="list-style-type: none"> ● Talking to management and owners of the business – as they will commonly: <ul style="list-style-type: none"> ▪ Have definite opinions about the standards which must/should be applied to document presentation; Advise about the use such documents will be put to – and this will help determine their content and structure; Be able to provide samples that should be applied ● Identifying requirements, if any, imposed by legislation – which in some countries may relate to: <ul style="list-style-type: none"> ▪ Mandatory provision of business data and performance details to agencies and authorities ▪ Submissions; Applications; Notifications; Advertising; Provision of nominated information when providing certain documents ● Determining requirements which may be stated in Codes of Conduct/Practice which the organisation is bound by or has elected to subscribe to/align with – such as matters relating to: <ul style="list-style-type: none"> ▪ Full disclosure of all costs – meaning there are no hidden costs in quotations or advertisements ▪ Stating duration for which an offer remains open/valid; Including all taxes into prices quoted ▪ Informing customers of complaint handling and issue resolution procedures

- | | |
|--|--|
| | <ul style="list-style-type: none">• Referencing personal industry experience – as this may have been gained through:<ul style="list-style-type: none">▪ Reading documents generated/provided by other operators▪ Talking to personal network of industry contacts about what their documents contain and look like▪ Reading copies of existing workplace documentation applicable/relevant to users. |
|--|--|

Slide

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

Documentation standards may be:

- Applicable to some individual organisations and not others
- Interpreted differently for the purpose of practical implementation across different locations and/or situations
- Applicable only to selected documents
- Relevant to format



(Continued)

Slide 129

Slide No	Trainer Notes
129.	<p>Trainer gives perspective on industry standards relating to documentation presentation stating they may be:</p> <ul style="list-style-type: none"> ● Applicable to some individual organisations and not others ● Interpreted differently for the purpose of practical implementation across different locations and/or situations ● Applicable to selected documents – such as: <ul style="list-style-type: none"> ▪ Plans, policies and procedures; Job descriptions and job specifications; Invoices, quotations, proposals, receipts, tickets, itineraries; Food menus, drink lists, product lists, tour schedules ▪ Agendas, minutes, reports; Advertisements and marketing/promotional materials ● Relevant to format – which can cover: <ul style="list-style-type: none"> ▪ Print size and style of font; Structure of the document; Logical ordering/sequence of content ▪ Layout on the page of text and graphics; Amount of white space; Numbering system to be used ▪ Headers and footers; Titling and paragraph protocols; Number of pages and size of pages ▪ Type of paper used.

Slide

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

- Prescriptive of language used
- Able to provide reason the document is produced
- Describing the audience/s for the document
- Identifying need for stated non-negotiable factors



(Continued)

Slide 130

Slide No	Trainer Notes
130.	<p>Trainer continues to give perspective on industry standards relating to documentation presentation stating they may be:</p> <ul style="list-style-type: none"> ● Prescriptive of language used – in terms of: <ul style="list-style-type: none"> ▪ The language the document is to be written in ▪ Level (simplicity or complexity) of the language/terms used ● Able to provide reason the document is produced – which may be to: <ul style="list-style-type: none"> ▪ Present/provide information, facts or detail ▪ Convince a reader or argue a case ● Describing the audience/s for the document – who may be: <ul style="list-style-type: none"> ▪ Internal readers/users – from inside the organisation or team ▪ External readers/users – from outside the organisation ● Identifying need for stated non-negotiable factors – such as: <ul style="list-style-type: none"> ▪ Clarity; Comprehensiveness; Accuracy; Processing.

Slide

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

- Stating names of team members with nominated responsibility
- Indicating timelines which apply
- Giving mandatory filing requirements
- Nominating distribution requirements



Slide 131

Slide No	Trainer Notes
131.	<p>Trainer continues to give perspective on industry standards relating to documentation presentation stating they may be:</p> <ul style="list-style-type: none"> ● Stating names of team members with responsibility for – as appropriate/applicable: <ul style="list-style-type: none"> ▪ Completing the document; Forwarding it, as required; Filing ▪ Signing off on the document and authorising its release ● Indicating timelines which apply – to: <ul style="list-style-type: none"> ▪ Completing parts or all of the documents ▪ Submitting it as required; Prescribing checking procedures – to ensure; ▪ Compliance with requirements as they apply to individual documents ▪ Freedom from errors and omissions ● Giving mandatory filing requirements – which can relate to: <ul style="list-style-type: none"> ▪ Hard copy filing; Scanning and saving in electronic form ● Nominating distribution requirements – which can involve: <ul style="list-style-type: none"> ▪ Preparing multiple copies; Collating and binding; Adding covers.

Slide

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

Managing implementation requires:

- Planning their implementation
- Organising relevant factors to support the requirements
- Staffing the initiatives
- Directing activities designed to deliver the standards
- Controlling the delivery



Slide 132

Slide No	Trainer Notes
132.	<p>Trainer re-presents managing implementation of these standards involves the 'five functions of a supervisor':</p> <ul style="list-style-type: none">● Planning their implementation● Organising relevant factors to support the requirements● Staffing the initiatives● Directing activities designed to deliver the standards● Controlling the delivery.

Slide

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

Activities in planning their implementation:

- Acquiring necessary industry standards
- Conducting research to determine what other organisations do in relation to documentation presentation
- Identifying team-specific requirements that need to be addressed



(Continued)

Slide 133

Slide No	Trainer Notes
133.	<p>Trainer discusses Planning their implementation stating activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Acquiring necessary industry standards – as prepared by, for example: <ul style="list-style-type: none"> ▪ Peak industry bodies; Relevant authorities and agencies; Head office ▪ Bodies/organisations that produce national and/or international standards ● Conducting research to determine what other organisations do in relation to documentation presentation – in terms of, for example: <ul style="list-style-type: none"> ▪ Documents used; Content; Layout, format and structure ● Identifying team-specific requirements that need to be addressed – in relation to, for example: <ul style="list-style-type: none"> ▪ Names/purposes of documents; Uses of/for the documents; Content to be included.

Slide

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

- Developing written statements that specify the exact requirements for each standard that applies
- Communicating/sharing these statements with team members
- Confirming management support/approval for new documents/changes to existing ones
- Identifying team members who need to be involved with these documents



Slide 134

Slide No	Trainer Notes
134.	<p>Trainer continues to discuss Planning their implementation stating activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Developing written statements that specify the exact requirements for each standard that applies – with reference to: <ul style="list-style-type: none"> ▪ 5 required before completing and/or forwarding ● Communicating/sharing these statements with team members – and: <ul style="list-style-type: none"> ▪ Explaining rationale for same; Describing impact/s of failing to implement requirements ▪ Identifying training available ● Confirming management support/approval for new documents/changes to existing ones – by: <ul style="list-style-type: none"> ▪ Obtaining approval/permission to proceed ▪ Obtaining necessary budgets to support endeavours ● Identifying team members who need to be involved with these documents – in terms of, say: <ul style="list-style-type: none"> ▪ Completing them; Reading/interpreting and using them; Processing them.

Slide

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

Organising relevant factors to support the requirements can require:

- Creating prototypes of required documents
- Trialling and (where necessary) revising draft documents
- Generating templates based on trials and revisions
- Arranging checking of draft documents by relevant others

(Continued)



Slide 135

Slide No	Trainer Notes
135.	<p>Trainer discusses Organising relevant factors to support the requirements stating this can require:</p> <ul style="list-style-type: none"> ● Creating prototypes of required documents ● Trialling and (where necessary) revising draft documents ● Generating templates based on trials and revisions ● Arranging checking of draft documents by relevant others – to make sure they address all their needs.

Slide

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

- Preparing completed examples of final documents
- Developing a Style Guide for the organisation
- Arranging necessary training
- Altering job descriptions/work allocations as required
- Determining checks to be made on the use/completion of identified documents



Slide 136

Slide No	Trainer Notes
136.	<p>Trainer continues to discuss Organising relevant factors to support the requirements stating this can require:</p> <ul style="list-style-type: none"> ● Preparing completed examples of final documents – for team members to use as models to follow ● Developing a Style Guide for the organisation ● Arranging necessary training so team members can complete and use documents ● Altering job descriptions/work allocations to include use of new/revised documents ● Determining checks to be made on the use/completion of identified documents – to ensure they are compliant with presentation requirements.

Slide

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

Staffing the initiatives – this management function may entail:

- Amending workloads of team members
- Training team members
- Providing for new team members/staff



Slide 137

Slide No	Trainer Notes
137.	<p>Trainer discusses Staffing the initiatives observing this management function may entail:</p> <ul style="list-style-type: none"> ● Amending workloads of team members – so: <ul style="list-style-type: none"> ▪ Time needed to produce documents to required standard is accommodated ▪ New tasks created by new/revised standards are equitably shared between the team ● Training team members – to use, read, interpret and process documents to the new/revised standards ● Providing for new team members/staff – as necessary, where: <ul style="list-style-type: none"> ▪ Existing team members cannot absorb the extra work created ▪ Introduction of new documents into the workplace necessitates establishment of a new work role.

Slide

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

Directing activities associated with document presentation standards may entail:

- Working with team members to prepare, complete and process documents
- Instructing team members and giving directions about how to meet required presentation standards in a practical way
- Determining which document to use in a given situation/context



(Continued)

Slide 138

Slide No	Trainer Notes
138.	<p>Trainer discusses Directing activities associated with document presentation standards indicating this may entail:</p> <ul style="list-style-type: none"> ● Working with team members to prepare, complete and process documents ● Instructing team members and giving directions about, as the need arises, to meet required presentation standards in a practical way ● Determining which document to use in a given situation/context.

Slide

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

- Deciding when the identified standards need to apply
- Interpreting and explaining Style Guide requirements
- Role modelling appropriate behaviour by ensuring all documents prepared accord with the identified requirements



Slide 139

Slide No	Trainer Notes
139.	Trainer continues to discuss Directing activities associated with document presentation standards indicating this may entail: <ul style="list-style-type: none"> ● Deciding when the identified standards need to apply – and when they do not need to apply ● Interpreting and explaining Style Guide requirements ● Role modelling appropriate behaviour by ensuring all documents prepared accord with the identified requirements.

Slide

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

Controlling implementation of document presentation standards can require:

- Authorising release of team members to attend training on applying documentation presentation standards
- Ensuring samples of documents are available for reference by team members
- Making available templates for team members to use
- Allocating resources to enable necessary actions to be adhered to so documents meet presentation standards



(Continued)

Slide 140

Slide No	Trainer Notes
140.	<p>Trainer discusses Controlling implementation of document presentation standards noting this aspect of supervising can require:</p> <ul style="list-style-type: none">• Authorising release of team members to attend training on applying documentation presentation standards• Ensuring samples of documents are available for reference by team members• Making available templates for team members to use• Allocating resources to enable necessary actions to be adhered to so documents meet presentation standards.

Slide

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

- Checking team member adherence to requirements
- Inspecting final/end product documents
- Providing constructive feedback to team members on their implementation attempts
- Determining if more, or different, standards are required on the basis of actual experience with the presentation standards
- Monitoring implementation of documentation presentation
- Making recommendations for improvement/s



Slide 141

Slide No	Trainer Notes
141.	<p>Trainer continues to discuss Controlling implementation of document presentation standards noting this aspect of supervising can require:</p> <ul style="list-style-type: none"> ● Checking team member adherence to requirements ● Inspecting final/end product documents ● Providing constructive feedback to team members on their implementation attempts ● Determining if more, or different, standards are required on the basis of actual experience with the presentation standards ● Monitoring the implementation of documentation presentation – see later slides ● Making recommendations for improvement/s to documentation presentation – see later slides.

Slide

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

Principles of monitoring:

- The team must be informed of the monitoring activities that will be applied
- All personnel involved must be monitored
- Monitoring must be on-going and structured
- Monitoring activities must capture actual data/evidence
- Monitoring should seek to obtain 360° feedback



Slide 142

Slide No

Trainer Notes

142.

Trainer recaps **Principles of monitoring** stating when monitoring the activities of teams and team members:

- The team must be informed of the monitoring activities that will be applied
- All personnel involved must be monitored
- Monitoring must be on-going and structured
- Monitoring activities must capture actual data/evidence
- Monitoring should seek to obtain 360° feedback.

Slide

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

When monitoring it may be useful to:

- Check team understanding of requirements
- Check documentation prepared by team members
- Check the training being delivered to show team members what is required

(Continued)



Slide 143

Slide No	Trainer Notes
143.	<p>Trainer indicates as part of the monitoring process supervisors may be required to (or find it useful to):</p> <ul style="list-style-type: none"> ● Check team understanding of requirements – which may entail: <ul style="list-style-type: none"> ▪ Questioning them about which document to use in a given situation ▪ Asking them about presentation requirements for different documents used by the team ▪ Conducting 'spot tests' in team meetings and/or briefings sessions ● Check documentation prepared by team members – to: <ul style="list-style-type: none"> ▪ Compare actual documents produced against identified requirements; Check spelling and grammar ▪ Note areas where improvement is required – on a team member-by-team member basis ▪ Identify areas of compliance/alignment with requirements so team members can be acknowledged for compliance ● Check the training being delivered to show team members what is required (where appropriate) – to: <ul style="list-style-type: none"> ▪ Ensure required standards are being delivered/taught ▪ Make sure necessary supporting resources are available.

