Apply industry standards to team supervision

D2.TRM.CL9.01

Trainee Manual

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Specialist centre for foods, tourism & hospitality

Apply industry standards to team supervision

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Trainee Manual

Project Base

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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.

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Introduction to trainee manual

To the Trainee

Congratulations on joining this course. This Trainee Manual is one part of a ‘toolbox’ which is a resource provided to trainees, trainers and assessors to help you become competent in various areas of your work.

The ‘toolbox’ consists of three elements:

- A Trainee Manual for you to read and study at home or in class
- A Trainer Guide with Power Point slides to help your Trainer explain the content of the training material and provide class activities to help with practice
- An Assessment Manual which provides your Assessor with oral and written questions and other assessment tasks to establish whether or not you have achieved competency.

The first thing you may notice is that this training program and the information you find in the Trainee Manual seems different to the textbooks you have used previously. This is because the method of instruction and examination is different. The method used is called Competency based training (CBT) and Competency based assessment (CBA). CBT and CBA is the training and assessment system chosen by ASEAN (Association of South-East Asian Nations) to train people to work in the tourism and hospitality industry throughout all the ASEAN member states.

What is the CBT and CBA system and why has it been adopted by ASEAN?

CBT is a way of training that concentrates on what a worker can do or is required to do at work. The aim is of the training is to enable trainees to perform tasks and duties at a standard expected by employers. CBT seeks to develop the skills, knowledge and attitudes (or recognise the ones the trainee already possesses) to achieve the required competency standard. ASEAN has adopted the CBT/CBA training system as it is able to produce the type of worker that industry is looking for and this therefore increases trainee chances of obtaining employment.

CBA involves collecting evidence and making a judgement of the extent to which a worker can perform his/her duties at the required competency standard. Where a trainee can already demonstrate a degree of competency, either due to prior training or work experience, a process of ‘Recognition of Prior Learning’ (RPL) is available to trainees to recognise this. Please speak to your trainer about RPL if you think this applies to you.

What is a competency standard?

Competency standards are descriptions of the skills and knowledge required to perform a task or activity at the level of a required standard.

242 competency standards for the tourism and hospitality industries throughout the ASEAN region have been developed to cover all the knowledge, skills and attitudes required to work in the following occupational areas:

- Housekeeping
- Food Production
- Food and Beverage Service
- Front Office

- Travel Agencies
- Tour Operations.

All of these competency standards are available for you to look at. In fact you will find a summary of each one at the beginning of each Trainee Manual under the heading 'Unit Descriptor'. The unit descriptor describes the content of the unit you will be studying in the Trainee Manual and provides a table of contents which are divided up into 'Elements' and 'Performance Criteria". An element is a description of one aspect of what has to be achieved in the workplace. The 'Performance Criteria' below each element details the level of performance that needs to be demonstrated to be declared competent.

There are other components of the competency standard:

- *Unit Title:* statement about what is to be done in the workplace
- *Unit Number:* unique number identifying the particular competency
- *Nominal hours:* number of classroom or practical hours usually needed to complete the competency. We call them 'nominal' hours because they can vary e.g. sometimes it will take an individual less time to complete a unit of competency because he/she has prior knowledge or work experience in that area.

The final heading you will see before you start reading the Trainee Manual is the 'Assessment Matrix'. Competency based assessment requires trainees to be assessed in at least 2 – 3 different ways, one of which must be practical. This section outlines three ways assessment can be carried out and includes work projects, written questions and oral questions. The matrix is designed to show you which performance criteria will be assessed and how they will be assessed. Your trainer and/or assessor may also use other assessment methods including 'Observation Checklist' and 'Third Party Statement'. An observation checklist is a way of recording how you perform at work and a third party statement is a statement by a supervisor or employer about the degree of competence they believe you have achieved. This can be based on observing your workplace performance, inspecting your work or gaining feedback from fellow workers.

Your trainer and/or assessor may use other methods to assess you such as:

- Journals
- Oral presentations
- Role plays
- Log books
- Group projects
- Practical demonstrations.

Remember your trainer is there to help you succeed and become competent. Please feel free to ask him or her for more explanation of what you have just read and of what is expected from you and best wishes for your future studies and future career in tourism and hospitality.

Unit descriptor

Apply industry standards to team supervision

This unit deals with the skills and knowledge required to Apply industry standards to team supervision in a range of settings within the travel industries workplace context.

