Conduct a night audit

D1.HFO.CL2.06

Trainer Guide

Australian Aid

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William Angliss Institute

Specialist centre for foods, tourism & hospitality

Conduct a night audit

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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:

<u>Competency Based Training (CBT)</u>

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, 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: CONDUCT A NIGHT AUDIT	**NOMINAL HOURS:** 25
UNIT NUMBER: D1.HFO.CL2.06	
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to appreciate the role of a night auditor and to undertake reconciliations of transactions and records and the generation of reports within an accommodation property	
ELEMENTS AND PERFORMANCE CRITERIA	**UNIT VARIABLE AND ASSESSMENT GUIDE**
Element 1: Identify the role of a night auditor ***1.1*** Describe the *activities undertaken by a night auditor* ***1.2*** Describe the *responsibilities of a night auditor* **1.3** Locate the position of night auditor within the enterprise ***1.4*** Identify the *experience required by a night auditor* **1.5** Interpret *enterprise policies and procedures* that apply to the delivery of night auditor functions **1.6** Identify and explain *the role of communication in night auditor activities* **Element 2: Process internal financial transactions** **2.1** Verify that all relevant *financial transactions* have been posted **2.2** *Validate transactions and charges* that have been posted	**Unit Variables** 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 This unit applies to all industry sectors that conduct night audits within the labour divisions of the hotel and travel industries and may include: 1. Front Office *Activities undertaken by a night auditor* might include: • Posting, balancing and reconciling internal financial transactions • Providing general front office services, including check-in and check-out of guests • Dealing with room allocation, account settlement and other specific guest services related to accommodation and rooming requirements • Preparing cash for banking • Generating internal management reports. Responsibilities of a night auditor will include: • Adhering to internal codes of conduct, policies and procedures

2.3 *Post charges to guest accounts* **2.4** *Reconcile posting of transactions* within the areas of responsibility **2.5** Identify and *resolve discrepancies* in the posting of internal charges ***2.6*** Implement requirements of *internal financial systems and controls* **2.7** Check room status and reconcile variations **2.8** Secure, record and prepare funds for banking **Element 3: Verify occupancy position of the property** **3.1** Check and *validate room status* **3.2** Investigate discrepancies in room status **3.3** Adjust *internal records* to reflect actual room status **Element 4: Contribute to management decisions** ***4.1*** Prepare *management and operational reports* **4.2** Distribute reports internally according to enterprise requirements **4.3** Monitor and evaluate night auditing duties to provide feedback to management on opportunities for improvement	• Performing front office manager duties during their shift • Undertaking night auditor functions • Assuming leadership during times of emergency at the premises during the night shift • Dealing with guest queries and complaints • Organising night staff meetings • Liaising with security personnel to ensure the safety and security of guests and property. *Experience required by a night auditor* may be related to: • Front office and reception experience • Operation of front office reservation and other electronic systems • Accounting, cash handling and cash control procedures • Posting of charges and internal protocols relating to validation of charges and their allocation to the correct accounts/folios • Staff management and customer/guest contact skills. *Enterprise policies and procedures* might include: • Safety and internal security of guests and property • Financial protocols, including internal cash control and external banking procedures • Guest relationships • Emergency management and protocols during an emergency • Guest behaviour • Discretionary authorities when dealing with guests and resolving complaints • Staff management and discipline • Free of charge rooms (FOC) policy. *The role of communication in night auditor activities* should relate to: • Internal communication with guests

	• Internal communication with staff and other management personnel • External communication with security, emergency services, media and other relevant support agencies • Generation of internal management and operational reports. *Financial transactions* may include: • Payments made by guests, such as account settlement, advanced deposits • Charges to guest accounts, such as food and beverage, entertainment, room service, mini bar, gift shops, sporting facilities, disbursements, laundry, functions, meeting rooms • Voucher use, complimentary services. *Validate transactions and charges* may relate to: • Checking accuracy of charges • Ensuring allocation of monies and charges to correct accounts, departments and budget lines/codes, as appropriate • Ensuring all legitimate charges are posted • Sighting and verifying supporting documentation. *Post charges to guest accounts* must include: • Operating the in-house system to record legitimate charges against appropriate guest accounts. *Reconcile posting of transactions* may include: • Ensuring all entries balance in accordance with internal financial control systems used by the host enterprise • Producing physical proof that reconciliation has occurred.

	Resolve discrepancies may relate to: • Remedying situations where guest name does not match room given • Remedying situations where incorrect prices have been levied and/or posted • Remedying situations where incorrect prices have been calculated • Resolving incorrect postings, such as postings to incorrect guest folio • Addressing situations where charges exceed house/guest limits • Resolving system errors. *Internal financial systems and controls* may include: • Balancing and making up petty cash • Preparing and checking cash floats • Effecting debtor control. *Validate room status* may include: • Confirming actual room status against system representation of room status • Physical inspection and investigation of rooms • Cross-matching internal source documents against indicative room status. *Internal records* may include: • Room status files/boards • Guest folios • Registration cards • Paper-based and electronic files • Operational reports reflecting room occupancy, such as housekeeping reports which may include ‘in-house activity report’, ‘departure report’, ‘room status report’.

	Management and operational reports will depend on the size and nature of the property and may include: • Arrivals, departures and no show reports • Room status report • Special requests report • Occupancy-related reports, including forecast report, multiple/double occupancy report, bed and room occupancy report • Guest lists by name and room • Commission-related reports, such as travel agent's commission report, commission payable • Special packages report, sales and performance report, including sales returns and foreign currency activity • Market segment report • Supplier activity, including booking source activity • Rooms out-of-order report • Revenue reports, such as daily room revenue summary report, daily revenue summary report, weekly trading summary, monthly trading summary, year-to-date report • In-house activity report, outlining rooms occupied; expected departures and stay-overs; expected arrivals; walk-ins and no-shows; rooms available; percentage occupancy by room and beds,' free of charge (FOC) rooms; out-of-order rooms; single and multiple occupancy. **Assessment Guide** The following skills and knowledge must be assessed as part of this unit: • Knowledge of the enterprise's policies and procedures in regard to night auditing • Knowledge of the principles of accounting and financial controls, including knowledge of financial reporting cycles and protocols • Ability to accurately review, check, post and analyse trading data, statistics and guest charges

- Knowledge of the role of night auditing in the overall operational and financial management of the property
- Ability to generate daily operational reports as required by the host enterprise
- Ability to use financial control processes and procedures as they apply to front office posting of transactions and the reconciliation process
- Ability to use the front office reservations system and all allied computer systems needed to operate front office in the host enterprise
- Ability to process guests on arrival and on departure
- Ability to implement the emergency management plan for the host establishment
- Full product knowledge relating to the services, facilities and products offered by the host enterprise
- Ability to identify and rectify night auditing discrepancies.

Linkages To Other Units

- Maintain financial standards and records
- Manage and resolve conflict situations
- Provide accommodation services
- Maintain guests' financial records
- Process a financial sale transaction
- Operate a computerised reservation system.

Critical Aspects of Assessment

Evidence of the following is essential:

- Demonstrated ability to process, post, validate and check internal charges to guest accounts
- Demonstrated ability to identify and resolve common discrepancies and variances with posted charges

	• Demonstrated ability to operate the host enterprise computerised front office reservation and financial systems • Demonstrated ability to prove and reconcile daily room status • Demonstrated ability to generate and disseminate nominated internal management and operational reports. **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 • Actual or simulated workplace application of front office and night auditing protocols. **Resource Implications** Training and assessment to include access to a real or simulated workplace, but must include the use of actual front office reservation and financial systems, source documents and guest accounts, trading data, simulated discrepancies and variances with documentation, balances and room status representations; 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 • Portfolio evidence • Problem solving • Role plays

- Third party reports completed by a supervisor
- Project and assignment work.