Slide

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

- Verify provision of required documents for team members
- Talk to document stakeholders
- Check processing of documents
- Keep in touch with bodies who established the industry document standards



Slide 144

Slide No	Trainer Notes
144.	<p>Trainer continues to indicate as part of the monitoring process supervisors may be required to (or find it useful to):</p> <ul style="list-style-type: none"> ● Verify provision of required documents for team members – in terms of easy/ready access to: <ul style="list-style-type: none"> ▪ Completed samples/models of documents – for them to use as a guide for what is required ▪ Blank <i>pro forma</i> documents – for them to use to generate required end products/documents ● Talk to document stakeholders – which should entail: <ul style="list-style-type: none"> ▪ Speaking with team members who prepare the documents to determine ease-of-use and/or difficulties with using the documents ▪ Engaging with recipients of documents to identify extent to which documents are easy to use and the degree to which they meet their needs ▪ Soliciting suggestions for improvements ● Check processing of documents – in terms of: <ul style="list-style-type: none"> ▪ Making sure documents are completed by required timelines ▪ Ensuring documents are being forwarded, shared and/or otherwise distributed or circulated as and when required ▪ Guaranteeing filing of nominated documents according to internal protocols

- | | |
|--|--|
| | <ul style="list-style-type: none">• Keep in touch with bodies who established the industry document standards – to, as appropriate:<ul style="list-style-type: none">▪ Seek their feedback on acceptability of organisational document presentation▪ Identify whether new/revised standards in this respect have emerged▪ Participate in trials of new document standards. |
|--|--|

Slide

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

Suggestions made should:

- Reflect actual need
- Be shared with relevant stakeholders
- Be put in writing
- Be made in a timely manner
- Include options and/or proposed courses of action to take to implement the recommendations
- Quantify issues relating to the recommendation/s



Slide 145

Slide No

Trainer Notes

145.

Trainer recaps **Fundamentals for making recommendations** noting Supervisors should address the following points when making recommendations – the suggestions should:

- Reflect actual need
- Be shared with relevant stakeholders
- Be put in writing
- Be made in a timely manner
- Include options and/or proposed courses of action to take to implement the recommendations
- Quantify issues relating to the recommendation/s.

Slide

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

Options for presenting suggestions for improvement:

- Providing verbal advice
- Producing written reports
- Making a formal presentation



Slide 146

Slide No	Trainer Notes
146.	<p>Trainer reminds Team leaders have several options for presenting suggestions for improvement – these are:</p> <ul style="list-style-type: none"> ● Providing verbal advice ● Producing written reports ● Making a formal presentation.

Slide

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

Possible recommendations may include:

- Adding a new document to the suite of documents covered by the standards
- Removing a document from the list of documents covered
- Revising an existing document
- Contributing ideas for improving the basics of the document
- Making suggestions to make presentation more compliant



Slide 147

Slide No

Trainer Notes

147.

Trainer provides possible recommendations for making improvements to document presentation standards within an organisation :

- Adding a new document to the suite of documents covered by the standards
- Removing a document from the list of documents covered
- Revising an *existing* document – which can include a change to any aspect of the document, such as:
 - Layout, structure, format, font type and size; Content, wording, graphics and amount of white space; Number of pages and/or size of page – such as going from A4 to either A3 or A6; Type/quality of paper used – bond, glossy or other
 - Other details, as applicable, addressed in the organisational Style Guide for an individual document
- Contributing ideas for improving the basics of the document – as these apply to standard document requirements such as:
 - Clarity; Comprehensiveness; User-friendliness; Readability; Referencing
- Making suggestions to make the presentation more compliant – with, for example:
 - Legislation; Industry Codes; Organisational public statements (Mission and Vision Statements).

Slide

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

Performance Criteria for this Element are:

- Describe industry standards relating to visitor and tour group member behaviour as they apply to the host enterprise workplace
- Monitor the implementation of visitor and tour group member behaviour industry standards within the host enterprise workplace
- Recommend improvements to visitor and tour group member behaviour industry standards within the host enterprise workplace



Slide 148

Slide No	Trainer Notes
148.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● How important are standards relating to visitor and tour group behaviour? ● What are examples of these standards?

Slide

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

These standards are important because they:

- May be an externally-imposed mandatory requirement
- Support statements the operator makes about itself
- Enhance customer/tourist confidence in the operator
- Increase customer/tourist levels of satisfaction with the tour/activities



Slide 149

Slide No	Trainer Notes
149.	<p>Trainer explains Visitor and tour group behaviour standards are important for a variety of reasons – they:</p> <ul style="list-style-type: none"> ● May be an externally-imposed mandatory requirement – to enable the organisation to comply with: <ul style="list-style-type: none"> ▪ Contents of a Code of Conduct, Practice, Behaviour or Ethics ▪ Requirements of agreements made with local communities ▪ Necessities of an accreditation or QA scheme ● Support statements the operator makes about itself – in terms of: <ul style="list-style-type: none"> ▪ Being a responsible corporate citizen ▪ Being respectful of others, local communities and areas being visited ▪ Assertions made with reference to Core Values ● Enhance customer/tourist confidence in the operator – as they will: <ul style="list-style-type: none"> ▪ Feel assured the tour will be conducted to conform to an acceptable and commonly-held level of respectability, courtesy and decency ▪ Feel confident their involvement with a tour/activity has been properly planned and suitably endorsed by local communities and industry representative groups ▪ Know in advance what is required – and what is acceptable/allowed and what is not

	<ul style="list-style-type: none">▪ Increase customer/tourist levels of satisfaction with the tour/activities – because:<ul style="list-style-type: none">- They know the tourist guide/leader will actively control group behaviour and intervene if required behaviours are not complied with- The advertised standards (which are always provided to/explained to the group) make it clear what they can and cannot do- They will feel their involvement with the trip/activity will have minimal impact on communities and the environment.
--	---

Slide

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

Basic requirements:

- Research the industry requirements and get the facts about what applies
- Talk to management or the owners
- Visit other business
- Talk to customers who have been tour group members
- Interpret identified industry standards so they relate to the requirements of the individual workplace or team



Slide 150

Slide No

Trainer Notes

150.

Trainer presents when describing industry standards for implementation within a workplace the following activities need to be undertaken:

- Research the industry requirements and get the facts about what applies – never assume knowledge about what applies
- Talk to management or the owners – to get their perspective, opinions, thoughts and directives
- Visit other business – to determine standards they comply/align with
- Talk to customers who have been tour group members – to obtain their feedback on the applicability of the standards which were applied to them/their tour or activity
- Interpret identified industry standards so they relate to the requirements of the individual workplace or team – as applicable to the individual nature of the organisation and the trips, tours and (interpretative) activities they conduct.

Slide

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

Strategies for identifying industry standards:

- Talking to management and owners of the business
- Identifying requirements, if any, imposed by in-country legislation
- Meeting with peak industry bodies/representative groups and obtaining copies of relevant Codes and determining requirements



(Continued)

Slide 151

Slide No	Trainer Notes
151.	<p>Trainer identifies strategies for identifying industry standards:</p> <ul style="list-style-type: none"> ● Talking to management and owners of the business – as they will commonly: <ul style="list-style-type: none"> ▪ Have definite opinions about the standards which must/should be applied to visitor and tour group behaviour ▪ Advise about issues they are aware of which impact on visitor and tour group behaviour – and this will help determine their content and structure ▪ Be able to provide samples of documents/standards that should be applied ● Identifying requirements, if any, imposed by in-country legislation ● Meeting with peak industry bodies/representative groups and obtaining copies of relevant Codes and determining requirements – which may: <ul style="list-style-type: none"> ▪ Differ between industry types or sectors ▪ Vary between communities visited ▪ Alter based on geographical areas and destinations visited.

Slide

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

- Going on a trip/tour
- Doing an internet search
- Referencing personal industry experience



Slide 152

Slide No	Trainer Notes
152.	<p>Trainer continues to identify strategies for identifying industry standards:</p> <ul style="list-style-type: none"> ● Going on a trip/tour – to: <ul style="list-style-type: none"> ▪ See what other businesses do in terms of implementing their standards ▪ Observe what host organisations/tour guides do in this regard ▪ Obtain copies of information provided in this regard ● Doing an internet search – to look for: <ul style="list-style-type: none"> ▪ Codes generated by tourism bodies/groups ▪ Standards advertised by other operators on their web sites ● Referencing personal industry experience – as this may have been gained through: <ul style="list-style-type: none"> ▪ Reading visitor and tour group behaviour documents/statements generated or provided by other operators ▪ Talking to personal network of industry contacts about what their visitor and tour group behaviour statements contain.

Slide

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

Industry standards may relate:

- Respect
- Codes of Conduct/Practice

(Continued)



Slide 153

Slide No	Trainer Notes
----------	---------------

153.	<p>Trainer identifies Industry standards relating to visitor and tour group behaviour may include reference to Respect in terms of:</p> <ul style="list-style-type: none"> ● Respect for local communities – in terms of: <ul style="list-style-type: none"> ▪ The people; Their land; Their culture and privacy ● Respect for sites and destinations – which commonly means: <ul style="list-style-type: none"> ▪ No damage is done; Tourists remain in designated areas only; Prohibited items are not carried into the area/community; Nothing is taken apart from photographs and memories ● Respect for the environment – which may make reference to: <ul style="list-style-type: none"> ▪ Taking all rubbish out; Not using local resources; Not polluting the area ● General respect for other tour group members – with reference to requirements relating to: <ul style="list-style-type: none"> ▪ Bans on swearing and offensive language ▪ General statements about how tour group members should treat other tour group members
------	--

Codes

Operators are commonly bound by Codes to which they subscribe.

These are developed by peak industry organisations and prescribe acceptable and unacceptable visitor and tour group behaviour and are likely to contain requirements about:

- Complying with all applicable laws
- Respecting the local community, people and the environment
- Leaving an area, when on tour, in the same condition as when it was entered – referring to the need to ‘carry everything in and carry everything out’
- Doing no harm – to people or physical or natural resources
- Acting in an ethical and responsible manner with care, professionalism and diligence
- Providing a genuine tourism experience – supported by identified or relevant information, staff, information, food, accommodation, transport and activities.

Slide

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

- Legislation
- Host enterprise operational protocols
- Time-related requirements



Slide 154

Slide No	Trainer Notes
154.	<p>Trainer continues to identify Industry standards relating to visitor and tour group behaviour may include reference to Legislation:</p> <ul style="list-style-type: none"> ● In some countries there may be requirements imposed by various laws – such as: <ul style="list-style-type: none"> ▪ National laws; Regional laws; Local laws ● The requirements may relate to: <ul style="list-style-type: none"> ▪ Tour activities prohibited by law; Restrictions on items that can be taken into an area ▪ Safety issues; How tour groups need to be informed of requirements ▪ Business activities of the tour operator. <p>Host enterprise protocols</p> <ul style="list-style-type: none"> ● It is standard practice for operators to have developed operational protocols (policies and procedures) in relation to visitor and tour group behaviour. These will: <ul style="list-style-type: none"> ▪ Reflect legislated obligations and the requirements imposed by Codes ▪ Provide guidance to team members on how to work and respond to relevant on-tour issues ▪ Detail requirements that apply to different tours – where there is a need to differentiate visitor and tour group behaviour between various tours, activities or destinations ▪ Give directions on actions tour staff need to observe when

presenting/conducting different activity types.

Time-related requirements

- Standards in this regard may address:
 - Need for tours and activities to actually last for the advertise/stated time
 - Need for tours and activities to start and finish as listed in advertisements and itineraries
 - Requirement for tours only to be conducted in certain areas at certain times of the year – to accommodate local weather and other conditions/community requirements.

Slide

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

Activities in planning implementation of visitor and tour group behaviour standards:

- Acquiring necessary industry standards
- Conducting research to determine what other organisations do in relation to visitor and tour group behaviour
- Identifying team-specific requirements that need to be addressed



(Continued)

Slide 155

Slide No	Trainer Notes
155.	<p>Trainer discusses Planning implementation of visitor and tour group behaviour standards noting activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Acquiring necessary industry standards – as prepared by, for example: <ul style="list-style-type: none"> ▪ Peak industry bodies; Relevant authorities and agencies; Head office ▪ Bodies/organisations that produce applicable standards/Codes ● Conducting research to determine what other organisations do in relation to visitor and tour group behaviour – in terms of, for example: <ul style="list-style-type: none"> ▪ Codes used; Public statements and advertisements; Actual on-tour practices ● Identifying team-specific requirements that need to be addressed – in relation to, for example: <ul style="list-style-type: none"> ▪ Training needed for them to learn requirements; Advice and guidance required to implement visitor and tour group behaviour; Practical support to facilitate implementation.