Unit Code:

D2.TRM.CL9.01

Nominal Hours:

100

Element 1: Define the context of team supervision

Performance Criteria

1.1 Identify the members of the team

1.2 Explain the rationale for applying industry standards in the workplace

1.3 Identify the results of failing to comply with identified industry standards

1.4 Describe the role of the supervisor in applying industry standards within the team

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

1.6 Describe team objectives in relation to the implementation of industry standards

Element 2: Apply service provision industry standards to team supervision

Performance Criteria

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

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

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

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

Performance Criteria

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

3.2 Monitor the implementation of training and professional development industry standards within the host enterprise workplace

3.3 Recommend improvements to training and professional development industry standards within the host enterprise workplace

Element 4: Apply documentation presentation industry standards to team supervision

Performance Criteria

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

Performance Criteria

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

Element 6: Apply personal attributes industry standards to team supervision

Performance Criteria

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

Performance Criteria

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

Performance Criteria

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

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

Element 9: Apply ethical behaviour industry standards to team supervision

Performance Criteria

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

Performance Criteria

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

Assessment matrix

Showing mapping of Performance Criteria against Work Projects, Written Questions and Oral Questions

The Assessment Matrix indicates three of the most common assessment activities your Assessor may use to assess your understanding of the content of this manual and your performance - Work Projects, Written Questions and Oral Questions. It also indicates where you can find the subject content related to these assessment activities in the Trainee Manual (i.e. under which element or performance criteria). As explained in the Introduction, however, the assessors are free to choose which assessment activities are most suitable to best capture evidence of competency as they deem appropriate for individual students.

		Work Projects	Written Questions	Oral Questions
Element 1: Define the context of team supervision				
1.1	Identify the members of the team	1.1	1, 2, 3	1
1.2	Explain the rationale for applying industry standards in the workplace	1.1	4, 5, 6	2
1.3	Identify the results of failing to comply with identified industry standards	1.1	7, 8	2
1.4	Describe the role of the supervisor in applying industry standards within the team	1.1	9, 10	3
1.5	Describe the rights and responsibilities of team members in relation to industry standards	1.1	11, 12	4
1.6	Describe team objectives in relation to the implementation of industry standards	1.1	13	4
Element 2: Apply service provision industry standards to team supervision				
2.1	Describe industry standards relating to service provision as they apply to the host enterprise workplace	2.1	14 – 18	5
2.2	Monitor the implementation of service provision industry standards within the host enterprise workplace	2.1	19 – 20	5
2.3	Recommend improvements to service provision industry standards within the host enterprise workplace	2.1	21, 22, 23	5

		Work Projects	Written Questions	Oral Questions
Element 3: Apply training and professional development industry standards to team supervision				
3.1	Describe industry standards relating to training and professional development as they apply to the host enterprise workplace	3.1	15, 24 – 27	6
3.2	Monitor the implementation of training and professional development industry standards within the host enterprise workplace	3.1	19, 28	6
3.3	Recommend improvements to training and professional development industry standards within the host enterprise workplace	3.1	21, 22, 29	6
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	4.1	15, 30 – 33	7
4.2	Monitor the implementation of document presentation industry standards within the host enterprise workplace	4.1	19, 34	7
4.3	Recommend improvements to document presentation industry standards within the host enterprise workplace	4.1	21, 22, 35	7
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	5.1	15, 36 – 39	8
5.2	Monitor the implementation of visitor and tour group member behaviour industry standards within the host enterprise workplace	5.1	19, 40	8
5.3	Recommend improvements to visitor and tour group member behaviour industry standards within the host enterprise workplace	5.1	21, 22, 41	8

		Work Projects	Written Questions	Oral Questions
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	6.1	15, 42 – 45	9
6.2	Monitor the implementation of personal attributes industry standards within the host enterprise workplace	6.1	19, 46	9
6.3	Recommend improvements to personal attributes industry standards within the host enterprise workplace	6.1	21, 22, 47	9
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	7.1	15, 48 – 51	10
7.2	Monitor the implementation of time management industry standards within the host enterprise workplace	7.1	19, 52	10
7.3	Recommend improvements to time management industry standards within the host enterprise workplace	7.1	21, 22, 53	10
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	8.1	15, 54 – 57	11
8.2	Monitor the implementation of compliance requirement industry standards within the host enterprise workplace	8.1	19, 58	11
8.3	Recommend improvements to compliance requirement industry standards within the host enterprise workplace	8.1	21, 22, 59	11

		Work Projects	Written Questions	Oral Questions
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	9.1	15, 60 – 63	12
9.2	Monitor the implementation of ethical behaviour industry standards within the host enterprise workplace	9.1	19, 64	12
9.3	Recommend improvements to ethical behaviour industry standards within the host enterprise workplace	9.1	21, 22, 65	12
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	10.1	15, 66, 67, 68	13
10.2	Monitor the implementation of relevant other industry standards within the host enterprise workplace	10.1	19, 69	13
10.3	Recommend improvements to relevant other industry standards within the host enterprise workplace	10.1	21, 22, 70	13

Glossary

Term	Explanation
360^0 feedback	Feedback from 'all points of the compass': team members, management, other staff, customers
Blog	Web log
CV	Curriculum Vitae
Damages	Money which has to be paid to another party to pay (for example) for a breach of contract
Due Diligence	Action taken by management to minimise the potential for the business to engage in action that is risky or may cause damage to the finances or image of the organisation
Duty of Care	A legally imposed obligation on the business and staff to take reasonable care to avoid causing foreseeable harm to customers/people.
EMP	Emergency Management Plan
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure
External customers	Paying customers from outside the organisation
F&B	Food and beverage
Gratuity	Tip
HSW	Health, safety and welfare
Hard skills	Technical, operational, hands-on skills
Host enterprise workplace	The workplace of the organisation where the supervisor works
IR	Industrial Relations
Internal customers	Staff/employees: people inside the organisation who are served by the work of other employees
KPI	Key Performance Indicator