Key Competencies in this Unit

Level 1 = competence to undertake tasks effectively

Level 2 = competence to manage tasks

Level 3 = competence to use concepts for evaluating

Key Competencies	Level	Examples
Collecting, organising and analysing information	3	Gather internal information and source documentation; determine validity and accuracy of files, information and documentation
Communicating ideas and information	2	Negotiate with guests as night manager; advise management of financial and operational issues and problems and recommend solutions
Planning and organising activities	2	Schedule and prioritise work to be done
Working with others and in teams	2	Cooperate with relevant internal departments and personnel to obtain, clarify, validate and reconcile data
Using mathematical ideas and techniques	3	Calculate statistics, balance transactions and generate operational reports
Solving problems	2	Resolve variations and discrepancies; make recommendations to management to address night audit issues
Using technology	2	Use internal accounting and front office systems and software

Notes and PowerPoint slides

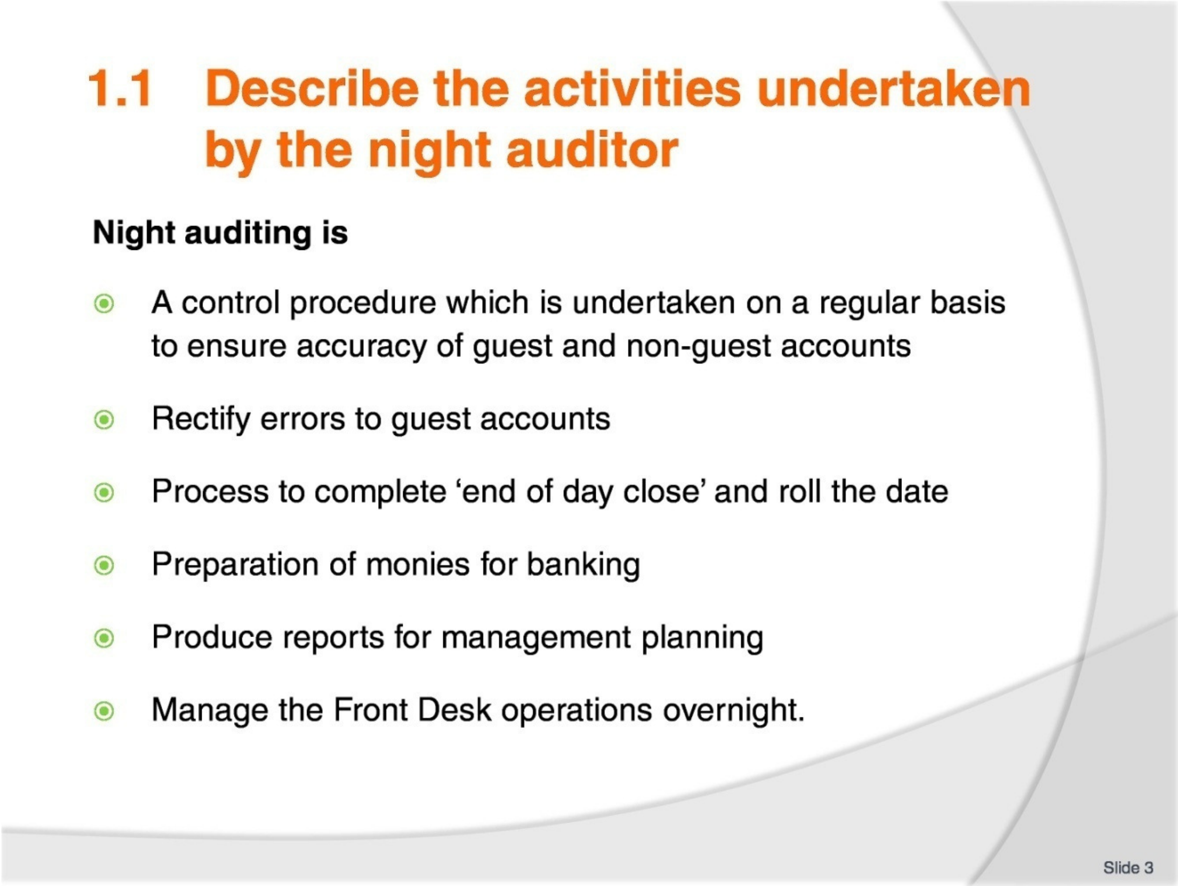
Slide


Slide No	Trainer Notes
1.	Trainer welcomes the trainees and informs them that they will be learning how to conduct a night audit.

Slide

Slide No	Trainer Notes
2.	Trainer advises students this element identifies the role of the nigh auditor.

Slide



Slide No	Trainer Notes
3.	The main function of the night auditor's role is to audit financial transactions, which is the process of checking and reviewing all financial and non-financial transactions to determine accuracy. The process of night audit usually occurs during the overnight shift and will also require the night auditor to fulfil some reception duties, possibly also cashiering, portering and even room service or housekeeping duties. The Night Auditor will also have to prepare reports which may relate to occupancy, sales performance and break up by department. The Night auditor will be responsible for reconciling the cash and preparing the cash for banking.

Slide

1.1 Describe the activities undertaken by the night auditor

Night auditing is

- Manage the Front Desk operations overnight
  - Reception duties - e.g. late check in, walk-ins and departures
  - Customer requests for housekeeping, room service or porter services.

Slide 4

Slide No	Trainer Notes
4.	The process of night audit usually occurs during the overnight shift and will also require the night auditor to fulfil some reception duties, late check-in, walk-in and departures. Other duties include cashiering, portering and even room service or housekeeping duties.

Slide

1.2 Describe the responsibilities of a night auditor

11:00 pm - Night Audit Shift

- Handover with afternoon Reception [check-in] Shift
- Open Cashier
- Count Night Audit Float
- Reception and other duties
  - Answer phone, answer guest queries, taking reservations, security checks, processing late charges and no shows, processing outstanding charges and payments.

Slide 5

Slide No	Trainer Notes
5.	**11:00 pm - Night Audit Shift** **1.Handover with PM Reception Shift** Pass on all information from the previous shift e.g. who is there still to check-out or check-in? **2.Open Cashier** The Night Audit has to open their 1St cashier as they have to use cashiering in Fidelio. **3.Count Night Audit Float** Night Audit shift has to have a float too. This also has to be counted and recorded. **4.Reception and other duties** Answer phone, answer guest queries, taking reservations, security checks, processing late charges and no shows, processing outstanding charges and payments.

Slide

1.2 Describe the responsibilities of a night auditor

- Count floats for AM and PM shifts
- Audit and balance all financial transactions
- Prepare documentation
- Batching
- Reconciliation

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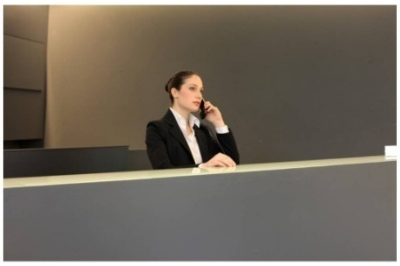


Slide 6

Slide No	Trainer Notes
6.	**Class discussion**

Count Floats from AM and PM shifts

Night Audit counts all floats to make sure the receptionist is correct and not taking money**.**

Audit and balance all financial transactions

This is the main job for Night Audit; they are to take AM and PM shifts' work and make sure there are no errors that have been made during the day.

Prepare documentation: At this stage you need to:

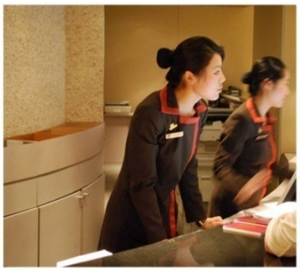
a. Gather together all Source Documents and Vouchers from the AM and PM shifts
b. Batching - separate them into each type of department
c. Go to Fidelio and print the report "Journal by department Code" for every department code and also the "Banking Report" (this will show all Credit Card totals)
d. Reconcile each Source Document
e. Balance all departments
f. Balance all shifts
g. Verify Room Rates
h. Post Room Rates

	i. Perform Close of Day Procedures: • Deposit the banking for the day • Back up the system • Rollover trading • Generate and Distribute Audit Reports • 07:00 handover with Morning [check-out] Shift.