Slide

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

- Developing written statements
- Communicating/sharing these statements with team members
- Confirming management support for approved visitor and tour group behaviour standards
- Identifying team members who need to be involved with the standards



Slide 156

Slide No	Trainer Notes
156.	<p>Trainer continues to discuss Planning implementation of visitor and tour group behaviour standards noting activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Developing written statements – that specify exact requirements for each standard that applies so: <ul style="list-style-type: none"> ▪ These can be used for training team members; They can be used as the basis for formal policies and procedures; These may be used in advertisements and handout or briefing information provided to tour groups ● Communicating/sharing these statements with team members – and: <ul style="list-style-type: none"> ▪ Explaining rationale for them; Describing impact/s of failing to meet requirements – for non-compliant tourists, for tour guides/leaders and for the tour operator; Identifying training available ● Confirming management support for approved visitor and tour group behaviour standards – by: <ul style="list-style-type: none"> ▪ Obtaining their approval/permission to proceed ▪ Obtaining necessary budgets to support requirements ● Identifying team members who need to be involved with the standards – in terms of, for example: <ul style="list-style-type: none"> ▪ Explaining them to potential customers as part of the sales process ▪ Explaining them to tour group members as part of pre-tour briefings ▪ Implementing/enforcing them when on tour.

Slide

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

Organising relevant factors to support requirements can require:

- Liaising with local communities
- Creating prototypes of required behaviours for different tours
- Trialling and (where necessary) revising draft documents
- Arranging checking of draft documents by industry peak bodies and/or agencies

(Continued)



Slide 157

Slide No	Trainer Notes
157.	<p>Trainer discusses Organising relevant factors to support the requirements explaining this can require:</p> <ul style="list-style-type: none"> ● Liaising with local communities to identify their requirements in this regard ● Creating prototypes of required behaviours for different tours ● Trialling and (where necessary) revising draft documents ● Arranging checking of draft documents by industry peak bodies and/or agencies – to make sure they address all their needs.

Slide

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

- Preparing completed examples of final documents
- Developing standard advertising and informational material which contains necessary details of required behaviours
- Arranging necessary training so team members can present, monitor and enforce requirements
- Identifying and scheduling monitoring activities



Slide 158

Slide No	Trainer Notes
158.	<p>Trainer continues to discuss Organising relevant factors to support the requirements explaining this can require:</p> <ul style="list-style-type: none"> ● Preparing completed examples of final documents – for team members to use in day-to-day workplace practice ● Developing standard advertising and informational material which contains necessary details of required behaviours ● Arranging necessary training so team members can present, monitor and enforce requirements – and respond appropriately to breaches ● Identifying and scheduling monitoring activities – to determine level of compliance and issues arising.

Slide

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

Staffing the initiatives may entail:

- Recruiting and selecting staff with appropriate attitudes, experience and knowledge
- Training team members
- Adding new members to the team



Slide 159

Slide No	Trainer Notes
159.	<p>Trainer discusses Staffing the initiatives noting this management function may entail:</p> <ul style="list-style-type: none"> ● Recruiting and selecting staff with appropriate attitudes, experience and knowledge ● Training team members – so they: <ul style="list-style-type: none"> ▪ Know and understand requirements ▪ Gain skills in communicating requirements to tour groups ▪ Learn how to monitor behaviour ▪ Can effectively police requirements ● Adding new members to the team – so there are sufficient persons to: <ul style="list-style-type: none"> ▪ Monitor requirements ▪ Provide necessary advice and guidance to tourists ▪ Intervene as/if required.

Slide

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

Directing activities associated with visitor and tour group behaviour may entail:

- Working with team members to support their notification and implementation actions
- Instructing team members and giving directions about, as the need arises, to meet required standards in a practical way
- Determining whether identified behaviour is acceptable is not acceptable



(Continued)

Slide 160

Slide No	Trainer Notes
160.	<p>Trainer discusses Directing activities associated with visitor and tour group behaviour highlighting this may entail:</p> <ul style="list-style-type: none"> ● Working with team members to support their notification and implementation actions ● Instructing team members and giving directions about, as the need arises, to meet required standards in a practical way ● Determining whether identified behaviour is acceptable is not acceptable ● Deciding when the identified standards need to apply – and when they do not need to apply ● Interpreting and explaining behaviour requirements with reference to specific locations and/or contexts ● Role modelling actions which result in tour group compliance with required standards as they apply to individual tours, locations and tours/activities.

Slide

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

- Deciding when the identified standards need to apply
- Interpreting and explaining behaviour requirements with reference to specific locations and/or contexts
- Role modelling actions which result in tour group compliance with required standards as they apply to individual tours, locations and tours/activities



Slide 161

Slide No	Trainer Notes
161.	<p>Trainer continues to discuss Directing activities associated with visitor and tour group behaviour highlighting this may entail:</p> <ul style="list-style-type: none"> ● Deciding when the identified standards need to apply – and when they do not need to apply ● Interpreting and explaining behaviour requirements with reference to specific locations and/or contexts ● Role modelling actions which result in tour group compliance with required standards as they apply to individual tours, locations and tours/activities.

Slide

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

Controlling implementation of visitor and tour group behaviour can require:

- Authorising release of team members to attend required training
- Ensuring documentation which contain the standards are available for reference by team members
- Allocating resources to underpin and enable standards to be met
- Checking team member adherence to communication, monitoring and enforcing of requirements



(Continued)

Slide 162

Slide No	Trainer Notes
162.	<p>Trainer discusses Controlling implementation of visitor and tour group behaviour stating this aspect of supervising can require:</p> <ul style="list-style-type: none"> ● Authorising release of team members to attend required training ● Ensuring documentation which contain the standards are available for reference by team members ● Allocating resources (funds and physical resources) to underpin and enable standards to be met ● Checking team member adherence to communication, monitoring and enforcing of requirements.

Slide

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

- Providing constructive feedback to team members on their implementation attempts
- Determining if more, or different, standards are required on the basis of actual experience and/or customer and team member feedback about the standards
- Monitoring the implementation of visitor and tour group behaviour standards
- Making recommendations for improvement/s to visitor and tour group behaviour standards



Slide 163

Slide No	Trainer Notes
163.	<p>Trainer continues to discuss Controlling implementation of visitor and tour group behaviour stating this aspect of supervising can require:</p> <ul style="list-style-type: none"> ● Providing constructive feedback to team members on their implementation attempts ● Determining if more, or different, standards are required on the basis of actual experience and/or customer and team member feedback about the standards ● Monitoring the implementation of visitor and tour group behaviour standards – see later slides ● Making recommendations for improvement/s to visitor and tour group behaviour standards – see later slides.

Slide

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

Supervisors may find it useful to:

- Check team understanding of requirements
- Check practical implementation of requirements
- Check the training being delivered to show team members what is required



(Continued)

Slide 164

Slide No	Trainer Notes
164.	<p>Trainer explains as part of the monitoring process supervisors may be required to (or find it useful to):</p> <ul style="list-style-type: none"> ● Check team understanding of requirements – which may entail: <ul style="list-style-type: none"> ▪ Questioning them about standards that apply on a tour-by-tour or group-by-group basis ▪ Asking them about generic requirements for all tours conducted by the organisation ▪ Conducting ‘spot tests’ in team meetings and/or briefings sessions ● Check practical implementation of requirements – by: <ul style="list-style-type: none"> ▪ Attending pre-tour briefings conducted by team members ▪ Going on-tour with team members to observe their actions ● Check the training being delivered to show team members what is required (where appropriate) – to: <ul style="list-style-type: none"> ▪ Ensure actual requirements are being delivered in the training ▪ Make sure necessary supporting resources are available ▪ Verify suitable practical sessions are included to provide team members with hands-on practice prior to them going on-tour.

Slide

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

- Verify provision of required documents for team members
- Talk to stakeholders
- Check feedback received
- Keeping in touch with bodies who established the industry standards



Slide 165

Slide No	Trainer Notes
----------	---------------

165.

Trainer continues to explain as part of the monitoring process supervisors may be required to (or find it useful to):

- Verify provision of required documents for team members – in terms of, for example:
 - Copies of relevant Codes and legislation
 - Agreements that have been developed with local communities
 - Approved advertisements, handouts and briefing materials
- Talk to stakeholders – which should entail:
 - Speaking with team members who conduct tours and have to apply the required standards
 - Talking to local communities about their feelings regarding the standards and how they are being implemented
 - Communicating with visitors and tour groups about the standards while they are on tour and when they return from a tour
 - Engaging with recipients of documents to identify extent to which documents are easy to use and the degree to which they meet their needs

- Check feedback received – which may be:
 - Online feedback from customers
 - Paper-based end-of-tour/post-tour feedback forms
 - Verbal comments to team members/tour staff
 - Complaints and compliments received
- Keeping in touch with bodies who established the industry standards – to, as appropriate:
 - Seek their feedback on acceptability of organisational efforts to implement visitor and tour group behaviour standards
 - Identify whether new/revised standards in this respect have emerged
 - Participate in discussions about and/or trials of new behaviour standards.

Slide

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

Suggestions may include:

- Adding a new clause or condition to the standards
- Removing a clause or condition from the standards
- Revising an existing clause or condition
- Negotiating fresh agreements with local communities
- Placing restrictions on tour groups

(Continued)



Slide 166

Slide No	Trainer Notes
166.	<p>Trainer presents examples of possible recommendations for improvements which may be made:</p> <ul style="list-style-type: none"> ● Adding a new clause or condition to the standards ● Removing a clause or condition from the standards ● Revising an <i>existing</i> clause or condition ● Negotiating fresh agreements with local communities ● Placing restrictions on tour groups – which may relate to: <ul style="list-style-type: none"> ▪ Number in the group; Gender and/or age mix; Items they can take into an area.

Slide

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

- Revising scheduled tours
- Revising the responses by team members to instances of non-compliance with required standards by tour group members
- Changing the way expectations about required behaviour are communicated to the tour group
- Adding or changing resources used to share required behaviours with customers
- Removing certain tours from the tour list/schedule



Slide 167

Slide No

Trainer Notes

167.

Trainer continues to present examples of possible recommendations for improvements which may be made:

- Revising scheduled tours – which might embrace:
 - Dates of tours; Start and finish times; Activities which can be undertaken
- Revising the responses by team members to instances of non-compliance with required standards by tour group members
- Changing the way expectations about required behaviour are communicated to the tour group – so the information is presented in a clearer/more easily understood way
- Adding or changing resources used to share required behaviours with customers – to make the process more effective
- Removing certain tours from the tour list/schedule – where it is believed/proved that required standards cannot be met.

Slide

Element 6 – Apply personal attributes industry standards to team supervision

Performance Criteria for this Element are:

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



Slide 168

Slide No	Trainer Notes
168.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● How do personal attributes affect the operation, image and viability of an organisation? ● What are examples of personal attributes?

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

Personal attributes of employees are important to organisations for a variety of reasons – they:

- May be a compulsory requirement of a Code of Conduct/Practice to which the enterprise subscribes
- Are directly related to service provision
- Are critical in at the same time they provide key customer service elements
- Engender confidence from customers in the organisation and what it is offering

(Continued)



Slide 169

Slide No	Trainer Notes
169.	<p>Trainer explains personal attributes of employees are important to organisations for a variety of reasons – they:</p> <ul style="list-style-type: none"> ● May be a compulsory requirement of a Code of Conduct/Practice to which the enterprise subscribes – which can require team members to wear: <ul style="list-style-type: none"> ▪ A nominated logo, badge or other insignia indicating membership of an industry group/body ▪ A stated uniform – to given criteria of cleanliness and appearance ● Are directly related to service provision – which is often the main factor that determines customer satisfaction levels with the organisation and their experience/s with it ● Are critical in <i>at the same time</i> they provide key customer service elements – by: <ul style="list-style-type: none"> ▪ Standardising the service provided to customers ▪ Individualising the service provided to individuals ● Engender confidence from customers in the organisation and what it is offering – as acceptable personal attributes of staff: <ul style="list-style-type: none"> ▪ Infer competency ▪ Indicate engagement and commitment.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

- Meet customer expectations
- Are often the first aspect of an organisation customers come into contact with
- Indicate to employers the capacity of team members



Slide 170

Slide No	Trainer Notes
170.	<p>Trainer continues to explain personal attributes of employees are important to organisations for a variety of reasons – they:</p> <ul style="list-style-type: none"> ● Meet customer expectations – because: <ul style="list-style-type: none"> ▪ Organisational promotions/advertisements will mention the personal attributes of their team ▪ Customers who have dealt with <i>other</i> industry organisations with high personal attribute standards will expect all industry organisations to provide the same type and level of standards ● Are often the first aspect of an organisation customers come into contact with – and it vital: <ul style="list-style-type: none"> ▪ This experience is positive ▪ The contact meets or exceeds expectations ● Indicate to employers the capacity of team members – it is a fact of life management tends to: <ul style="list-style-type: none"> ▪ Infer the potential for ongoing employment of individuals from the display of required personal attributes ▪ Determine potential for promotion from those who demonstrate ‘correct’ personal attributes/standards.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

Industry standards relating to personal attributes may include reference to:

- Dress
- Personal presentation
- Personal hygiene

(Continued)



Slide 171

Slide No

Trainer Notes

171.

Trainer presents Industry standards relating to personal attributes stating they may include reference to:

Dress

These relate to uniform requirements for the job. Standard requirements include:

- Complete uniform must be worn as supplied – including name tag
- Uniform must be clean, neat and pressed/ironed – no rips, missing buttons, stains, loose hems
- Requirements may apply relating to colour and type of shoes and hosiery/socks.