Term	Explanation
MSDS	Material Safety Data Sheet
OHS/OH&S	Occupational health and safety
PD	Professional Development (sometimes also referred to as Personal Development)
PPE	Personal protective Equipment (and Clothing)
Pro forma	A blank document/template that contains the necessary basics needed to conform to standard requirements
QA	Quality Assurance
SMART goals	Goals which are Specific, Measurable, Attainable, Relevant and Time-related
SOP	Standard Operating Procedure
Sanction	Action taken as punishment/penalty for breaching an obligation
Soft skills	People/interpersonal skills
T&D	Training and development
TOIL	Time Off In Lieu
Trade test	A practical and/or theory test designed to determine competency levels of individuals
Triple P thinking	Triple bottom-line thinking which considers People, Profit and the Planet
USP	Unique Selling Point/Proposition
VIP	Very Important Person
WHS	Workplace health and safety

Element 1:
Define the context of team supervision

1.1 Identify the members of the team

Introduction

Supervisors must determine the team they are responsible for as a necessary first step in the application of industry standards in a workplace situation.

This section explains how the team may be identified, discusses the details which should be obtained as a result of the process, presents ways to obtain the necessary details and indicates why this knowledge about the team is important.

Identification of the team

A supervisor can identify the members of their team in several ways:

- 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.

Details to obtain

When the team has been identified, the supervisor needs to find out about the individuals within the team.

These details should include:

- Name – and some personal details such as:
  - Family
  - Likes and dislikes
  - Out-of-work interests
- Experience – with
  - 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:
  - Orientation to work, customers and the employer
  - Work ethic

- Aspirations – in terms of:
  - Satisfaction with current position
  - Career path within and outside the business
- Difficulties and problems – they are experiencing:
  - With their day-to-day work activities
  - With team members
- Suggestions and recommendations – for:
  - Change and improvement
  - Innovation initiatives
- General feedback – about:
  - Anything of interest to the team member
  - Topics the supervisor wants to raise.

Ways to find out about individual team members

A mix of approaches is recommended – combining:

- Personal, one-on-one interviews with individuals – and:
  - Asking probing, open questions
  - Listening actively
  - Giving the employee opportunity to raise matters
- Reading their personnel files – which will include:
  - 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
- Observing their workplace performance – with respect to:
  - Technical skills
  - Interpersonal and communication skills
  - Customer/service-oriented skills
- Conducting trade tests – to determine:
  - Industry knowledge

- Organisational knowledge
- Operational/functional competency

- Talking to ‘relevant others’ – such as:
  - Co-workers
  - Internal customers
  - External customers
  - Previous supervisors.

Reasons to learn about members of the team

The supervisor needs to find out details of team members to:

- 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.

This knowledge will also assist with team leader understanding in relation to:

- 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.

Websites

Take time to read:

https://hbr.org/2015/09/what-new-team-leaders-should-do-first

http://www.liquidplanner.com/blog/8-tips-new-team-leaders/

http://www.mindtools.com/pages/article/newTMM_92.htm - Team management skills

http://www.forbes.com/sites/johnhall/2013/01/29/team-building-leader/ - 12 simple things a leader can do to build a phenomenal team.

1.2 Explain the rationale for applying industry standards in the workplace

Introduction

The grounds for applying industry standards needs to underpin all efforts at implementing them in a workplace.

This section considers the concept of 'industry standards', highlights the importance to supervisors of knowing the rationale organisations have for subscribing to the principles of industry standards and provides a range of reasons they may do so.

The concept of 'industry standards'

The term 'industry standard' has no single, universally agreed definition.

The concept will:

- Vary over time
- Differ between industry sectors
- Be described differently by different businesses, operators and managers.

'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
- 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.

It is generally agreed:

- 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 *customers'* perspective, not from the point of view of the business or the industry.

Need to know

Supervisors need to know the reasons why their workplace chooses to apply industry standards so they can:

- 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
- 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
- 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.

Important points to note

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
  - Moral imperatives
  - Customer preferences
  - Budget
  - Time
  - Action taken by competitor organisations.

Reasons organisations apply industry standards

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
- Provide consistent levels of treatment of customers – so:
  - 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:
  - 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
- Comply with externally imposed requirements – as required by:
  - Legislation and regulation
  - Contracts and operational agreements/arrangements
  - Industry Codes
- Build the business – with reference to:
  - 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.

1.3 Identify the results of failing to comply with identified industry standards

Introduction

Supervisors with responsibility for applying industry standards within a team context must be aware of the consequences of failing to comply with those standards.

This section identifies the need for supervisors to know this information and presents results of failing to comply with identified industry standards.

Need to know this information

Supervisors need to know the results of failing to comply with identified industry standards so they can:

- 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/perform 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.