Slide

1.2 Describe the responsibilities of a night auditor

- Balance all departments
- Balance all shifts
- Verify and Post Room Rates
- Perform Close of Day Procedures
- Generate and Distribute Audit Report.



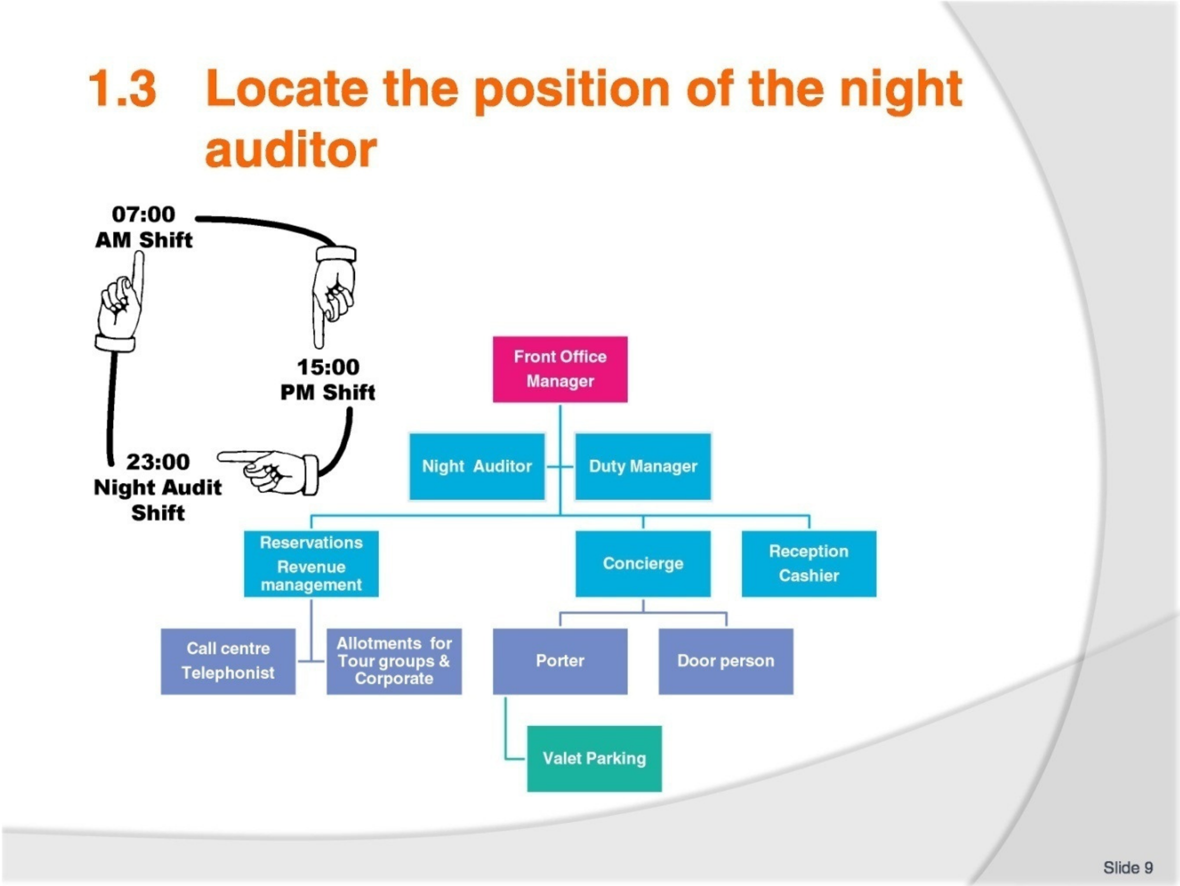
Slide 7

Slide No	Trainer Notes
7.	Clarify with trainees and difficult phrases or concepts e.g. ‘balance’, ‘post’, ‘audit’.

Slide

Slide No	Trainer Notes
8.	Use Activity 1 ‘Batch and tally’ handout found in the attached word document.

Slide



Slide No	Trainer Notes
9.	The night auditor reports to the front office manager. As an auditor the night auditor may also liaise with the Finance Department. Also takes the Duty manager responsibility for the night shift in some Hotels if the General manager or CEO lives off site the Night Auditor will take on those responsibilities too.

Slide

1.4 Identify the experience required by the night auditor

- Accountancy skills
- Numeracy and bookkeeping skills
- Front Office reception skills
- Customer relations skills.

Slide 10

Slide No	Trainer Notes
10.	An important part of the role of the front office and the night auditor is to maintain the financial records. This requires numeracy and bookkeeping skills and accountancy knowledge. The night auditor will also need experience with all the duties of the front-desk.

Slide

1.5 Interpret enterprise policies and procedures that apply to the delivery of night auditor functions

- Policies for handling cash
- Policies for handling Credit charges
- Policies for contract corporate charges
- Policies for risk management.

Slide 11

<table>
<tr><th>Slide No</th><th>Trainer Notes</th></tr>
<tr><td>11.</td><td>
A Hotel or Resort will establish procedures for managing financial system accuracy and security to help reduce the likelihood of theft or loss.
Use in-house policies as examples.

Policy for cash
Handling
Storage
Banking

Policy for Credit charges
Pre-authorisation
Surcharges
Policy for Corporate contract charges
Company charge back
Policies for risk management
Power failure
Loss.

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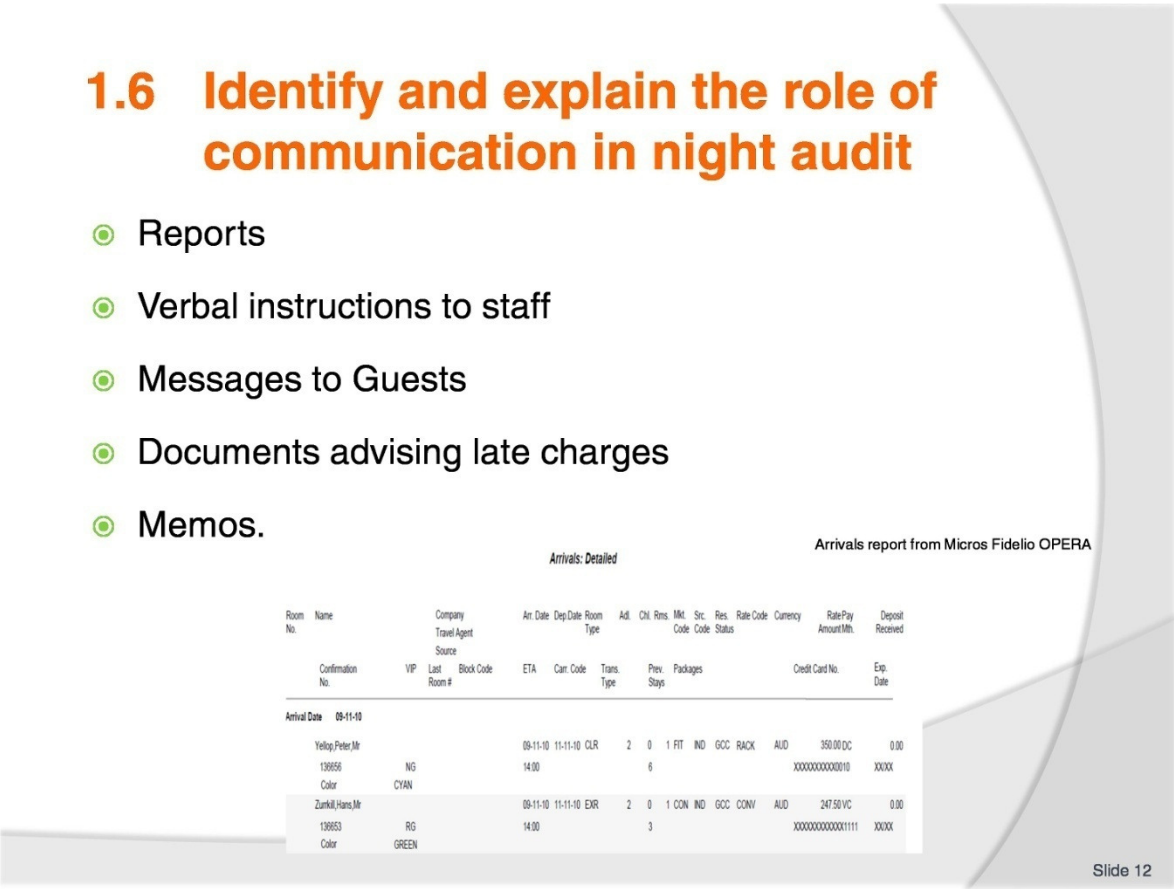
</table>