Personal presentation

General requirements will commonly address:

- A neat and presentable appearance
- Specifications regarding use of make-up/cosmetics and scent/perfume
- Need for clean hands and clean, trimmed fingernails – there may be a ban on nail ornaments, or nail polish
- Clean and tidy hair – long hair may need to be tied up.

Personal hygiene

This can relate to the need for:

- Daily showers or bathing
- Frequent changes of clothes
- Use (but not overuse) of deodorants
- Regular exercise
- Correct fitting footwear and clothes.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

- Personal health
- Personal levels of fitness
- Attitude
- Language



Slide 172

Slide No	Trainer Notes
172.	<p>Trainer continues to present Industry standards relating to personal attributes:</p> <p>Personal health</p> <ul style="list-style-type: none"> ● Need for employees to hold nominated health certificates – as prescribed by host country legislation ● Requirement for proof of specified inoculations – for foreign nationals ● Food safety/handling legislation – requiring employees not to work with food when suffering from nominated symptoms and/or sicknesses ● General requirement for ‘good health’. <p>Personal levels of fitness</p> <p>These requirements are usually linked directly to the physical requirements of a position as:</p> <ul style="list-style-type: none"> ● Standing on feet for long periods ● Working in hot conditions ● Carrying heavy items ● Capacity related to specific job-related activities – such as: <ul style="list-style-type: none"> ▪ Walking, hiking, climbing; Certain sports; Setting up and performing allocated work.

Attitude

- General statements indicating a need, for example for team members to have a suitable, positive and/or 'can do' attitude
- Specific requirements for employees to be:
 - Customer-focused; Dedicated; Ambitious; innovative; Helpful; Dependable; Willing to be of service
 - A 'team player'.

Language

There can be standards about the need for:

- All staff to be bi-lingual, in certain languages
- Certain employees to be bi-lingual or multi-lingual
- Workers to hold certification at a given level for second languages
- Some team members may need to be competent in sign language.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

Planning implementation of these standards may include:

- Acquiring necessary industry standards
- Conducting research to determine what other organisations require in relation to personal attributes of staff
- Identifying team-specific requirements that need to be addressed
- Developing written statements

(Continued)



Slide 173

Slide No	Trainer Notes
173.	<p>Trainer discusses Planning the implementation of these standards noting activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Acquiring necessary industry standards – as prepared by, for example: <ul style="list-style-type: none"> ▪ Peak industry bodies; Relevant authorities and agencies; Head office; Bodies/organisations that produce applicable standards/Codes ● Conducting research to determine what other organisations require in relation to personal attributes of staff – in terms of, for example: <ul style="list-style-type: none"> ▪ Codes used; Public statements and advertisements; interactions between employees; interactions with customers ● Identifying team-specific requirements that need to be addressed – in relation to, for example: <ul style="list-style-type: none"> ▪ Training needed for them to learn requirements; Advice and guidance required to attain and/or demonstrate requirements; Practical support to facilitate implementation of standards and/or enable required changes ● Developing written statements – that specify exact requirements for each standard that applies so: <ul style="list-style-type: none"> ▪ These can be used for recruiting and selecting workers; They are integrated into training of team members; They can be used as the basis for formal policies and procedures; These may be used in advertisements and handout or briefing information provided to tour groups.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

- Revising job/role specific documents so they reflect changed need
- Communicating/sharing these statements with team members
- Confirming management expectations regarding personal attributes
- Identifying public statements made by the organisation which may need to change to reflect these requirements



Slide 174

Slide No	Trainer Notes
174.	<p>Trainer continues to discuss Planning the implementation of these standards noting activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Revising job/role specific documents so they reflect changed need – which may require altering: <ul style="list-style-type: none"> ▪ Job specifications; Workplace checklists ● Communicating/sharing these statements with team members – and: <ul style="list-style-type: none"> ▪ Explaining rationale for them; Describing impact/s of failing to meet requirements; Identifying training available ● Confirming management expectations regarding personal attributes – by: <ul style="list-style-type: none"> ▪ Obtaining signoff on proposed standards; Obtaining budgets to support identified requirements ● Identifying public statements made by the organisation which may need to change to reflect these requirements, such as: <ul style="list-style-type: none"> ▪ Advertisements and promotional materials; Website; Workplace posters.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

Organising factors to support requirements may involve:

- Providing on-site facilities
- Trialling and (where necessary) revising draft documents
- Arranging checking of draft documents by industry peak bodies
- Preparing completed examples of final documents
- Arranging necessary training
- Identifying and scheduling monitoring activities



Slide 175

Slide No	Trainer Notes
175.	<p>Trainer discusses Organising relevant factors to support the requirements indicating this may involve:</p> <ul style="list-style-type: none"> ● Providing on-site facilities – to: <ul style="list-style-type: none"> ▪ Enable workers to maintain personal appearance; Allow team members to exercise; Facilitate learning of requirements such as language/s ● Trialling and (where necessary) revising draft documents ● Arranging checking of draft documents by industry peak bodies and/or agencies – to make sure they address all their needs ● Preparing completed examples of final documents – for team members to follow/refer to in day-to-day workplace practice ● Arranging necessary training ● Identifying and scheduling monitoring activities – to determine level of compliance and issues arising.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

Staffing the initiatives may entail:

- Recruiting and selecting suitable employees
- Training team members
- Including coverage of required personal attributes in standard staff-related management activities such as performance appraisals and team talks



Slide 176

Slide No	Trainer Notes
176.	<p>Trainer discusses Staffing the initiatives observing this management function may entail:</p> <ul style="list-style-type: none"> ● Recruiting and selecting suitable employees – who align with identified standards ● Training team members – so they: <ul style="list-style-type: none"> ▪ Know and understand requirements; Gain skills and knowledge needed to enable demonstration of requirements; Display stated attributes ● Including coverage of required personal attributes in standard staff-related management activities – such as: <ul style="list-style-type: none"> ▪ Performance appraisals ▪ Team talks.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

Directing activities associated with personal attributes may entail:

- Instructing team members and giving directions about, as the need arises, to meet required standards in a practical way
- Determining whether displayed attributes are acceptable or not
- Making decisions regarding practical implementation

(Continued)



Slide 177

Slide No	Trainer Notes
177.	<p>Trainer discusses Directing activities associated with personal attributes stating this may entail:</p> <ul style="list-style-type: none"> ● Instructing team members and giving directions about, as the need arises, to meet required standards in a practical way ● Determining whether displayed attributes are acceptable or not ● Making decisions regarding practical implementation – such as: <ul style="list-style-type: none"> ▪ When the identified standards need to apply – and when not ▪ To whom the identified standards need to apply – and to whom they do not need to apply ▪ Where (physically) they must be demonstrated – and where not.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

- Interpreting and explaining requirements with reference to specific contexts
- Advising team members of opportunities to learn about other/acceptable personal attributes
- Role modelling required/acceptable personal attributes



Slide 178

Slide No	Trainer Notes
178.	<p>Trainer continues to discuss Directing activities associated with personal attributes stating this may entail:</p> <ul style="list-style-type: none"> ● Interpreting and explaining requirements with reference to specific contexts ● Advising team members of opportunities to learn about other/acceptable personal attributes ● Role modelling required/acceptable personal attributes.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

Controlling implementation of personal attributes can require:

- Authorising release of team members to attend required training
- Ensuring documentation which contain the standards are available for reference by team members
- Allocating resources to underpin and enable standards to be met
- Checking team member adherence to requirements



(Continued)

Slide 179

Slide No	Trainer Notes
179.	<p>Trainer discusses Controlling implementation of personal attributes explaining this aspect of supervising can require:</p> <ul style="list-style-type: none">• Authorising release of team members to attend required training• Ensuring documentation which contain the standards are available for reference by team members• Allocating resources to underpin and enable standards to be met• Checking team member adherence to requirements.

Slide

Describe industry standards relating to personal attributes as they apply to the host enterprise workplace

- Providing constructive feedback to team members on their workplace personal attributes
- Determining if more, or different, standards are required on the basis of actual experience and/or customer and team member feedback about the standards
- Monitoring the implementation of personal attribute standards
- Making recommendations for improvement/s to personal attribute standards



Slide 180

Slide No	Trainer Notes
180.	<p>Trainer continues to discuss Controlling implementation of personal attributes explaining this aspect of supervising can require:</p> <ul style="list-style-type: none"> ● Providing constructive feedback to team members on their workplace personal attributes (as required) ● Determining if more, or different, standards are required on the basis of actual experience and/or customer and team member feedback about the standards ● Monitoring the implementation of personal attribute standards – see later slides ● Making recommendations for improvement/s to personal attribute standards – see later slides.

Slide

Monitor the implementation of personal attributes industry standards within the host enterprise workplace

Team leaders might find it useful to:

- Check team understanding of requirements
- Check practical implementation of requirements
- Check the training being delivered to show team members what is required



(Continued)

Slide 181

Slide No	Trainer Notes
181.	<p>Trainer suggests as part of the monitoring process team leaders may be required to (or find it useful to):</p> <ul style="list-style-type: none"> ● Check team understanding of requirements – which may entail: <ul style="list-style-type: none"> ▪ Questioning them about standards that apply in different situations, with different persons and/or at different times ▪ Asking them about generic requirements for display/demonstration of required personal attributes ▪ Conducting ‘spot tests’ in team meetings and/or briefings sessions ● Check practical implementation of requirements – by: <ul style="list-style-type: none"> ▪ Observing team members at work ▪ Judging observations against pre-determined benchmarks ● Check the training being delivered to show team members what is required (where appropriate) – to: <ul style="list-style-type: none"> ▪ Ensure actual requirements are being delivered in the training ▪ Make sure necessary supporting resources are available

Slide

Monitor the implementation of personal attributes industry standards within the host enterprise workplace

- Verify provision of required documents for team members
- Talk to stakeholders
- Check feedback received
- Keep in touch with bodies who established the industry standards



Slide 182

Slide No	Trainer Notes
182.	<p>Trainer continues suggesting as part of the monitoring process team leaders may be required to (or find it useful to):</p> <ul style="list-style-type: none"> ● Verify provision of required documents for team members – in terms of, for example: <ul style="list-style-type: none"> ▪ Copies of relevant Codes and legislation ▪ Advertisements and other materials which have been produced and which will create expectations in the minds of customers ● Talk to stakeholders – which should entail: <ul style="list-style-type: none"> ▪ Speaking with team members about their impression of how well they are demonstrating required standards/attributes ▪ Communicating with customers about personal attributes of team members who served them ▪ Seeking feedback from internal customers ● Check feedback received – which may be: <ul style="list-style-type: none"> ▪ Online feedback from customers ▪ Paper-based end-of-tour/stay/service feedback forms ▪ Verbal comments made by customers to staff ▪ Complaints and compliments received

- | | |
|--|--|
| | <ul style="list-style-type: none">• Keep in touch with bodies who established the industry standards – to, as appropriate:<ul style="list-style-type: none">▪ Seek their feedback on acceptability of organisational efforts to implement personal attribute standards▪ Identify whether new/revised standards in this respect have emerged▪ Participate in discussions about and/or trials of new personal attribute standards. |
|--|--|

Slide

Recommend improvements to personal attributes industry standards within the host enterprise workplace

Suggestions may revolve around:

- Amending personal presentation and/or dress rules and requirements
- Adding new or more/different facilities to the workplace
- Raising the level of requirements
- Conducting courses to assist workers with meeting the established standards as they apply to personal attributes



Slide 183

Slide No	Trainer Notes
----------	---------------

183.	<p>Trainer highlights possible suggestions can include:</p> <ul style="list-style-type: none"> ● Amending personal presentation and/or dress rules and requirements – by for example: <ul style="list-style-type: none"> ▪ Relaxing or tightening up a standard; Including an aspect which was not previously covered ▪ Removing a previous requirement ● Adding new or more/different facilities to the workplace – to support/enable and optimise team member compliance with requirements ● Raising the level of requirements – say, for: <ul style="list-style-type: none"> ▪ Health certification; Personal fitness; Language skills ● Conducting courses to assist workers with meeting the established standards as they apply to personal attributes – this always has to be undertaken in a sensitive manner as people become quickly upset and annoyed when told their ‘personal attributes’ are not up to standard.
------	---

Slide

Element 7 – Apply time management industry standards to team supervision

Performance Criteria for this Element are:

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



Slide 184

Slide No	Trainer Notes
184.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none">● Why is time management such an important issue in businesses and with customers?● What strategies do you employ to effectively manage your time?