Context

In relation to 'failure to comply' with required standards it is worth noting:

- 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.

Results of failing to comply

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

- Loss of business – which may manifest itself in terms of:
  - Reduced ticket/unit sales
  - Lower revenue/income
  - Fewer enquiries

- Less repeat business
- Poor business reputation – possibly caused by:

  - 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
- 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, for example, 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.

1.4 Describe the role of the supervisor in applying industry standards within the team

Introduction

The supervisor plays a crucial role in a team situation in ensuring industry standards are applied as and when required.

This section highlights the importance of the role supervisors play in this regard.

Generic roles and responsibility of the supervisor

Roles

Most management texts identify ‘five functions of a supervisor’.

They are:

- Planning
- Organising
- Staffing
- Directing
- Controlling.

Responsibility

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.

Websites

See more on the role/responsibility of a workplace supervisor at:

http://smallbusiness.chron.com/role-supervisor-workplace-11210.html

https://www.umass.edu/wld/expectations-supervision

http://managementhelp.org/supervision/roles.htm

http://www.managementstudyguide.com/functions_of_supervisor.htm

http://www.hr.virginia.edu/uploads/documents/media/supervisorfiveroles.pdf.

Team-specific roles

All of the above functions are involved when a supervisor has responsibility for applying industry standards within a team.

Planning

The supervisor must:

- 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
- 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.

Organising

The supervisor has a duty to:

- 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
- 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.

Staffing

The supervisor has to:

- 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 *and maintain* the necessary operational skills, required industry and organisational knowledge and relevant attitudes and customer-service orientations and competencies
- 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.

Directing

The role of the supervisor is to:

- 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
- 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.

Controlling

The supervisor needs to:

- 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
- 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.

1.5 Describe team objectives in relation to the implementation of industry standards

Introduction

All employees in an organisation are required to work in such a way that their actions meet the requirements imposed by several documents.

This section identifies the documents team members may work under and indicates the type of rights and obligations imposed by these documents.

Documentation possibly involved

Employees/team members may be required to work under the requirements imposed by the following documents:

- Contracts of employment – as offered to, and signed by, the employees – which include certain workplace requirements and are legally binding
- Relevant legislation and regulations of the host country – which can set out basic obligations imposed on employees (and employers)
- Policies of the host enterprise – which will prescribe:
    - The approach taken by the organisation to IR
    - Guidelines and mandatory requirements relating to specified aspects of workplace activities such as, for example:
    - Staff conduct
    - Drugs and alcohol
    - Anti-discrimination and harassment
    - Grievance and dispute handling
    - See more on this below.
- 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 a relevant industry peak body/important association
    - Operating Codes imposed by government agencies under the authority given to them by relevant legislation.

Types of obligations imposed

Obligations imposed on employees can vary between countries, organisations, industry sectors and individual employment contracts/agreements.

Express and implied rights and obligations

The rights and duties of employees will be determined by the terms and conditions of the contract of employment under which they are engaged to work.

The contract is made up of:

- Express terms
- Implied terms.

Express terms

Express terms are specifically agreed between the employer and employee.

They are expressly described/listed in the employment contract, hence the term 'express terms'.

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.

These agreed arrangements may be called a 'Statement of Duties'.

Implied terms

Employers and employees are not likely to make an agreement that sets out in detail *all* workplace expectations.

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.

These are called implied terms because they are not defined but assumed/implied to exist, and will often occur because:

- 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.

Employee duties owed to employers

For public policy reasons courts have inferred some duties to exist in all employment contracts.

The main duties which commonly apply are as follows:

Obedience

An employee/team member must follow 'reasonable and lawful instructions' of an employer or team leader.

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.

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.

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.

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.

Employers are also entitled to set reasonable 'behavioural standards' for their employees.

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 a generic requirement to 'do the right thing'.

Duty to account for monies received

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.

The employee must give the money to the employer unless the employer agrees the employee can keep it.

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.

Confidentiality

There are two kinds of information team members can receive as a result of being employed:

- 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:

- 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.

Skill and care

All staff/team members are obliged to use skill and care when doing the work they are being paid to do.

The level of skill an employer can expect may depend on the qualifications and experience the employee claimed in the recruitment and selection process.

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.

In addition to using skills, team members must exercise care while employed.

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.

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.

Providing information about other employees

Team members may have a duty to tell an employer about the misconduct of another employee.

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.

Organisational requirements

Further specific rights and responsibilities can be contained in:

- 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.

Policies and procedures can address issues such as:

Workplace ethics

Workplace ethics can be expected to address topics such as:

- 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.

Modes of communication

All operations will have preferred methods of communication between staff/teams and management/team leaders.

Organisations expect everyone to adhere to the communication channels and communication methods, as prescribed.

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.

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.

1.6 Describe team objectives in relation to the implementation of industry standards

Introduction

The use of objectives is a proven management strategy for achieving required goals.

This section identifies the origin of team orientation to industry standards, gives a context for locating team objectives in relation to the implementation of industry standards and presents a range of topics to which these objectives will/might relate.