Slide



Slide No	Trainer Notes
12.	Written information is essential as Night Auditor works overnight when staff are off duty The night auditor will communicate with management through the reports and statistics.

Slide

Element 2
Process internal financial transactions

Slide 13

Slide No	Trainer Notes
13.	Trainer to give brief introduction to this section of the unit.

Slide

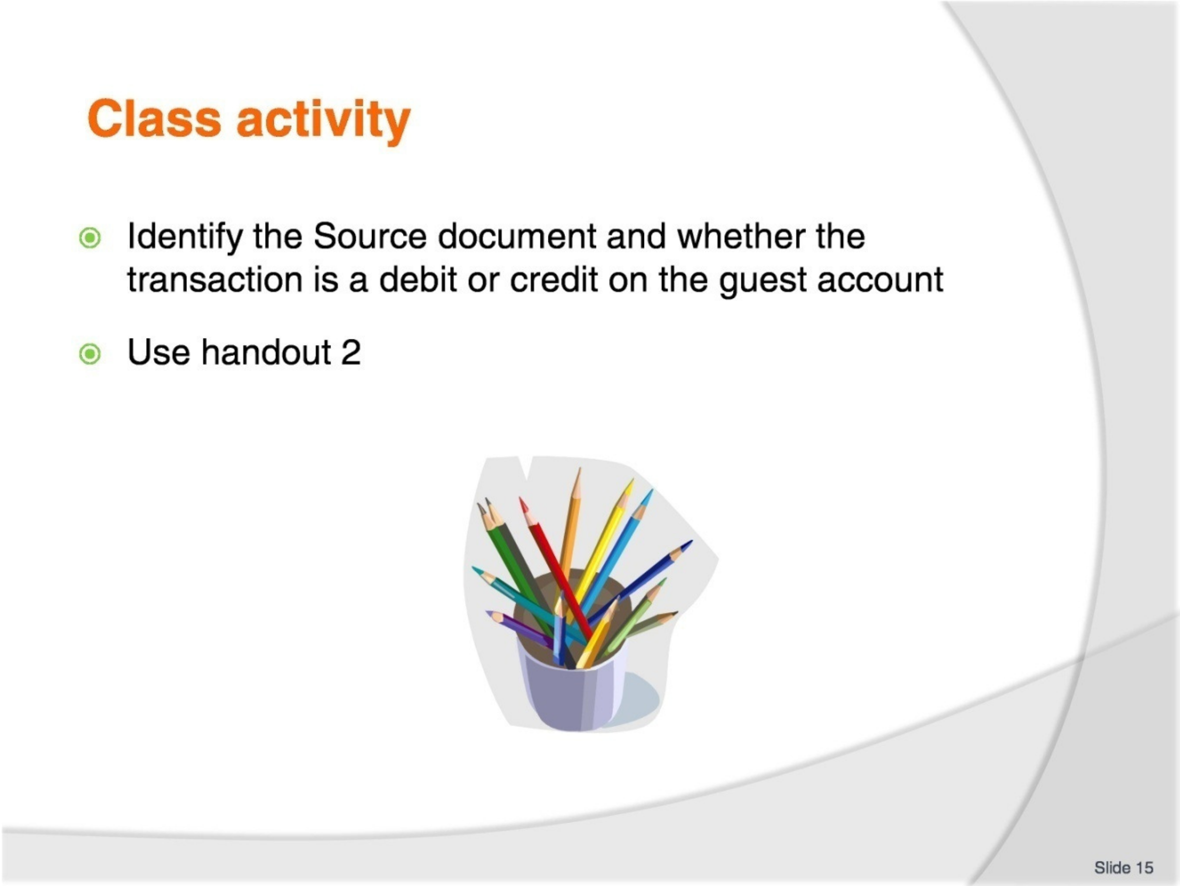
2.1 Verify that all relevant financial transactions have been posted.

- All financial transactions are checked to verify charges have been posted accurately
- Check source documents.

Slide 14

Slide No	Trainer Notes
14.	Trainees to discuss in pairs: What are likely to be some of the source documents?

Slide



Slide No	Trainer Notes
15.	Use Activity 2 handout to complete activity. • How would you process the following transactions? • Where applicable, state whether the transaction is a credit or a debit. For example, a charge posted to a guest's account also registers on the corresponding department account. The charge is a debit and will increase the guest's account *and* increase the department account.

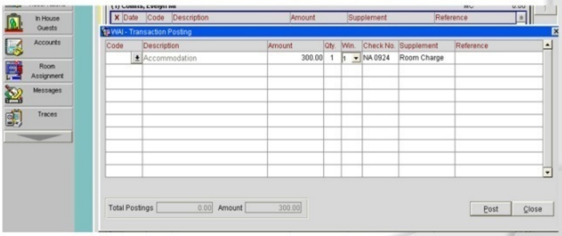
Slide

2.2 Validate transactions and charges that have been posted

All financial transactions should have a traceable audit trail.

- Cash register record
- Coding links
- Time stamps
- Reference description
- Complimentary items.

Posting screen from Micros Fidelio OPERA



Slide 16

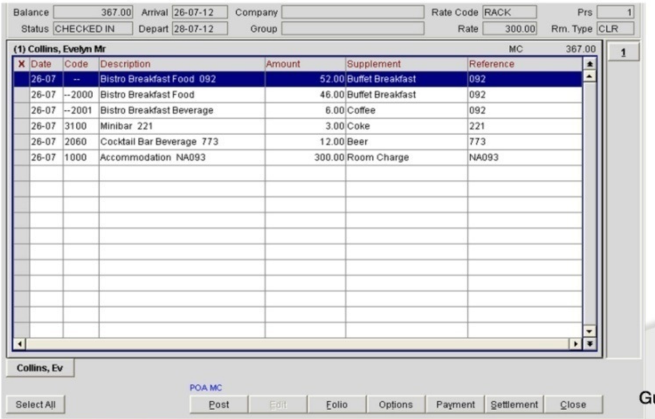
Slide No	Trainer Notes
16.	Discuss the concept of a 'traceable audit trail' with trainees. • Why is this important to auditors?

Slide

2.3 Post charges to guest accounts

Posting is the addition of charges to a guest account

- Posting charges to Guests' accounts
- Amounts are linked to Departments and services.