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

Time management standards are important because they:

- Are integral to prioritising work, tasks and activities
- Are directly related to service provision in terms of delivering required products/services
- Can define the relationship and the respect the organisation has for/with its external customers



(Continued)

Slide 185

Slide No	Trainer Notes
185.	<p>Trainer explains the importance of time management standards because they:</p> <ul style="list-style-type: none"> ● Are integral to prioritising work, tasks and activities ● Are directly related to service provision in terms of delivering required products/services: <ul style="list-style-type: none"> ▪ On time ▪ When expected/scheduled ● Can define the relationship and the respect the organisation has for/with its external customers – that is: <ul style="list-style-type: none"> ▪ Customers are respected and valued in goods/services are delivered in a timely manner/when promised ▪ Customers are not respected and valued when things are late or delivered in a haphazard fashion.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

- Often provide the basis for ordering the sequence of work which is to take place
- Are commonly central to many industry contracts
- Form the basis of all/most of what happens in the industry



Slide 186

Slide No	Trainer Notes
186.	<p>Trainer continues to explain the importance of time management standards stating they:</p> <ul style="list-style-type: none"> ● Often provide the basis for ordering the sequence of work which is to take place – by relying on ‘other things’ being completed by a set time so <i>this</i> task can be completed ● Are commonly central to many industry contracts – meaning customers may be able to take legal action if agreed timelines are not met ● Form the basis of all/most of what happens in the industry – for example: <ul style="list-style-type: none"> ▪ Opening and closing times ▪ Tour departure times, ETAs at destinations and return, and ETDs from destinations ▪ Labour budgets.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

Time management industry standards relate to:

- Punctuality and attendance
- Preparedness to work reasonable overtime

(Continued)



Slide 187

Slide No	Trainer Notes
----------	---------------

187.	<p>Trainer indicates Industry standards relating to time management may include reference to Punctuality and attendance identifying this relates to:</p> <ul style="list-style-type: none"> ● Need for team members to arrive for work when rostered ● 'Being on time' means 'being 10 minutes early' ● Being in the 'right' location – which may be: <ul style="list-style-type: none"> ▪ Identified by the roster; As directed by management; As a result of using common sense to determine where attendance is needed ● Not leaving exactly when finishing time arrives if there is work still to do ● Making sure team members notify well in advance if they are unable to work when rostered.
------	--

Preparedness to work reasonable overtime

It is a standard requirement all team members work 'reasonable overtime' when requested/as the need to do so arises. Inherent in this standard are the following pre-requisites:

- Overtime must be paid – or suitable TOIL granted
- The overtime must not result in a risk to the employee's health/welfare
- Personal circumstances and family arrangements of the individual should be taken in to account
- Sufficient notice should be given of the need to work overtime
- There needs to be a valid reason to do the work.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

- Adherence to advertised times
- Completing timesheets

(Continued)



Slide 188

Slide No	Trainer Notes
188.	<p>Trainer discusses Adherence to advertised times noting this relates to the need for team members to:</p> <ul style="list-style-type: none"> ● Open business and department when advertised or legally obliged to do so ● Close businesses when there is a legislated obligation to do so ● Ensuring rooms are ready for incoming guests by check-in times ● Making sure tours/trips leave on time ● Maintaining the advertised itinerary for a trip/tour or activity. <p>Completing timesheets</p> <p>Industry standards may apply to:</p> <ul style="list-style-type: none"> ● Only claiming actual time worked ● Being accurate in the details entered ● Not completing another person's timesheet/not processing another person's timecard ● Filling in timesheets every day – rather than just once-a-week ● Obtaining required authorisation before claiming overtime ● Only taking breaks to which there is an entitlement – no more, no less but being intelligent about when they should be taken if there is work to do <i>at the scheduled break time.</i>

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

- Personal management of time
- Providing sufficient notice
- Addressing time wasting activities



Slide 189

Slide No	Trainer Notes
----------	---------------

189.

Trainer discusses **Personal management of time** saying requirements involve:

- Finishing allocated tasks on time
- Completing work in the required order/sequence
- Prioritising competing tasks
- Scheduling work to be done
- Setting goals
- Integrating personal goals with team goals
- Working harder
- Arriving for work earlier – and staying later.

Providing sufficient notice

This might relate to:

- Notifying people of action to take
- Advising of an upcoming/intended event so people can prepare
- Communicating with other employees in the organisation to keep them updated
- Letting people know about changed circumstances and/or planned activities in response.

Addressing time wasting activities

Standards may relate to:

- Allocating timelines and or limits to designated tasks
- Re-focussing the activities of others to get them back on track
- Taking action to ensure optimum use is made of available time
- Re-structuring and/or re-sequencing activities to make the total job more time efficient.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

Planning implementation of time management standards may include:

- Acquiring necessary industry standards
- Conducting research to determine what other organisations require in relation to time management
- Identifying team-specific requirements that need to be addressed
- Developing written statements



(Continued)

Slide 190

Slide No	Trainer Notes
190.	<p>Trainer talks about implementing time management standards presenting activities inherent in Planning their implementation may include:</p> <ul style="list-style-type: none"> ● Acquiring necessary industry standards ● Conducting research to determine what other organisations require in relation to time management – and the timelines they apply to a range of similar activities/tasks ● Identifying team-specific requirements that need to be addressed – in relation to, for example training needed for them to learn effective time management techniques ● Developing written statements – that specify exact requirements for each standard.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

- Revising job/role specific documents so they better accommodate changed time allocations
- Communicating/sharing time management protocols and requirements with team members
- Confirming management expectations regarding time management and the efficient and effective use of time
- Identifying public statements made by the organisation which may need to be accommodated regarding time/time management



Slide 191

Slide No	Trainer Notes
191.	Trainer continues to discuss planning implementation of time management standards: <ul style="list-style-type: none"> ● Revising job/role specific documents so they better accommodate changed time allocations ● Communicating/sharing time management protocols and requirements with team members ● Confirming management expectations regarding time management and the efficient and effective use of time ● Identifying public statements made by the organisation which may need to be accommodated regarding time/time management.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

Organising relevant factors to support the requirements may involve:

- Providing physical and financial resources necessary to allow work to be completed in the assigned time
- Trialling and revising draft documents
- Arranging checking of draft documents by industry peak bodies and/or agencies
- Preparing completed examples of final documents
- Identifying and scheduling monitoring activities



Slide 192

Slide No

Trainer Notes

192.

Trainer discusses **Organising relevant factors to support the requirements** stating this may involve:

- Providing physical and financial resources necessary to allow work to be completed in the assigned time
- Trialling and (where necessary) revising draft documents
- Arranging checking of draft documents by industry peak bodies and/or agencies – to make sure they address all their needs
- Preparing completed examples of final documents – for team members to follow/refer to in day-to-day workplace practice
- Identifying and scheduling monitoring activities – to determine level of compliance and issues arising.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

Staffing activities in relation to management can include:

- Recruiting and selecting employees who have demonstrated time management skills
- Training team members
- Providing 'sufficient' staff so required work can realistically be completed by the set/required time



Slide 193

Slide No	Trainer Notes
193.	<p>Trainer discusses Staffing directing this management function may entail:</p> <ul style="list-style-type: none"> ● Recruiting and selecting employees who have demonstrated time management skills ● Training team members – so they: <ul style="list-style-type: none"> ▪ Know and understand requirements ▪ Gain skills and knowledge needed to enable demonstration of requirements ▪ Display stated attributes ● Providing 'sufficient' staff so required work can realistically be completed by the set/required time.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

Directing activities associated with time management may entail:

- Demonstrating/role modelling effective and acceptable time management techniques
- Instructing team members and giving directions about meeting required standards in a practical way
- Determining whether actual time management outcomes are acceptable or not



(Continued)

Slide 194

Slide No	Trainer Notes
194.	Trainer discusses Directing activities associated with time management may entail: <ul style="list-style-type: none">• Demonstrating/role modelling effective and acceptable time management techniques and protocols• Instructing team members and giving directions about, as the need arises, to meet required standards in a practical way• Determining whether actual time management outcomes are acceptable or not.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

- Making decisions regarding practical time management
- Re-directing staff actions to more effective things or more urgent priorities
- Interpreting and explaining requirements with reference to specific contexts



Slide 195

Slide No	Trainer Notes
195.	<p>Trainer continues to discuss Directing activities associated with time management:</p> <ul style="list-style-type: none"> ● Making decisions regarding practical time management – such as: <ul style="list-style-type: none"> ▪ Re-scheduling/re-prioritising ▪ Responding to issues arising ● Re-directing staff actions to more effective things or more urgent priorities ● Interpreting and explaining requirements with reference to specific contexts.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

Controlling implementation of time management standards can require:

- Authorising release of team members to attend required training
- Ensuring documentation which contain the standards are available for reference
- Allocating resources to enable standards to be met
- Checking team member adherence to requirements



(Continued)

Slide 196

Slide No	Trainer Notes
196.	<p>Trainer discusses Controlling implementation of time management standards identifying this aspect of supervising can require:</p> <ul style="list-style-type: none">• Authorising release of team members to attend required training• Ensuring documentation which contain the standards are available for reference by team members• Allocating resources to underpin and enable standards to be met• Checking team member adherence to requirements.

Slide

Describe industry standards relating to time management as they apply to the host enterprise workplace

- Providing constructive feedback to team members
- Determining if more, or different, standards are required
- Monitoring implementation of time management standards
- Making recommendations for improvement/s to time management standards



Slide 197

Slide No	Trainer Notes
197.	<p>Trainer continues to discuss Controlling implementation of time management standards:</p> <ul style="list-style-type: none"> ● Providing constructive feedback to team members on their efforts at suitable workplace time management ● Determining if more, or different, standards are required on the basis of actual experience and/or customer and team member feedback about the standards ● Monitoring the implementation of time management standards – see later slides ● Making recommendations for improvement/s to time management standards – see later slides.

Slide

Monitor the implementation of time management industry standards within the host enterprise workplace

As part of the monitoring process team leaders may be required to:

- Set benchmarks for times in which services are to be completed
- Set targets for completion of work
- Compare 'actual' times against benchmarks and/or target s
- Check whether or not quality of service provision has suffered (or improved) as a result of timelines being applied



(Continued)

Slide 198

Slide No

Trainer Notes

198.

Trainer suggests as part of the monitoring process team leaders may be required to (or find it useful to):

- Set benchmarks for times in which nominated services are to be completed
- Set targets for completion of specified work
- Compare 'actual' times against benchmarks and/or target times
- Check whether or not *quality* of service provision has suffered (or improved) as a result of timelines being applied.

Slide

Monitor the implementation of time management industry standards within the host enterprise workplace

- Measure time taken for activities
- Check team understanding of requirements
- Check practical implementation of requirements
- Check the training being delivered to help staff complete work in given times



(Continued)

Slide 199

Slide No	Trainer Notes
199.	<p>Trainer continues to discuss monitoring of the implementation of time management industry standards within the host enterprise workplace:</p> <ul style="list-style-type: none"> ● Measure time taken for activities – so evidence used as the basis for discussion/analysis is definitely 'objective' evidence ● Check team understanding of requirements – which may entail: <ul style="list-style-type: none"> ▪ Questioning them about standards that apply in different situations, with different persons and/or at different times ▪ Conducting 'spot tests' in team meetings and/or briefings sessions ● Check practical implementation of requirements – by: <ul style="list-style-type: none"> ▪ Observing team members at work ● Judging observations against pre-determined benchmarks <ul style="list-style-type: none"> • Check the training being delivered to help staff complete work in given times.

Slide

Monitor the implementation of time management industry standards within the host enterprise workplace

- Verify provision of required documents for team members
- Talk to stakeholders
- Check feedback received
- Keeping in touch with bodies who established the industry standards



Slide 200

Slide No

Trainer Notes

200.

Trainer continues to discuss monitoring of the implementation of time management industry standards within the host enterprise workplace:

- Verify provision of required documents for team members – to help them meet timelines in terms of:
 - SOPs and working checklists; Timesheets
- Talk to stakeholders – which should entail:
 - Speaking with team members about their impression of how well they are managing their time
 - Communicating with customers about organisational time management from their perspective
 - Seeking feedback from internal customers
- Check feedback received – which may be:
 - Online feedback from customers
 - Paper-based end-of-tour/stay/service feedback forms
 - Verbal comments made by customers to staff
 - Complaints and compliments received

- | | |
|--|---|
| | <ul style="list-style-type: none">• Keeping in touch with bodies who established the industry standards – to, as appropriate:<ul style="list-style-type: none">▪ Seek their feedback on acceptability of organisational efforts to implement time management standards▪ Identify whether new/revised standards in this respect have emerged▪ Participate in discussions about and/or trials of new time management standards. |
|--|---|

Slide

Recommend improvements to time management industry standards within the host enterprise workplace

Suggestions for improvements might relate to:

- Amending the time allocated to certain tasks
- Changing arrival and departure times
- Altering opening and closing times



(Continued)

Slide 201

Slide No	Trainer Notes
201.	Trainer identifies suggestions for improvements might relate to: <ul style="list-style-type: none">• Amending the time allocated to certain tasks• Changing arrival and departure times• Altering opening and closing times.

Slide

Recommend improvements to time management industry standards within the host enterprise workplace

- Revising sequencing of activities to eliminate waiting times/delays
- Training staff in practices which will positively influence their actions in relation to time management/use
- Allocating more staff to certain areas/jobs at certain times to reduce waiting times/delays



(Continued)

Slide 202

Slide No	Trainer Notes
202.	<p>Trainer continues to identify suggestions for improvements:</p> <ul style="list-style-type: none"> ● Revising sequencing of activities to eliminate waiting times/delays ● Training staff in practices which will positively influence their actions in relation to time management/use ● Allocating more staff to certain areas/jobs at certain times to reduce waiting times/delays.

Slide

Recommend improvements to time management industry standards within the host enterprise workplace

- Informing team members time wasting activities will not be tolerated
- Prioritising/re-prioritising time management to reflect/better reflect organisational goals
- Reducing or eliminating non-essential work from workplace tasks



Slide 203

Slide No

Trainer Notes

203.