Team orientation to standards

The orientation of a work team to nominated industry standards will:

- 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:
  - Monitor and track progress – to help keep the team ‘on course’
  - Measure achievements
  - Evaluate performance.

Context

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

- 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.

This highlights:

- 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.

Examples of topics to which standards might apply

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

- Individual activities conducted by the organisation – such as:
  - 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:
  - Developing materials for use when presenting/selling products and services
  - Preparing front office/reception and rooms
  - Readying sales areas for consultancies
  - Conducting trips/tours and functions/conventions
- Integration of team performance within the wider functions of the organisation – such as:
  - 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:
  - 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:
  - 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.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

1.1 Define the context of team supervision (for an actual or simulated industry business) providing evidence you have:

- Identified the members of the team
- Explained the rationale for applying industry standards in the workplace
- Identified the results of failing to comply with identified industry standards
- Described the role of the supervisor in applying industry standards within the team
- Described the rights and responsibilities of team members in relation to industry standards
- Described team objectives in relation to the implementation of industry standards.

Summary

Define the context of team supervision

When defining the context of team supervision:

- Determine those who comprise members of the team
- Identify characteristics/profile of team members
- Find out reasons the organisation wants/chooses to apply industry standards
- Become aware of the consequences for the business of failing to comply with relevant standards
- Determine and clarify the role of the supervisor in relation to workplace implementation of industry standards
- Describe what individual team members need to do in order to implement/apply industry standards
- Prepare and/or explain objectives for the team and individuals to attain in relation to the application of industry standards in day-to-day activities.

Element 2: Apply service provision industry standards to team supervision

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

Introduction

Service delivery is a constant requirement across all industry enterprises.

This section identifies the importance of service provision, indicates the basic points to be applied/observed at this stage of the process, details options for identifying relevant industry standards, presents examples and explanations of industry standards, and discusses factors inherent in the implementation of industry standards in host enterprise workplaces.

The importance of service provision

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.

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

- 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.

Team leaders need to take strong action to ensure their teams provide high quality service in accordance with the required industry standards because:

- 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:
  - 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.

Basics to be observed

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 individual workplace or team – in terms of, as required:
  - 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.

Identifying industry standards

[Please note a condensed version and/or variation of this sub-section will be contained in all the following Elements of this Unit.]

Context

A variety/combination of strategies should be used to identify industry standards which are applicable to a particular organisation/workplace.

It is potentially ineffective and unwise to rely solely on only one source of information in this regard.

When undertaking this research (and active research *needs* to be done) effort must also focus on determining:

- 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.

Strategies

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:

- Talking to management and owners of the business – as they will commonly know:
  - 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:
  - 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

- 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:
  - 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:
  - Refunds
  - Deposits
  - Warranties and guarantees
  - Basic staff training standards/qualifications

- Referencing personal industry experience – as this may have been gained through:
  - 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
- Referring to personal training that has been undertaken – such as:
  - 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:
  - 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.

Interpreting the industry standards

Perspective

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.

Examples and explanation

Industry standards relating to service provision may include reference to:

Waiting times

Industry standards referring to waiting times may apply to:

- Number of times a telephone rings before it is answered
- Length of time a guest in the dining room has to wait between;
  - 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:
  - 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.

Communication with customers

Industry standards referring to communication with customers may apply to:

- 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.

Levels of service delivery

Industry and organisations can differentiate service delivery standards for different customer and/or target groups.

This differentiation results in a range of levels of service delivery, which can vary depending on factors such as:

- The target group/customer being provided with service – it is commonplace, for example, for:
  - VIPs or regular customers to be treated more preferentially than unknown people
  - People with certain demographic characteristics (such as gender, age, culture) to be treated in ways appropriate to their individuality
- The amount being paid for a product or service – based on the concept of value-for-money
- The urgency associated with the required product or service – where there is urgency, the level/amount of service provided is often sacrificed for the sake of prompt service
- Promises made by the business – for products and services which are being offered and/or included in deals or packages.

Quality of products and services

Industry standards relating to quality of **products** refers to the quantifiable/measurable elements of the item – such as:

- 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:

- 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.

Provision of assistance

The industry standard for provision of assistance can include:

- 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.

Responding to queries

Industry standard/s for answering queries involves responding to:

- Face-to-face queries
- Telephone questions
- Email requests for information
- Other forms of requests – such as letter or fax.
  - The industry standard may address:
    - Need for honesty when responding
    - Need to provide *total* facts when providing information – meaning there is a requirement to advise customers/guests of aspects which may not be positive (that is, a need to tell the 'whole story' – to be ethical and not to engage in what may be seen by the customer as deceptive or misleading conduct)
    - 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 advertised/promised in public documents, Terms and conditions and/or codes
- 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.

Implementing the service provision standards

[Please note a condensed version and/or variation of this sub-section will be contained in all the following Elements of this Unit.]

Implementation of industry standards as they apply to an individual workplace location or team will always need to be actively managed.