Guest folio from Micros Fidelio OPERA

Slide 17

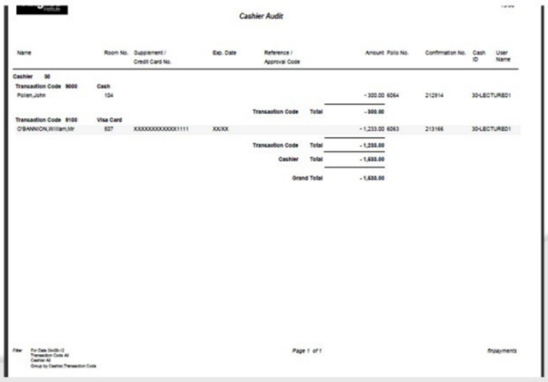
Slide No	Trainer Notes
17.	Posting is the Record of the details of a financial transaction - either a charge or a payment on a guest's account. Charges are posted to a guest's account when each department transfers the charges incurred in the department that shift to the front office, or if the charge has been processed on a POS terminal. • Point out to trainees the different sections on a guest account.

Slide

2.4 Reconcile posting of transactions within the areas of responsibility

Compare Cash register record to a Guest account entry

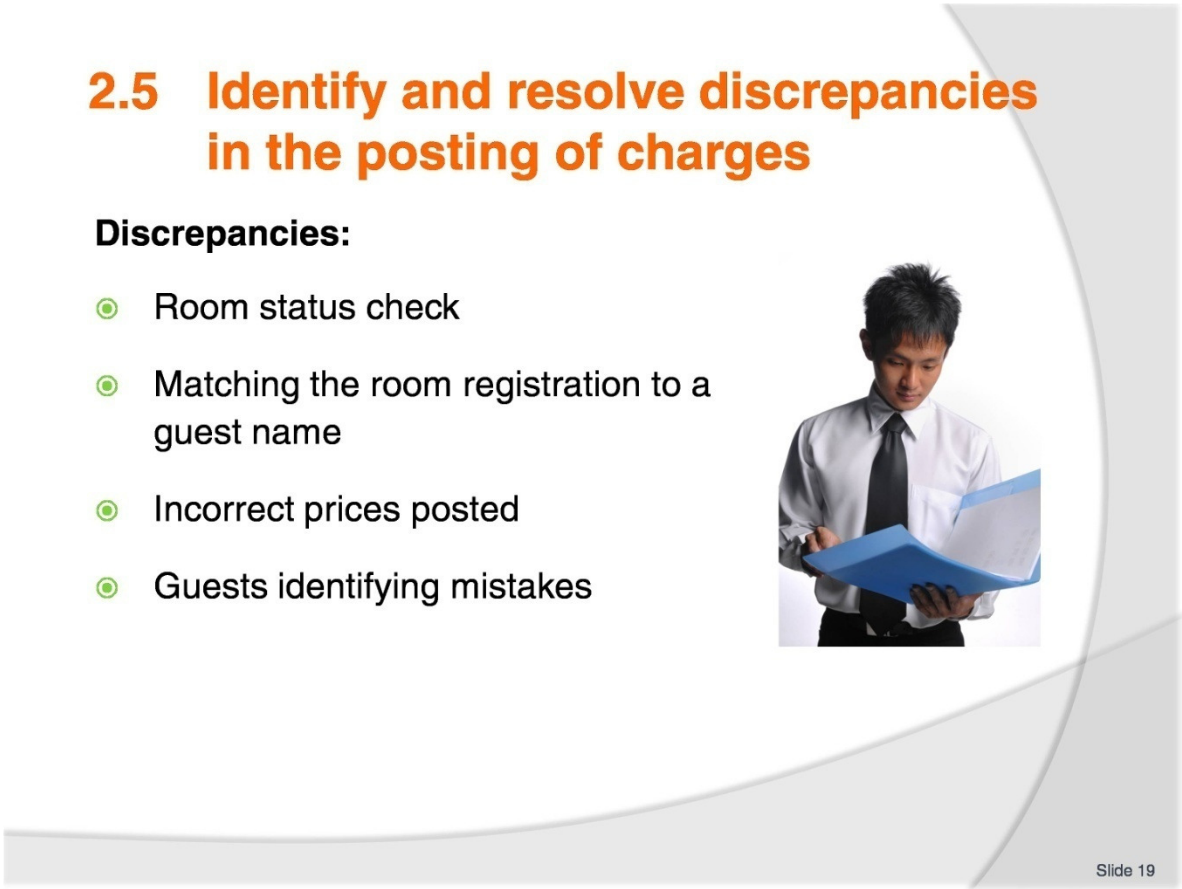
- Docket numbers
- List the types of charges a guest will add to their account then identify which department the charge will be posted from.



Slide 18

Slide No	Trainer Notes
18.	Comparing guest accounts with departmental and cashier reports hard copy or electronic copy and any source documents. After posting all charges a night auditor will take each guest account and post the accommodation charge shown on the folio. The night auditor will check that the quoted room rate is still applicable.

Slide



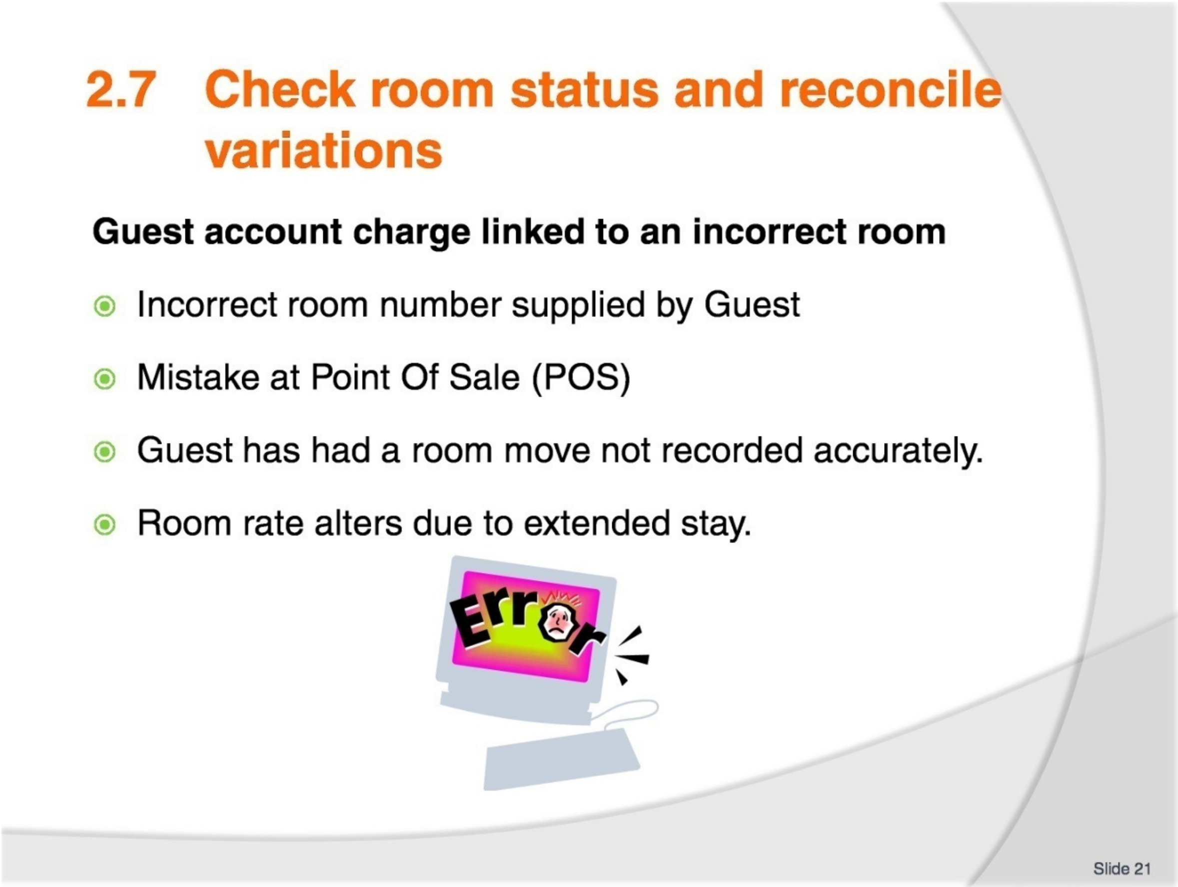
Slide No	Trainer Notes
19.	Discrepancies can be recorded using a guest folio discrepancy report. This records all discrepancies on guest accounts for one day. If the guest name does not match room given, this is checked with Front Office or reception desk to check any room changes. If incorrect prices have been posted staff will enter a correction or an adjustment. • Performing a negative post • Maintaining the audit trail.