Trainer continues to identify suggestions for improvements.

Slide

Element 8 – Apply compliance requirement industry standards to team supervision

Performance Criteria for this Element are:

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



Slide 204

Slide No	Trainer Notes
204.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● What does 'compliance' mean and what does it apply to? ● What problems are likely to occur if compliance requirements are not met?

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

Industry standards relating to compliance are important because failure to comply:

- Can result in a law being broken
- May mean a contract has been breached
- Could result in the business being de-registered or closed down by the authorities



(Continued)

Slide 205

Slide No	Trainer Notes
205.	<p>Trainer states Industry standards relating to compliance are important because failure to comply:</p> <ul style="list-style-type: none"> ● Can result in a law being broken – meaning: <ul style="list-style-type: none"> ▪ The organisation may be fined or have other penalties given to it ▪ Owners and/or senior management may be found guilty of an offence and be prosecuted ● May mean a contract has been breached – meaning: <ul style="list-style-type: none"> ▪ The other party might be able to sue for damages ▪ The other party may take the organisation to court to get an injunction requiring them to complete/undertake certain work ● Could result in the business being de-registered or closed down by the authorities – whose regulations/laws have not been complied with because, for example: <ul style="list-style-type: none"> ▪ Necessary fees have not been paid ▪ Required permits or licences have not been obtained ▪ Important paperwork has not been completed or processed.

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

- Will damage the positive relationships an organisation has with its joint-venture partners or agents
- Can reduce public/customer confidence in the organisation



Slide 206

Slide No	Trainer Notes
206.	<p>Trainer continues highlighting Industry standards relating to compliance are important because failure to comply:</p> <ul style="list-style-type: none"> ● Will damage the positive relationships an organisation has with its joint-venture partners or agents – potentially leading to: <ul style="list-style-type: none"> ▪ Loss of trust ▪ Lack of cooperation ▪ Refusal to enter into similar arrangements in the future ● Can reduce public/customer confidence in the organisation – if the non-compliance becomes public and they: <ul style="list-style-type: none"> ▪ Lose faith in the way the business is being conducted ▪ Infer a lack of attention to detail in other (operational) of the business that directly affect them and their experience.

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

Industry standards relating to compliance may include reference to:

- Health, safety and welfare
- Risk management

(Continued)



Slide 207

Slide No

Trainer Notes

207.

Trainer explains industry standards relating to compliance may include reference to **Health, safety and welfare** (workplace health and safety or occupational health and safety) and this may relate to:

- Requirement to comply with all host country HSW legislation – as obligations apply to:
 - Physical resources; Workers; Members of the public
- Need for management to create and maintain a safe workplace compete with:
 - Safe working practices and processes; Safe materials
- Establishment of an internal WHS structure with, for example, safety representatives and committees
- Need for generic, organisation-wide safety WHS training plus team-/job-specific safety training
- Provision of necessary personal protective equipment and clothing to be supplied
- Mandatory reporting of accidents, incidents and 'near misses'
- Regular safety-related inspections.

Risk management

This will commonly require the organisation/team to implement standard risk management protocols :

- Risk identification
- Risk assessment and evaluation
- Development of risk control options.

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

- Emergency management
- Compliance with regulators' requirements

(Continued)



Slide 208

Slide No	Trainer Notes
208.	<p>Trainer discusses Emergency management explaining this relates to the need to:</p> <ul style="list-style-type: none"> ● Assess circumstances facing the organisation/team to determine possible emergency situations they face – and the level of threat they pose ● Develop Emergency Management Plans for every identified emergency situation ● Acquire or develop necessary resources to enable each EMP ● Train team members in the implementation of every EMP – and conduct regular/scheduled drills ● integrate EMPs into standard business/team activities ● Ensure customers are advised regarding plans that have been developed to cater for their safety. <p>Compliance with regulators' requirements</p> <p>The requirements in this regard relate to:</p> <ul style="list-style-type: none"> ● Registering the business/organisation as required – and keeping the registration valid and current ● Paying necessary fees and charges ● Acquiring required certificates, permits and licences ● Participating in mandatory inspections and audits

- | | |
|--|--|
| | <ul style="list-style-type: none">• Responding positively to regulator directions/orders to make changes to the business to:<ul style="list-style-type: none">▪ Enhance level of compliance; address instances of non-compliance• Completing and forwarding required documentation and/or statistics. |
|--|--|

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

- Records and data management
- Contracts and agreements



Slide 209

Slide No	Trainer Notes
209.	<p>Trainer discusses Records and data management noting requirements in this regard involve:</p> <ul style="list-style-type: none"> ● Establishment of a system compliant with mandated requirements of controlling authorities and agencies ● Controlling access to and distribution of data to meet privacy and confidentiality requirements ● Protecting data/systems to prevent loss of information – or corruption of data ● Maintaining and updating records and data as required ● Generating necessary evidence to prove compliance with mandated requirements ● Storing and securing data/information for the required time as prescribed by different, relevant authorities. <p>Contracts and agreements</p> <p>This might relate to:</p> <ul style="list-style-type: none"> ● Stated commitment ('formal statement') to honour and abide by all obligations imposed by contracts and agreements – and for the organisation to be a 'good corporate citizen' ● Establishment of internal structure/personnel to manage contracts and agreements ● Development of checklists to guide/direct activities in the management of contracts and agreements

- | | |
|--|--|
| | <ul style="list-style-type: none">• Development of 'fair and reasonable' protocols to address instances where non-compliance is raised by a third party – or statement committing the business to adherence to a designated Code of Practice/Conduct• Avoidance of 'conflict of interest' with nominated other parties. |
|--|--|

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

Planning implementation of compliance standards can involve:

- Determining compliance standards/requirements
- Identifying team-specific requirements to be addressed
- Developing written statements
- Liaising with authorities and agencies
- Scheduling recurring requirements



Slide 210

Slide No	Trainer Notes
210.	<p>Trainer introduces implementation of compliance standards discussing Planning their implementation by noting activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Determining necessary industry compliance standards/requirements – as required: <ul style="list-style-type: none"> ▪ Under legislation; By individual regulators given the nature of the organisation, the activities they conduct and the products/services they offer ● Identifying team-specific requirements that need to be addressed – in relation to, for example training needed for them to learn: <ul style="list-style-type: none"> ▪ Compliance obligations; Techniques/protocols to enable compliance ● Developing written statements – that specify exact actions required by: <ul style="list-style-type: none"> ▪ The organisation and/or team; Individuals within the business/team ● Liaising with authorities and agencies – to: <ul style="list-style-type: none"> ▪ Determine requirements; Identify compliance protocols ● Scheduling recurring requirements – so they are not overlooked, in terms of actions such as: <ul style="list-style-type: none"> ▪ Paying fees and charges; Completing and forwarding paperwork; registering and/or registering the business and/or workers.

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

Organising factors to support implementation of compliance requirements may involve:

- Providing physical and financial resources
- Trialling and revising draft protocols
- Arranging checking of draft documents by industry peak bodies/agencies
- Preparing completed examples of final documents
- Identifying and scheduling monitoring activities



Slide 211

Slide No	Trainer Notes
211.	<p>Trainer discusses Organising relevant factors to support the requirements which may involve:</p> <ul style="list-style-type: none"> ● Providing physical resources to comply with legislated and other obligations ● Providing financial resources necessary – to support: <ul style="list-style-type: none"> ▪ Development of compliant operational protocols; Monitoring and review of policies and procedures ▪ Revision to protocols and updating of other resources as required; Staff/team training ● Trialling and (where necessary) revising draft protocols (plans, policies and procedures) ● Arranging checking of draft documents by industry peak bodies and/or agencies – to make sure they address compulsory requirements and necessary expectations ● Preparing completed examples of final documents – for team members to follow/refer to in day-to-day workplace practice ● Identifying and scheduling monitoring activities – to determine level of compliance and issues arising.

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

The Staffing management function may entail:

- Recruiting and selecting employees
- Training team members
- Providing 'sufficient' staff



Slide 212

Slide No	Trainer Notes
----------	---------------

212.

Trainer discusses **Staffing** explaining this management function may entail:

- Recruiting and selecting employees – who:
 - Have required skills and knowledge
 - Will fill nominated compliance-related roles in the business
- Training team members – so they:
 - Know and understand requirements
 - Gain skills and knowledge needed to enable demonstration of requirements
 - implement required protocols
 - Know how to monitor workplace activities, report and respond effectively to instances of non-compliance
- Providing 'sufficient' staff – so all compliance obligations can be met.

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

Directing activities associated with compliance issues may entail:

- Demonstrating/role modelling personal compliance with requirements
- Making decisions on behalf of, or in consultation with team members
- Monitoring workers activities
- Advising staff/team members about changes/updates to compliance requirements



Slide 213

Slide No	Trainer Notes
213.	<p>Trainer discusses Directing activities associated with compliance issues saying this may entail:</p> <ul style="list-style-type: none"> ● Demonstrating/role modelling personal compliance with requirements – as these might apply to: <ul style="list-style-type: none"> ▪ Organisational requirements/protocols and standards/criteria ▪ Legislated obligations ▪ Responsibilities imposed by contracts and agreements ● Making decisions on behalf of, or in consultation with team members – to: <ul style="list-style-type: none"> ▪ Avoid foreseeable problems/non-compliance ▪ Effectively address/respond to identified instances of non-compliance ● Monitoring workers activities – and telling teams/members what to do to optimise/enable compliance ● Advising staff/team members about changes/updates to compliance requirements – and how to meet changed situations/obligations.

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

- Controlling implementation of compliance standards can require
- Disciplining team for failing to comply with requirements
- Providing additional training to team members who need it
- Conducting/participating in compliance audits and inspections
- Checking to ensure scheduled actions have been completed as and when required
- Maintaining records as evidence of compliance



(Continued)

Slide 214

Slide No

Trainer Notes

214.

Trainer discusses **Controlling implementation of compliance standards** advising this aspect of supervising can require:

- Disciplining team members for failing to comply with stated requirements
- Providing additional, refresher or top-up training to team members who request/need it
- Conducting and/or participating in compliance audits and inspections
- Checking to ensure scheduled actions have been completed as and when required
- Maintaining records as evidence of compliance.

Slide

Describe industry standards relating to compliance requirements as they apply to the host enterprise workplace

- Authorising release of team members to attend required training
- Allocating resources to enable standards to be met
- Checking team member adherence to requirements
- Monitoring implementation of compliance requirements
- Making recommendations for improvement/s to compliance requirements/industry standards



Slide 215

Slide No	Trainer Notes
215.	Trainer continues to discuss Controlling implementation of compliance standards: <ul style="list-style-type: none"> ● Authorising release of team members to attend required training ● Allocating resources to underpin and enable standards to be met ● Checking team member adherence to requirements ● Monitoring the implementation of compliance requirements – see later slides ● Making recommendations for improvement/s to compliance requirements/industry standards – see later slides.

Slide

Monitor the implementation of compliance requirement industry standards within the host enterprise workplace

As part of the monitoring process team leaders may be required to:

- Double-check contents of documentation forwarded to agencies/authorities and relevant other third parties
- Verify required actions have been undertaken on/by the prescribed date
- Obtain and/or store or file proof of taking action to meet compliance requirements



(Continued)

Slide 216

Slide No	Trainer Notes
216.	<p>Trainer suggests as part of the monitoring process team leaders may be required to (or find it useful to):</p> <ul style="list-style-type: none">• Double-check contents of documentation forwarded to agencies/authorities and relevant other third parties• Verify required actions have been undertaken on/by the prescribed date• Obtain and/or store or file proof (such as receipts for payments made; acknowledgement of receipt of online notifications) of taking action to meet compliance requirements.

Slide

Monitor the implementation of compliance requirement industry standards within the host enterprise workplace

- Check with authorities/agencies and other third parties that the actions being taken by the organisation/team are, indeed, compliant
- Conduct scheduled/formal workplace compliance inspections
- Undertake supplementary informal workplace 'spot' checks and observations of team member actions/performance

(Continued)



Slide 217

Slide No	Trainer Notes
217.	<p>Trainer continues to discuss monitoring activities:</p> <ul style="list-style-type: none"> ● Check with authorities/agencies and other third parties that the actions being taken by the organisation/team is, indeed, compliant ● Conduct scheduled/formal workplace compliance inspections ● Undertake supplementary informal workplace 'spot' checks and observations of team member actions/performance,

Slide

Monitor the implementation of compliance requirement industry standards within the host enterprise workplace

- Check team understanding of requirements
- Verify provision of required documents for team members
- Attend information meetings conducted by agencies/authorities
- Read information and updates supplied by agencies/authorities



Slide 218

Slide No	Trainer Notes
218.	<p>Trainer continues to discuss monitoring activities:</p> <ul style="list-style-type: none"> ● Check team understanding of requirements – which may entail: <ul style="list-style-type: none"> ▪ Questioning them about standards that apply ▪ Conducting 'spot tests' ● Verify provision of required documents for team members – to help them meet compliance obligations ● Attend information meetings conducted by agencies/authorities ● Read information and updates supplied by agencies/authorities – including reports forwarded to the business following an audit, inspection, incident or other event.