Generically this means there is a need to manage/supervise implementation, which involves:

- Plan their implementation
- Organise relevant factors to support the requirements
- Staff the initiatives
- Direct activities designed to deliver the standards
- Control the delivery.

Planning their implementation

Activities inherent in this phase of the process may include:

- Acquiring necessary industry standards – as prepared by, for example:
  - 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:
  - 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:
  - 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

- Communicating/sharing these statements with team members – and:
  - 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:
  - 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:
  - Definite transition or introduction phases for implementation of new service standards
  - Written plans to support implementation – for the team and individuals within the team
  - Benchmarks for measuring/evaluating progress as part of the monitoring process
- Integrating new provisions into established team workloads and operational protocols – such that, for example:
  - 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:
  - To encourage adherence to new/revised service delivery requirements
  - To decide on rewards and recognition for team members who implement workplace standards as required and/or who make an effort to do so
- Ensuring the new/revised service standards fit with necessary organisational imperatives – such as:
  - 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:
  - Obtaining written statements from them which commit the organisation to the new/revised service standard/s
  - Obtaining budgets to support all aspects relating to 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.

Organising relevant factors to support the requirements

This can require:

- Amending organisational advertisements and promotional materials – to, for example:
  - 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 – which may involve converting industry service delivery standards into new or revised protocols as this may apply to:
  - 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 – in the delivery of required service/product standards which may include:
  - 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
- Providing necessary resources to support and underpin required delivery – as applicable to:
  - Financial resources – required to, for example:
    - Pay team members
    - Purchase new or more items
    - Obtain ‘other’ resources as required
  - Physical resources – as needed to:
    - Enable products to be provided as required
    - Support required service delivery
    - Upgrade/change the physical business environment

- Information – such as:
  - – Customer databases
  - – Details relating to suppliers and third party providers, carriers and other venues/destinations
  - – Product knowledge – as this might relate to services provided, products sold (trips, tours, tickets, rooms, F&B), facilities and features of a venue
  - – Relevant legislation and industry Codes

- Amending previously applicable job descriptions and/or scopes of authority – so that:
  - 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.

Staffing the initiatives

This management function may entail:

- 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 the 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 – as determined by customers/levels of trade
  - In the necessary numbers – to meet, for example, service delivery criteria relating to waiting times and/or known or projected service patterns
- 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.

Directing activities designed to deliver the standards

This may entail:

- Telling team members which tasks to prioritise for service delivery – when:
  - 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:
  - 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:
  - What to do in terms of service delivery
  - When to perform certain service delivery tasks
  - How to deliver certain aspects of service provision
- Role modelling appropriate behaviour – relating to service standards in terms of:
  - 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:
  - 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:
  - 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.

Controlling the delivery

This aspect of supervising can require:

- Taking control over the allocation and use of resources for service delivery – in order to:
  - 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:
  - Are properly trained and know what they are doing
  - Meet the specified criteria for service provision
- Managing resources – by, as required:
  - 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 service delivery:
  - Operates as intended
  - Meets customer expectations
- Manipulating available service delivery resources – to:
  - Best meet emerging need/s
  - Achieve optimum outcomes for customers and the organisation
- Influencing decisions of team members – who are delivering service where:
  - They are uncertain of options/alternatives available or suitable
  - Opposing or contrasting factors are making it difficult to make a decision
- Taking action to maintain service delivery standards – which may require:
  - Counselling individuals
  - Disciplining team members
- Monitoring the implementation of service delivery – see next section
- Making recommendations for improvement/s to service delivery – see section 2.3.

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

Introduction

Following description of organisation-relevant industry standards, their implementation will be planned and they will be introduced into the workplace.

This section presents principles of monitoring teams and their performance, and discusses the monitoring process as it might apply to the implementation of service provision industry standards within a host enterprise.

Principles of monitoring

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^{0} feedback.

Monitoring implementation of service provision

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):

- Manage team performance – by;
  - 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:
    - 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 *attitude* towards the new/revised standards and the organisation as part of service standards implementation

- Verify level of standards implementation – by way of checking actual service delivery with attention paid to:
  - Conducting regular and objective inspections of products/services using pre-prepared checklists which:
  - 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:
    - Previously explained to team members
    - Contained on the checklists
  - Providing evidence-based feedback on results of inspections/checks – to:
    - Individuals within the team, as appropriate
    - The team as a whole, as necessary
    - Management and other stakeholders, as required
- Check quality issues as these apply to individual service provision standards – in terms of comparing *actual* performance against pre-determined criteria and KPIs, such as:
  - 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:
  - 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, and providing feedback options which are readily available and easy for them to complete
  - Checking and analysing the feedback to identify issues arising and determine trends

- Validate compliance of service delivery with external requirements which might apply – this can involve:
  - Participating in service audits conducted by external bodies
  - Undertaking formal and structured internal examinations and appraisals of service delivery practices
  - Comparing actual service delivery against promises/commitments stated in existing Codes and/or legislation
  - Maintaining contact with and awareness of currency of Codes and legislation to identify relevant changes which may occur
  - Investigating allegations of breaches or 'failures to comply' and taking necessary corrective action where needed
- 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:
  - 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
- Recognise and reward team member achievement – by:
  - 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:
  - Their workload
  - Problems they are experiencing
  - Their physical and mental/emotional well-being
  - Their working conditions/environment.