Slide

Slide No	Trainer Notes
20.	All transactions need to be accounted for so that the venue does not lose money through theft or poor control. **Cashiers float:** • Checked and signed for • Shift balanced and checked • End of shift controls • Petty cash. **Docket Control:** • Tracking dockets • Docket numbering system • Employee monitoring • Control sheet. **Debtor Control:** • Delay charge • Late charge • Pre authorised accounts • Credit terms, floor limits.

	Activity • Use current exchange rate; check the business section of a newspaper or from the internet • Calculate the exchange of foreign currency – see Handout 5.

Slide



Slide No	Trainer Notes
21.	A common discrepancy occurs when a room is shown as occupied on the status report, but there is no information in the guest file. Incorrect data entry: • Guest signs for a service and incorrectly or illegibly writes room number • Guest has been moved or upgraded due to a problem • Guest attends a convention and pays convention rate but stays an extra day or two and the convention rate is no longer applicable and now the guest pays the rack or standard rate.

Slide

2.8 Secure, record and prepare funds for banking

Sort (batch) and check all monies

- Banking summary report
- Count and separate coins and notes by denomination
- Complete banking envelope place the takings inside.

Slide 22

Slide No	Trainer Notes
22.	A banking summary to be completed, which summarises the amounts of cash, credit cards, cheques, foreign currency and EFTPOS taken for the day or banking period. The amount of the float is removed from the cash takings of the day and the total amounts are written on a banking envelope. The cash amounts by denomination are written on the banking envelope and the amounts and other documentation are placed inside.

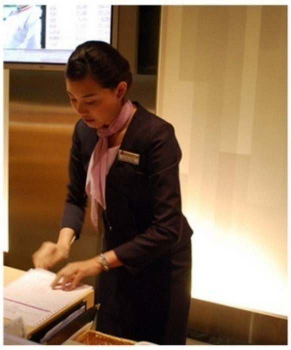
Slide

Slide No	Trainer Notes
23.	Using the figures from Activity2 complete the banking envelope handout 3.

Slide

Element 3
Verify occupancy position of the property

What is occupancy and how is it calculated?



Slide 24

Slide No	Trainer Notes
24.	Discuss with trainees as an introduction to the unit: What is occupancy and how is it calculated?

Slide

3.1 Check and validate room status

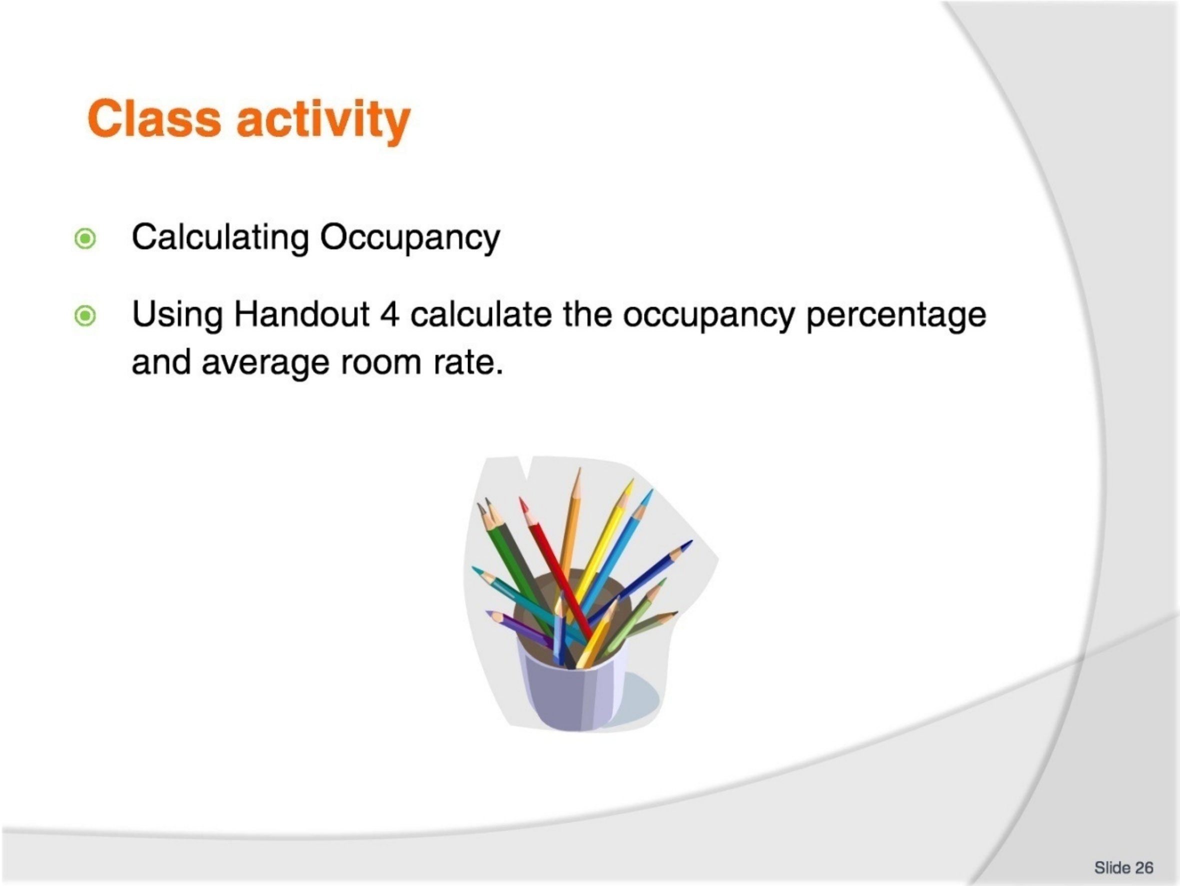
Basic statistics used to validate room status

- Occupancy Percentage
- Multiple room Occupancy
- Average room rate
- Average rate per guest.

Slide 25

Slide No	Trainer Notes
25.	**Occupancy** measures the percentage of rooms occupied or sold in a property. It indicates how successfully the Sales and Front Office staff are at selling rooms. It measures the volume of business generated by guests in revenue-producing departments, comparing sales figures with occupancy. **Multiple room occupancy** Statistics are used to determine linen and guest amenity requirements, food and beverage stock requirements and potential revenue in outlets. **Average room rate** How much, on average, each occupied room is generating in revenue. **Average rate per guest** The average each guest spends or pays for accommodation. It can be used to show spending patterns of particular types of guests, especially when used in conjunction with Food and Beverage information.

Slide



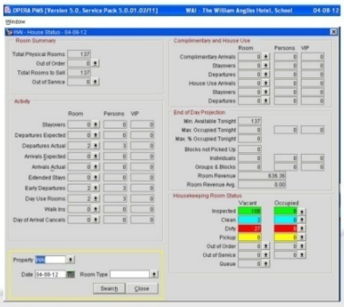
Slide No	Trainer Notes
26.	**Calculating Occupancy** Occupancy figures and average spends are generated by a PMS but it is always useful to know how to calculate these manually. From the information given in the chart, calculate: • Occupancy levels per night ▪ Average room rate per night. Handout 4: Use this to calculate the occupancy percentage and average room rate.