Slide

Recommend improvements to compliance requirement industry standards within the host enterprise workplace

Suggestions for improvement may include:

- Inviting inspectors/officers from agencies and authorities to visit the workplace and talk about compliance requirements
- Introducing new or different workplace inspection and/or audit routines and regimes
- Revising operational protocols to make them compliant/more compliant

(Continued)



Slide 219

Slide No	Trainer Notes
219.	<p>Trainer advises suggestions for improvement may include:</p> <ul style="list-style-type: none"> ● Inviting inspectors/officers from agencies and authorities to visit the workplace and talk to management and teams about compliance requirements ● Introducing new or different workplace inspection and/or audit routines and regimes ● Revising operational protocols to make them compliant/more compliant.

Slide

Recommend improvements to compliance requirement industry standards within the host enterprise workplace

- Purchasing resources to underpin enhanced levels of compliance
- Developing new or revised inspection or other operational schedules
- Training team members as required to assist with meeting compliance demands



(Continued)

Slide 220

Slide No	Trainer Notes
220.	Trainer continues identifying possible recommendations for improvement: <ul style="list-style-type: none">● Purchasing resources to underpin enhanced levels of compliance● Developing new or revised inspection or other operational schedules● Training team members as required to assist with meeting compliance demands.

Slide

Recommend improvements to compliance requirement industry standards within the host enterprise workplace

- Adding extra staff so the potential for compliance in those tasks is increased/optimised
- Outsourcing activities the organisation shown it is unable to discharge in a compliant manner
- Withdrawing from activities where it has proved to be difficult, expensive or impossible to meet compliance standards



Slide 221

Slide No	Trainer Notes
221.	<p>Trainer continues identifying possible recommendations for improvement:</p> <ul style="list-style-type: none"> ● Adding extra staff to nominated activities so the potential for compliance in those tasks is increased/optimised ● Outsourcing activities that the organisation/team has shown it is unable to discharge in a compliant manner ● Withdrawing the organisation or the team from activities where it has proved to be difficult, expensive or impossible to meet compliance standards.

Slide

Element 9 – Apply ethical behaviour industry standards to team supervision

Performance Criteria for this Element are:

- Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace
- Monitor the implementation of ethical behaviour industry standards within the host enterprise workplace
- Recommend improvements to ethical behaviour industry standards within the host enterprise workplace



Slide 222

Slide No	Trainer Notes
222.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● What are ethical standards and why are they important to businesses and customers? ● What might happen if required ethical standards are not met?

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

Industry standards relating to ethical requirements are important because failure to comply:

- Can result in a law being broken
- May result in the organisation being refused permission to join an industry body or scheme
- Often adversely impacts the image and brand of the business
- Will damage the positive relationships an organisation has with all its external stakeholders



Slide 223

Slide No	Trainer Notes
223.	<p>Trainer indicates Industry standards about ethical requirements are important because failure to comply:</p> <ul style="list-style-type: none"> ● Can result in a law being broken – as many require businesses and employees to operate in ethical ways ● May result in the organisation being refused permission to join an industry body or scheme (or being ejected from it if they are already a member) – as ethical behaviour, as prescribed by that body/scheme, can be a fundamental and non-negotiable element of their operation ● Often adversely impacts the image and brand of the business – when the business acts in a way that is contradictory to public statements or other promises they have made ● Will damage the positive relationships an organisation has with all its external stakeholders – which can manifest itself as: <ul style="list-style-type: none"> ▪ Anger from customers about the way they have been treated or way staff have acted ▪ Unwillingness of other businesses to work with, support or send business to the organisation ▪ Extra attention being paid to the organisation by government authorities, agencies and regulatory bodies.

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

Key issues in relation to compliance with ethical standards include:

- Need for team members to be honest in all their dealings under all circumstances
- Need for workers to ensure they comply with all operational policies that cover issues relating to specified ethical behavior as required by the employer



(Continued)

Slide 224

Slide No

Trainer Notes

224.

Trainer presents information about Industry standards relating to ethical standards noting they may include reference to:

Honesty

This key topic may relate to:

- Team members telling the truth when they speak to/sell to customers – and respond to queries
- Accuracy in commentaries and destination provided
- Truth in advertising – so there is no false, deceptive or misleading advertisements, promotions or statements about products and services sold
- Claims and statements made about the experience and qualifications of team members – so there is no embellishment of staff knowledge or credentials
- Total disclosure – when (from example) advertisements are developed, quotations are provided, prices are shown, conditions are described and expectations are created.

Operational policies

Ethical behaviour standards might apply to:

- Gratuities – meaning, for example, team members will not ask for tips or act in a way that indicates customers are expected to tip them
- Refunds – requiring team members to implement organisational policies and procedures in this regard exactly as they are written and intended to be applied
- Changes to bookings – so employees:
 - Willingly accommodate changes requested by customers where possible
 - Do not penalise customers for changing their bookings (otherwise in accordance with stated policies in this regard)
- Cancellations of bookings – where team members do not apply cancellation charges when they know a cancelled trip, seat, ticket or room can be sold to someone else even though company policy ('terms and conditions') indicate a fee is payable.

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

- Taking action to care for/sustain the planet, conserve resources and generally be environmentally sensitive and responsible
- Being a good, responsible corporate citizen that 'does the right thing'
- Demonstrating transparency and accountability in all dealing with all stakeholders



Slide 225

Slide No	Trainer Notes
225.	<p>Trainer continues discussing ethical standards with reference to Environmental issues</p> <p>Ethical standards in this regard can involve team members:</p> <ul style="list-style-type: none"> ● Taking action to care for the environment – by only using environmentally sensitive practices and products ● Leading by example – when taking tours so the organisation's stated commitments to sustainability and responsible tourism are visible to tour group members and local people ● Working in such a way that saves resources/minimises waste – and generally reduces the impact of the business on the environment ● Monitoring customers to ensure their actions respect the environment – supporting this requirement with relevant demonstrations and suitable advice. <p>Corporate citizenship</p> <p>This means being a good corporate citizen – which can mean:</p> <ul style="list-style-type: none"> ● Obeying local laws ● Paying taxes and required fees and charges ● Employing locals ● Paying accounts/bills on time ● 'Doing the right thing.'

Transparency and accountability

Ethical considerations in relation to these issues must manifest themselves in a practical way in team member/organisations dealings with:

- Other employees within the business
- Customers and members of the public
- Local communities
- Other businesses
- Government agencies and authorities.

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

Activities in planning implementation of these standards may involve:

- Determining necessary industry ethical standards/requirements
- Identifying team-specific requirements that need to be addressed
- Developing written statements
- Liaising with authorities and agencies



Slide 226

Slide No	Trainer Notes
226.	<p>Trainer introduces need for Implementing ethical behaviour standards discussing Planning their implementation and advising activities inherent in this phase of the process may include:</p> <ul style="list-style-type: none"> ● Determining necessary industry ethical standards/requirements – as required: <ul style="list-style-type: none"> ▪ Under legislation; Through statements made by industry peak groups/bodies to which the business belongs; By Codes of Practice/Conduct to which the organisation subscribes ● Identifying team-specific requirements that need to be addressed – in relation to, for example training needed for them to learn: <ul style="list-style-type: none"> ▪ Required ethical standards, practices, behaviour and requirements ▪ Techniques/protocols to enable compliance ● Developing written statements – that specify exact actions required by: <ul style="list-style-type: none"> ▪ The organisation and/or team ▪ Individuals within the business/team ● Liaising with authorities and agencies – to: <ul style="list-style-type: none"> ▪ Determine requirements ▪ Obtain advice on practices that comply with requirements.

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

Organising relevant factors to support ethical behaviour standards requirements may involve:

- Providing physical resources to comply with legislated and other obligations
- Providing financial resources necessary
- Trialling draft protocols
- Checking of documents by industry bodies/agencies
- Preparing completed examples of final documents
- Identifying and scheduling monitoring activities



Slide 227

Slide No	Trainer Notes
227.	<p>Trainer discusses Organising relevant factors to support the requirements advising this may involve:</p> <ul style="list-style-type: none"> ● Providing physical resources to comply with legislated and other obligations ● Providing financial resources necessary – to support: <ul style="list-style-type: none"> ▪ Development of compliant operational protocols ▪ Monitoring and review of policies and procedures ▪ Revision to protocols and updating of other resources as required ▪ Staff/team training ● Trialling and (where necessary) revising draft protocols (plans, policies and procedures) ● Arranging checking of draft documents by industry peak bodies and/or agencies – to make sure they address compulsory requirements and necessary expectations ● Preparing completed examples of final documents – for team members to follow/refer to in day-to-day workplace practice ● Identifying and scheduling monitoring activities – to determine level of compliance and issues arising.

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

The management function of staffing may entail:

- Ensuring all new employees are made aware of the required ethical behaviour as part of the recruitment and selection process
- Training team members
- Counselling, disciplining and/or training employees
- Providing 'sufficient' staff



Slide 228

Slide No	Trainer Notes
228.	<p>Trainer discusses Staffing observing this management function may entail:</p> <ul style="list-style-type: none"> ● Ensuring all new employees are made aware of the required ethical behaviour as part of the recruitment and selection process ● Training team members – so they: <ul style="list-style-type: none"> ▪ Know and understand requirements ▪ Gain skills and knowledge needed to enable demonstration of requirements ▪ implement required protocols ▪ Know how to monitor workplace activities, report and respond effectively to instances of non-compliance ● Counselling, disciplining and/or training employees – where non-compliance with required ethical standards/behaviour are noted ● Providing 'sufficient' staff – so all obligations can be met.

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

Directing activities associated with ethical behaviour may entail:

- Demonstrating/role modelling personal compliance with requirements
- Instructing team members on actions and/or options to demonstrate/implement required standards of behaviour
- Monitoring workers activities
- Advising staff/team members about changes/updates to ethical behaviour requirements



Slide 229

Slide No	Trainer Notes
229.	<p>Trainer discusses Directing activities associated with ethical behaviour noting this may entail:</p> <ul style="list-style-type: none"> ● Demonstrating/role modelling personal compliance with requirements ● Instructing team members on actions and/or options to demonstrate/implement required standards of behaviour ● Monitoring workers activities – and telling teams/members what to do to optimise/demonstrate ethical behaviour ● Advising staff/team members about changes/updates to ethical behaviour requirements – and how to meet changed situations/obligations.

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

Controlling implementation of ethical behaviour can require:

- Disciplining team members for failing to comply
- Providing additional training to those who request/need it
- Actively investigating claims or known instances where required standards have not been met
- Checking to ensure required behaviour is demonstrated



(Continued)

Slide 230

Slide No	Trainer Notes
230.	<p>Trainer discusses Controlling implementation of ethical behaviour highlighting this aspect of supervising can require:</p> <ul style="list-style-type: none"> ● Disciplining team members for failing to comply with stated requirements ● Providing additional, refresher or top-up training to team members who request/need it ● Actively investigating claims or known instances where required ethical standards/behaviour have not been met ● Checking to ensure required behaviour is demonstrated as and when required.

Slide

Describe industry standards relating to ethical behaviour as they apply to the host enterprise workplace

- Maintaining records of complaints and compliments relating to ethical behaviour
- Authorising release of team members to attend required training
- Allocating resources to enable standards to be met
- Checking team member adherence to requirements
- Monitoring implementation of ethical behaviour requirements
- Making recommendations for improvement/s to ethical behaviour requirements/industry standards



Slide 231

Slide No	Trainer Notes
231.	<p>Trainer continues to discuss Controlling implementation of ethical behaviour highlighting this aspect of supervising can require:</p> <ul style="list-style-type: none"> ● Maintaining records of complaints and compliments relating to ethical behaviour – and which may be used as evidence of compliance with requirements in this regard ● Authorising release of team members to attend required training ● Allocating resources to underpin and enable standards to be met ● Checking team member adherence to requirements ● Monitoring the implementation of ethical behaviour requirements – see later slides ● Making recommendations for improvement/s to ethical behaviour requirements/industry standards – see later slides.

Slide

Monitor the implementation of ethical behaviour industry standards within the host enterprise workplace

As part of the monitoring process team leaders may be required to:

- Check complaints and compliments received
- Observe team members at work
- Review quotations and advertisements prepared by the team/organisation

(Continued)



Slide 232

Slide No	Trainer Notes
232.	<p>Trainer suggests as part of the monitoring process team leaders may be required to (or find it useful to):</p> <ul style="list-style-type: none">• Check complaints and compliments received• Observe team members at work – interaction with internal and external customers• Review quotations and advertisements prepared by the team/organisation.

Slide

Monitor the implementation of ethical behaviour industry standards within the host enterprise workplace

- Participate in tours to gain first-hand experience of implementation of sustainable tourism and environmentally-sensitive practices
- Approach customers to solicit their views on the ethical behaviour of team members
- Check with authorities/agencies and industry bodies to ensure behaviour of staff/the organisation complies
- Conduct scheduled/formal workplace observations and inspections



(Continued)

Slide 233

Slide No	Trainer Notes
233.	<p>Trainer continues to present activities involved in the monitoring process:</p> <ul style="list-style-type: none"> ● Participate in tours to gain first-hand experience of implementation of sustainable tourism and environmentally-sensitive practices ● Approach customers to solicit their views on the ethical behaviour being demonstrated by team members towards them ● Check with authorities/agencies and industry bodies to ensure behaviour of staff/the organisation complies with their ethical behaviour requirements ● Conduct scheduled/formal workplace observations and inspections.