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

Introduction

Supervisors have a standing responsibility to recommend improvements to all activities for which they and their teams are accountable.

This section identifies the fundamentals for making recommendations, indicates how supervisors may present their suggestions for improvement and provides examples of possible proposals for improvements to service delivery.

Fundamentals for making recommendations

Supervisors should address the following points when making recommendations for improving the implementation of industry standards within an individual workplace setting – they should:

- Reflect actual need – meaning they:
  - 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:
  - 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 – note, in some cases the team will be included in the process of generating/formulating recommendations for presentation to management
- Be put in writing – so:
  - There is certainty about what is being recommended
  - Suggestions can be filed for future reference
- Be made in a timely manner – so that:
  - Negative or adverse outcomes can be effectively addressed before they do too much damage
  - Positive or acceptable results can be cemented into practice and extended into other areas of the organisation to produce a wider benefit
- Include options and/or proposed courses of action for implementing the recommendations – addressing:
  - 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:
  - Opportunity cost of not making the change – that is, the potential down-side 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 – which may relate to issues such as:
    - Market leadership
    - Unique propositions
    - Market or product/service diversification.

Options for presenting suggestions for improvement

Team leaders have several options for presenting suggestions for improvement with regard to the inclusion of industry standards into team/organisational operations – these are:

- Providing verbal advice – which may occur:
  - 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:
  - Regular management meetings
  - Scheduled department/team evaluations and appraisals
  - Supplementing verbal reports required at nominated meetings
- Making a presentation – which may include:
  - A verbal report
  - Handouts
  - A PowerPoint presentation
  - A Q&A session
  - Demonstrations of proposed new/revised protocols.

Inherent activities

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
- 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.

Possible proposals for improvements to service delivery

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:

- Adding a new feature to an existing service – which may be done to:
  - Create a point of difference or USP
  - Respond to customer comment/feedback requesting such a variation
- Adjusting the time period which applies to the nature of the individual service – which might mean:
  - Making some services longer/extending their duration
  - Shortening others – by:
    - Speeding up service provision
    - Omitting an aspect of the (previous) service
- Altering the products which are used to provide the service – for example, by:
  - Changing brand (names) of products used to more 'exclusive' or better known items
  - Adding extra products to a service
- 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 so there is a better staff-to-customer ratio
  - 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.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

2.1 Apply service provision industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described industry standards relating to service provision as they apply to the relevant workplace
- Monitored the implementation of service provision industry standards within the relevant workplace
- Recommended improvements to service provision industry standards within the relevant workplace.

Summary

Apply service provision industry standards to team supervision

When applying service provision industry standards to team supervision:

- Research and identify the industry service standards which are available/being used
- Talk with management/owners about their orientation to industry standards as they apply to the workplace
- Determine the way/extent to which the organisations wants to apply/implement accepted industry service delivery standards
- Understand the reasons the organisation wants to adopt/align with industry standards on service delivery
- Factor in requirements of relevant legislation and Codes
- Identify the topics to which the standards will apply
- Develop statements specifying the requirements for each topic to be addressed
- Plan implementation of the standards
- Organise relevant factors needed to support implementation of identified standards
- Staff the delivery of required standards
- Direct activities to ensure required standards are provided
- Control process and resources used in service delivery
- Monitor implementation capturing sufficient, valid and relevant evidence of activities
- Seek and capture feedback from all stakeholders
- Use factual data gained from monitoring and evaluations to provide the basis for making recommendations to improve service delivery.

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

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

Introduction

Provision of training and professional development to employees is an accepted constant requirement for all industry organisations that strive to deliver quality products and service to their customers.

This section identifies the importance of T&D, recaps basic points when determining relevant standards, repeats options for identifying relevant industry standards, presents examples and explanations of industry training and professional development standards, and discusses factors inherent in the implementation of such standards in workplaces.

The importance of training and professional development

Provision of training and development to employees/team members is important to organisations for a variety of reasons – it:

- 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
- Provides the basis for all necessary workplace skills – with reference to soft and hard skills
- Delivers relevant competencies to staff – which can result in:
  - 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
- 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.

Basics to be observed

When describing industry standards (including those applicable to training and professional development) 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 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.

Identifying industry standards

Context

A combination of strategies should be used to identify industry standards which are applicable to a particular organisation/workplace.

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.