Slide

3.2 Investigate discrepancies in room status

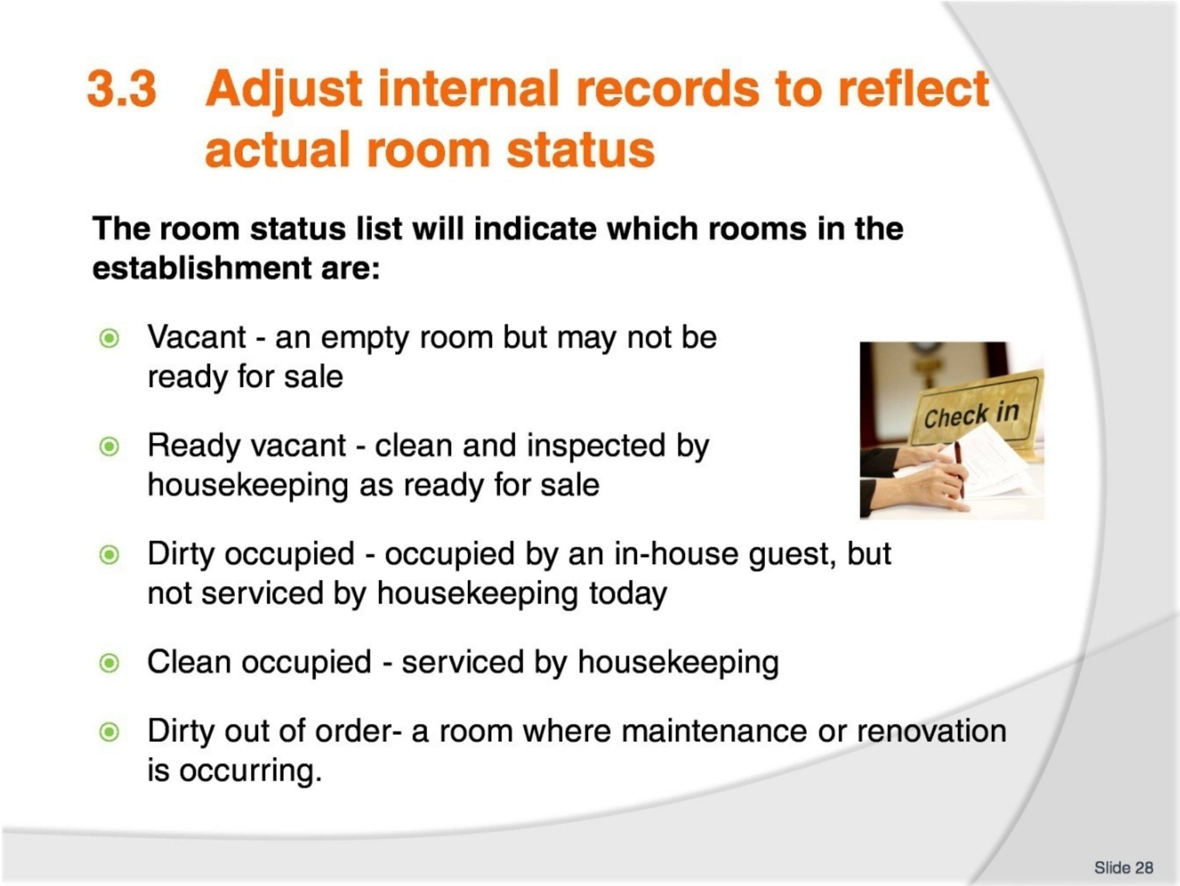
The night auditor posts all room charges to guest accounts and must verify the rate is accurate

- Room status report
- Guest folio and reservation information
- Discounts and entitlements.



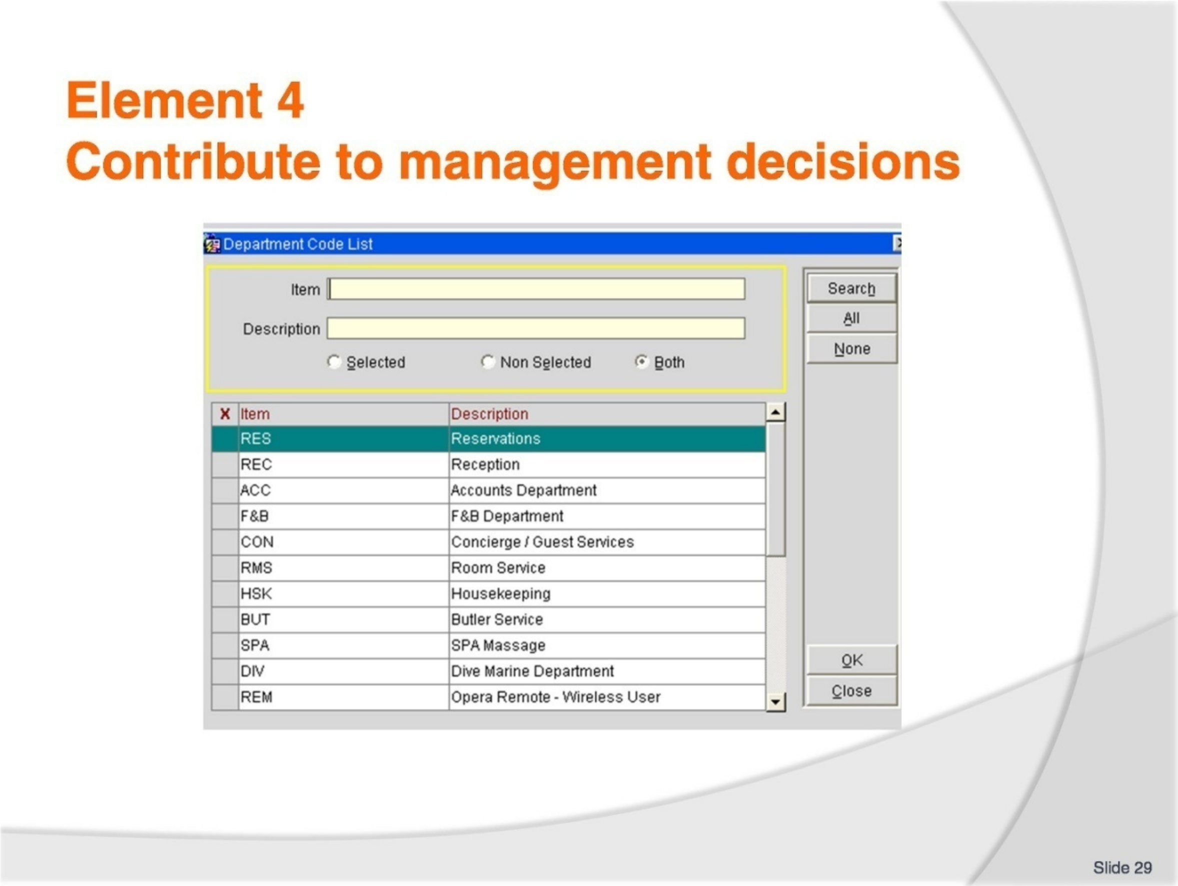
Slide 27

Slide No	Trainer Notes
27.	If there is a discrepancy between the guest information and room rate to be charged, the night auditor must determine which is correct and make appropriate adjustments, ensuring that the adjustment is documented. A night auditor will also check the status of each room to ensure the reports given to Housekeeping, and used by Front Office the next day; accurately reflect whether a room is occupied, vacant, clean or dirty. The guest may be entitled to a discount or adjustment due to loyalty programs or bonus vouchers.

Slide


Slide No	Trainer Notes
28.	Room status is checked against registration and reservation documentation and is often printed for reference and electronic files are frequently updated and offer an accurate list of rooms available for sale.