Slide

Monitor the implementation of ethical behaviour industry standards within the host enterprise workplace

- Undertake supplementary informal workplace 'spot' checks
- Check team understanding of requirements
- Verify provision of required documents for team members
- Attend information meetings conducted by agencies/authorities and industry bodies
- Read information and updates which impact on required ethical behaviour standards



Slide 234

Slide No

Trainer Notes

234.

Trainer continues to present activities involved in the monitoring process:

- Undertake supplementary informal workplace 'spot' checks and observations of team member actions/performance
- Check team understanding of requirements – which may entail:
 - Questioning them about standards that apply
 - Conducting 'spot tests'
- Verify provision of required documents for team members – to help them meet ethical behaviour standards
- Attend information meetings conducted by agencies/authorities and industry bodies and schemes
- Read information and updates which impact on required ethical behaviour standards – supplied by agencies/authorities and relevant other third parties.

Slide

Recommend improvements to ethical behaviour industry standards within the host enterprise workplace

Suggestions for improvements in this area may relate to :

- Inviting inspectors/officers from agencies and authorities to visit the workplace and talk about ethical conduct and related requirements and practice
- introducing new or different workplace behaviour standards
- Changing advertisements and training to make them align with requirements
- Revising operational protocols to make them more environmentally sensitive or sustainable



(Continued)

Slide 235

Slide No	Trainer Notes
235.	<p>Trainer advises suggestions for improvements in this area may relate to:</p> <ul style="list-style-type: none"> ● Inviting inspectors/officers from agencies and authorities to visit the workplace and talk to management and teams about ethical conduct and related requirements and practice ● introducing new or different workplace behaviour standards ● Changing advertisements and training to make them align (more/better) with requirements ● Revising operational protocols to make them more environmentally sensitive or sustainable.

Slide

Recommend improvements to ethical behaviour industry standards within the host enterprise workplace

- Training team members as required
- Revising handouts or other materials provided to customers that have been identified as containing errors, untruths or omissions
- Seeking comment from stakeholders regarding their current expectations of employee ethical behaviour as they may have changed over time



Slide 236

Slide No	Trainer Notes
----------	---------------

236.

Trainer continues to indicate suggestions for improvements in this area may relate to:

- Training team members as required to assist with meeting required ethical behaviours
- Revising handouts or other materials provided to customers (or other third parties) that have been identified as containing errors, untruths or omissions which can be seen as misleading or deceptive
- Seeking comment from stakeholders regarding their current expectations of employee ethical behaviour as they may have changed over time and/or as they may vary dependent on situations and conditions.

Slide

Element 10 – Apply relevant other industry standards to team supervision

Performance Criteria for this Element are:

- Describe relevant other industry standards as they apply to the host enterprise workplace
- Monitor the implementation of relevant other industry standards within the host enterprise workplace
- Recommend improvements to relevant other industry standards within the host enterprise workplace



Slide 237

Slide No	Trainer Notes
237.	<p>Trainer identifies for trainees the Performance Criteria for this Element, as listed on the slide.</p> <p>Class Activity – General Discussion</p> <p>Trainer leads a general class discussion by asking questions such as:</p> <ul style="list-style-type: none"> ● What other types/classifications of industry standards do you know of that apply to team behaviour/activities in the workplace/your industry sector?

Slide

Describe relevant other industry standards as they apply to the host enterprise workplace

There can be a need for some team leaders to have to comply with:

- Standards specific to individual industry sectors
- Standards specific to individual enterprises
- Standards specific to individual situations



Slide 238

Slide No	Trainer Notes
238.	<p>Trainer observes there can be a need for some team leaders to have to comply with:</p> <ul style="list-style-type: none"> ● Standards specific to individual industry sectors – where, for example: <ul style="list-style-type: none"> ▪ The travel labour division has different requirements to the food production labour division ▪ Tour operators have different requirements to front office ● Standards specific to individual enterprises – where the day-to-day, operational protocols of different businesses differ based on criteria such as their: <ul style="list-style-type: none"> ▪ Size and/or geographical location ▪ Target market/s and/or products and services offered ▪ Previous experience and/or actions of competitors ● Standards specific to individual situations – where, for example: <ul style="list-style-type: none"> ▪ The requirements that apply in the event of an emergency differ from those that apply at times when there is no emergency ▪ The requirements that apply when there are heavy levels of customer demand are different to those which apply when trade is slow.

Slide

Describe relevant other industry standards as they apply to the host enterprise workplace

Commonly these standards may be imposed as a result of:

- The nature of the industry and business
- Decisions made by owners or senior management about the operation of the business
- Commercial arrangements an enterprise may have entered into



Slide 239

Slide No	Trainer Notes
239.	<p>Trainer advises commonly these standards may be imposed as a result of:</p> <ul style="list-style-type: none"> ● The nature of the industry and business – and the way it operates combined with customer/guest expectations and legal obligations ● Decisions made by owners or senior management about the operation of the business – based on personal preference and/or considerations relating to the concepts of Duty of Care and Due Diligence ● Commercial arrangements an enterprise may have entered into – such as joint venture undertakings, franchise agreements, licensing requirements and head office imperatives.

Slide

Describe relevant other industry standards as they apply to the host enterprise workplace

In order to determine the need to comply with other industry standards it is necessary to:

- Develop a comprehensive knowledge and understanding of the industry, products and services, customer expectations and legislated responsibilities
- Talk to senior managers and owners of the business
- Obtain and read copies of all commercial agreements by which the organisation is bound and has an obligation to comply



Slide 240

Slide No	Trainer Notes
240.	<p>Trainer states in order to determine the need to comply with other industry standards it is necessary to:</p> <ul style="list-style-type: none">• Develop a comprehensive knowledge and understanding of the industry, its products and services, customer expectations and the legislated responsibilities that apply• Talk to senior managers and owners of the business – and read all the operational protocols (policies, procedures, checklists, work practices, performance criteria and similar) that have been approved for implementation• Obtain and read copies of all commercial agreements by which the organisation is bound and has an obligation (moral or legal) to comply.

Slide

Monitor the implementation of relevant other industry standards within the host enterprise workplace

As part of the monitoring process team leaders may be required to:

- Observe staff performances at times when conditions which trigger implementation of the other standards have occurred
- Capture feedback from customers at times when they are receiving products and service from team members under 'other standards' conditions
- Talk to representatives of organisations with whom the business has developed commercial arrangements



(Continued)

Slide 241

Slide No

Trainer Notes

241.

Trainer suggests as part of the monitoring process team leaders may be required to (or find it useful to):

- Observe staff performances at times when conditions which trigger implementation of the other standards have occurred
- Capture feedback from customers at times when they are receiving products and service from team members under 'other standards' conditions – such as during certain events, at busy times or during an emergency
- Talk to representatives of organisations with whom the business has developed commercial arrangements – to determine their input regarding application of agreed/required standards.

Slide

Monitor the implementation of relevant other industry standards within the host enterprise workplace

- Compare actual workplace performance of other standards against relevant legislation
- Calculate expenses involved in order to comply with other standards
- Undertake formal research to determine what action is being taken in this regard by competitors



(Continued)

Slide 242

Slide No

Trainer Notes

242.

Trainer continues to discuss the monitoring process:

- Compare actual workplace performance of other standards against the legislation it is expected to comply with
- Calculate the expenses involved in order to comply with other standards to identify their cost-effectiveness – in order to determine if changes need to be made or to work out whether it is more cost-effective to *intentionally* (if possible and/or if agreed to by management) not comply in the future
- Undertake formal research to determine what action is being taken in this regard by competitors – so a benchmark comparison can be made.

Slide

Monitor the implementation of relevant other industry standards within the host enterprise workplace

- Communicate with relevant government agencies/authorities and industry peak bodies
- Analyse relevant sales and operational performance data as it applies to the periods when the other standards are being implemented
- Speak with team members who have implemented the required other standards



Slide 243

Slide No	Trainer Notes
243.	<p>Trainer continues to discuss the monitoring process:</p> <ul style="list-style-type: none"> ● Communicate with relevant government agencies/authorities and industry peak bodies – to identify if any changes to standard practice have occurred and/or are being recommended ● Analyse relevant sales and operational performance data as it applies to the periods when the other standards are being implemented – such as evaluating the income generated, the number of units sold, the frequency and duration of customer contacts, and/or the number, type and severity of incidents which have occurred ● Speak with team members who have implemented the required other standards – to obtain their thoughts on effectiveness, ideas for improvement, and issues arising.

Slide

Recommend improvements to relevant other industry standards within the host enterprise workplace

Suggestions for improvements may relate to:

- Withdrawing from nominated commercial agreements
- Negotiating changed terms/conditions to certain commercial arrangements
- Meeting with relevant third parties
- Employing staff with new/revised skills, knowledge and experience

(Continued)



Slide 244

Slide No

Trainer Notes

244.

Trainer indicates suggestions for improvements may relate to:

- Withdrawing from nominated commercial agreements – which are proving to be onerous or impossible to comply with
- Negotiating changed terms/conditions to certain commercial arrangements – where obligations imposed are difficult or expensive to meet
- Meeting with relevant third parties – to discuss and explain difficulties experienced in meeting the standards they require, seeking their input as to how more positives and mutually acceptable outcomes can be achieved
- Employing staff with new/revised skills, knowledge and experience – or providing training to provide those requirements.

Recommended training equipment

Sample workplace documents/documentations – including:

- Organisational charts
- Position descriptions and job specifications
- Personnel files
- Performance appraisal documentation
- Public statements – such as organisational Mission Statements, Vision Statements and Core Value Statements
- Franchise agreements
- Licensing arrangements
- Commercial arrangements
- Operational policies and procedures for the organisation
- On-tour policies and procedures (for tours and activities)
- Contracts of employment
- Written warnings
- Accident and incident reports
- Staff handbooks
- Business plans (all types and levels)
- QA protocols
- Product specifications
- Menus and drink lists
- Tour and travel advertisements and promotional materials
- Induction and orientation programmes
- Succession planning
- Recruitment and selection of staff
- Workplace inspection sheets and checklists
- Emergency Management Plans
- Terms and Conditions of tours and travel
- Tour commentaries
- Handouts and information distributed, provided or shown to customers prior to or as part of tour/trip
- Commitments to sustainable travel/tourism
- Meetings agendas and minutes.

Copies of industry-relevant documents – such as:

- Contracts
- Codes of Practice, Conduct, Ethics and/or Behaviour for tour group members, tourists and/or visitors
- Relevant legislation
- Product and service information
- Quotations
- Itineraries
- Sales proposals
- Invoices
- Receipts
- Range of internal, operational reports
- Tour schedules
- Licences and permits.

Sample workplace training materials – notes, texts, handouts, training schedules, attendance rolls/registers, and budgets

Copies of industry standards used in workplaces as these apply to:

- Customer service (service provision/delivery)
- Training and personal development
- Document presentation/Style Guides
- Visitor and tour group behaviour
- Personal attributes of employees
- Time management
- Compliance with legislation and other mandatory requirements
- Ethical behaviour of the organisation and employees.

Relevant personal protective equipment and clothing

Sample Material Safety Data Sheets

Instructions for Trainers for using PowerPoint – Presenter View

Connect your laptop or computer to your projector equipment as per manufacturers' instructions.

In PowerPoint, on the **Slide Show** menu, click **Set up Show**.

Under Multiple monitors, select the Show Presenter View check box.

In the **Display slide show** on list, click the monitor you want the slide show presentation to appear on.

Source: <http://office.microsoft.com>

Note:

In Presenter View:

You see your notes and have full control of the presentation

Your trainees only see the slide projected on to the screen

More Information

You can obtain more information on how to use PowerPoint from the Microsoft Online Help Centre, available at:

<http://office.microsoft.com/training/training.aspx?AssetID=RC011298761033>

Note Regarding Currency of URLs

Please note that where references have been made to URLs in these training resources trainers will need to verify that the resource or document referred to is still current on the internet. Trainers should endeavour, where possible, to source similar alternative examples of material where it is found that either the website or the document in question is no longer available online.

Appendix – ASEAN acronyms

AADCP	ASEAN – Australia Development Cooperation Program
ACCSTP	ASEAN Common Competency Standards for Tourism Professionals
AEC	ASEAN Economic Community
AMS	ASEAN Member States
ASEAN	Association of Southeast Asian Nations
ASEC	ASEAN Secretariat
ATM	ASEAN Tourism Ministers
ATPMC	ASEAN Tourism Professionals Monitoring Committee
ATPRS	ASEAN Tourism Professional Registration System
ATFTMD	ASEAN Task Force on Tourism Manpower Development
CATC	Common ASEAN Tourism Curriculum
MRA	Mutual Recognition Arrangement
MTCO	Mekong Tourism Coordinating office
NTO	National Tourism Organisation
NTPB	National Tourism Professional Board
RQFSRS	Regional Qualifications Framework and Skills Recognition System
TPCB	Tourism Professional Certification Board

William
Angliss
Institute | Specialist centre
for foods, tourism
& hospitality



**Australian
Aid** 