Slide



Slide No	Trainer Notes
29.	Discuss with group: what is the basic purpose of record keeping and statistics in a hotel and in what ways can they assist the hotel's operation?

Slide

4.1 Prepare management and operational reports

- Daily room revenue summary report
- Daily revenue report
- In-house activity report
- Arrival and departure lists
- In-house guest list
- Special requests report
- Commission-related reports.

Slide 30

Slide No	Trainer Notes
30.	The actual creation of reports will depend on who needs to know what information. Morning shifts will require different information to afternoon shifts. **Daily room revenue summary report** To provide a summary of accommodation revenue and the number of guests staying in the property. **Daily revenue report** A summary of all revenue earned in the property that day. It can also be called the Daily Operations Report or Daily Activity Report. The sales and performance report, including foreign currency activity. **In-house activity report** This report is prepared for staff information in all areas of the establishment. It indicates the number and type of guests arriving, staying and departing the establishment that day. It will often indicate major groups, conferences or other activities taking place within the establishment. **Arrival and departure lists** This is an essential report for Housekeeping and Front Office. It is sometimes compiled as two separate reports depending on the size of the property and the number of arrivals and departures. This includes a special packages report to record the number of packages and type of packages booked.

	In-house guest list This report lists all guests who are registered in the establishment. It lists basic details of guests such as arrival and departure dates, room and folio number and number of guests. **Special requests report** This list all special requests required by guests and are detailed by department. **Commission-related reports** This includes report such as ‘travel agent’s commission report’ which lists all commissions payable for the reservations they have booked.

Slide

4.2 Distribute reports internally according to enterprise requirements

Financial trading reports are distributed to departments

- Forecast staff needs
- Planning for purchasing
- Meet guests' needs.

Create a distribution list to departments in the hotel and identify which reports each may need.

Slide 31

Slide No	Trainer Notes
31.	The final duty of the night audit shift is the generation and the distribution of activity reports which summarise the financial trading period usually corresponding to the statement of financial performance and identifying statistical information about current and expected occupancy and forecasting projections. Departments use these reports for forecasting staff needs, planning rosters, planning renovations and purchasing suppliers. Use reports listed in 4.1 to complete activity.

Slide

Class activity

Using the departures report on the next slide, identify what information from the departures report would each of these departments need to know:

- Breakfast restaurant
- Room Service
- Housekeeping
- Porters
- Security.

Slide 32

Slide No	Trainer Notes
32.	The departmental heads will meet and compare revenue reports and other performance indicators. The Night Auditor’s duties are monitored by the management daily by the timely issuing of these reports and the efficiency and accuracy of the guest accounts. One of the measures that may be used to evaluate the night auditor’s role is the level of customer complaints received about guest charges. • Check the departure numbers • Have they paid? Or are their accounts outstanding? • Have they eaten breakfast? Has it been charged for? • Do we have enough porters? • Any VIPs’ security needs to consider? • Housekeeping: numbers of rooms to be cleaned?

Slide

Class activity

The William Angliss Hotel, School

03-05-11

Departures

12:31

Room No.	Name	Company Travel Agent Source Group	VIP Code	Arr. Date	Dep. Date	Adl.	Chl.	Rms	Nts	Room Type	Block Code	Rate Code	Res. Status	Dep. Time	Pay Mth	Balance
Departure	**05-05-11**															
	Pankhurst,John,Mr and Mrs	G- 150402 Pankhurst, John	NG	03-05-11	05-05-11	2	0	1	2	LTS		RACK	GCC	11:00	DC	0.00
	Res.Comments	General	POA DC													
	Vance,Mindy,Mrs	G- 150402 Pankhurst, John	V2	03-05-11	05-05-11	2	0	1	2	CLR		RACK	GCC	11:00	DC	0.00
	Res.Comments	General	POA DC													
	Tanner,Bert,Mr	G- 150402 Pankhurst, John	RG	03-05-11	05-05-11	2	0	1	2	CLR		RACK	GCC	11:00	DC	0.00
	Res.Comments	General	POA DC													
	Quant,Leo,Mr	G- 150403 Younig, Fran	NG	03-05-11	05-05-11	2	0	1	2	EXR		RACK	GCC	11:00	AX	0.00
	Res.Comments	General	POA AX													
	Sanchez,Joshua,Mr	G- 150403 Younig, Fran	NG	03-05-11	05-05-11	2	0	1	2	EXR		RACK	GCC	11:00	AX	0.00
	Res.Comments	General	POA AX													
	Underhill,Bruce,Mr and Mrs	G- 150403 Younig, Fran	V2	03-05-11	05-05-11	2	0	1	2	EXR		RACK	GCC	11:00	AX	0.00
	Res.Comments	General	POA AX													
	Walker,Grace	G- 150403 Younig, Fran	NG	03-05-11	05-05-11	2	0	1	2	EXR		RACK	GCC	11:00	AX	0.00
	Res.Comments	General	POA AX													
	Xander,Alan,Mr and Mrs	G- 150402 Pankhurst, John	NG	03-05-11	05-05-11	2	0	1	2	LTS		RACK	GCC	11:00	DC	0.00
	Res.Comments	General	POA DC													
	Abbott,Elizabeth,Mrs	G- 150151 Bailey, David	RG	03-05-11	05-05-11	2	0	1	2	LTS		RACK	GCC	11:00	VC	0.00
	Res.Comments	General	POA VC													
	Special Requests	COT														
	Campbell,Henry,Mr	G- 150400 Fairnsworth, Cynthia		03-05-11	05-05-11	2	0	1	2	EXR		RACK	GCC	11:00	VC	0.00
	Res.Comments	General	POA VC													
	Dalton,Sarah,Ms	G- 150401 Manningham, Pat		03-05-11	05-05-11	2	0	1	2	CLR		RACK	GCC	11:00	MC	0.00
	Res.Comments	General	POA MC													
	Zurrkill,Hans,Mr and Mrs	G- 150402 Pankhurst, John	RG	03-05-11	05-05-11	2	0	1	2	CLR		RACK	GCC	11:00	DC	0.00
	Res.Comments	General	POA DC													

Slide 33

Slide No	Trainer Notes
33.	Legend: • 2 =VIP2 • RG=Return Guest • NG=new guest • GCC= Guaranteed Credit Card • POA = Pay own account • VC=Visa card • AX= American express • DC= Diners club card.

Slide

4.3 Monitor and evaluate night auditing duties to provide feedback to management on opportunities for improvement

- Reports available on time
- Reconciliation of financial transactions for accuracy
- No guest complaints
- Accuracy of posting
- Training of cashiers
- External auditors or regulators.

Slide 34

Slide No	Trainer Notes
34.	The departmental heads will meet and compare revenue reports and other performance indicators. The Night Auditors duties are monitored by the management daily by the timely issuing of these reports and the efficiency and accuracy of the guest accounts. One of the measures that may be used to evaluate the night auditor's role is the level of customer complaints received about guest charges. **Activity** Look at the type of training required to maintain accurate cashiering practices.

Recommended training equipment

Computers (one per student)

Property management system (e.g. Opera) with supervisory login to enable night audit

Cash register and float

Banking envelopes and cash bag

EFTPOS (if possible)

Paper rolls for EFTPOS

Manual credit card machine (and vouchers)

Pens

Room keys (e.g. ving card keys)

Front office desk – with computers & printer

Printer

Printing paper and letterhead paper

Reservation form templates

Guest account templates

Templates for booking internal services (e.g. restaurant, spa treatments)

Filing system for guest registration for registration form and accounts.

Calculators

Adding machines

Template Account forms from other departments and external businesses

Vouchers for services e.g. taxi.

Template letter for late or delay charge.

Hotel reports for occupancy, arrival, departure, room status, etc.

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.

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Australian Aid