Strategies

Strategies which have proved effective include:

- Talking to management and owners of the business – as they will commonly:
  - 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&D needs to be targeted/delivered

- Reading plans of the business at all levels – in order to:
  - 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:
    - The skills, knowledge and attitudes required to be delivered through training and development activities
    - The numbers of people who will need to be trained
- Meeting with local vocational training institutions – to:
  - 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
- Identifying requirements, if any, imposed by in-country legislation – which in some countries/at some time may relate to:
  - 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:
  - 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:
  - 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
- Referring to personal training that has been undertaken – such as:
  - 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 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:
  - Advertisements and promotional materials produced by the business
  - Public statements made by the company – such as organisational Mission Statements, Vision Statements and Core Value Statements

- Alliances with industry groups – who require nominated staff to hold specified qualifications
- Subscriptions to accreditation schemes, certification schemes and/or QA schemes – which may require (certain) staff to hold a nominated minimum qualification

- Reading workplace documentation – such as workplace:
  - Policies and procedures – relating to mandatory qualification for hiring of new staff, compulsory and optional in-house training, organisational support for staff who want to engage with external training provision, and professional development activities provided by the enterprise
  - 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.

Interpreting the industry standards

Perspective

Listed below are examples of industry standards relating to training and professional development as they may be:

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

Examples and explanation

Industry standards relating to training and professional development may include reference to:

Induction and orientation

Industry standards referring to induction and orientation may apply to:

- The mandatory nature of these sessions – meaning it is compulsory for all team members to undertake induction and orientation before starting work in an area/department
- Duration – which may be described in terms of number of hours or days
- Content included in the session/s – with reference to, for example:
  - Knowledge and skills – industry and operational, soft and hard
  - Safety issues, hazards and risk control
  - Organisational policies, protocols, Terms and Conditions – including those of related carriers, partners and/or third party providers
  - Customer and industry expectations
  - Externally-imposed obligations
- Assessment or evaluation of new staff/team members – to ensure they achieve a designated standard prior to commencing work.

Remedial training

Industry standards referring to remedial training may apply to:

- Mandatory requirement for the organisation to monitor staff performance – to determine when/if team members require such attention
- Necessity for the organisation to make remedial training available – either internally or through an external third party vocational training organisation
- Work criteria – which will be used to determine:
    - When remedial training is to be implemented for those who need it
    - Standards which must apply to remedial training/content provided
    - Assessment results for those who receive remedial training.

Multi-skilling

Industry standards referring to multi-skilling may apply to:

- Identifying job roles/positions which need to be multi-skilled
- Describing the variety of skills and knowledge to be addressed – in nominated multi-skilling roles/positions
- Specifying criteria/standards – that apply to nominated skills
- Detailing types/levels/names of qualifications which must be obtained – as a result of the multi-skilling process.

Updating qualifications

Industry standards which may apply to updating qualifications can relate to:

- Need to refresh nominated qualifications with designated frequency – such as every 12 months or every two years
- 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.

Provision of industry opportunity

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.

This standard may require:

- Staff are rostered to work in designated roles – with specified responsibilities and exposure to stated experiences and/or customer types
- New team members are joined with more experienced employees – so they can learn from them and have a personal role model from which to learn
- Rotation of team members through allocated tasks for defined time periods – so they gain pre-determined experience
- Employees are part of job-sharing programs – so they become aware of what is involved in nominated, other roles within the organisation
- Workers are seconded to identified other organisations for given times – so they gain a more comprehensive view of the 'whole of industry'
- 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 – to ensuring they facilitate this requirement by providing the necessary (physical and financial) resources as well as necessary authorisations (to, for example, back-fill employees and/or to pay higher duty allowances).

Attendance at industry events

The industry may have standards in this regard which may, for example, require:

- Staff who occupy specified positions to attend nominated conferences – at given times (such as annually) both locally/domestically and internationally
- The organisation send a given number of staff to participate in nominated seminars – by contributing papers/reports and/or by taking part in sessions relevant to the business
- Participate in listed industry exhibitions – by, for example, holding a stand/display at these events so employees can develop industry contact, interact with workers from other industry organisations, and learn about what they are doing and what they have to offer
- The host enterprise pay for staff/team members to attend these events – in terms of registration fees, wages, travel and accommodation.

Provision of networking opportunities

Industry standards in this regard can include:

- Mandatory attendance at industry events – see above
- Compulsory membership of an industry organisation or association – which facilitates and enables such networking opportunities
- Holding and paying for regular industry meetings at the host enterprise – and inviting a selection of other industry personnel and stakeholders to attend.

Succession planning

The industry may have standards relating to succession planning which:

- Encourage employees to develop a career path within their organisation – so knowledge is not lost as individuals depart the business to work elsewhere
- Encourage organisations to promote from within – so employees can see they have a potential career within the host enterprise
- Guide actions of management to identify potential need to address succession issues (such as the imminent departure of an employee, retirement, promotion to another role) – and take appropriate action to prepare for such an event and mitigate its impact.

Recruitment and selection of staff

Industry standards may apply to:

- 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 – and attain stated qualifications as a condition of engagement and ongoing employment
- Performance of specific tasks – there can be an industry requirement/standard that employees are able to perform and be proficient in nominated tasks.

  This means they must already hold required, current certificates/licences allowing them to do so or be willing and able to obtain them.

  This requirement may apply to things such as:

  - Selling and consultancy skills
  - Tour guiding
  - Driving
  - Working with disabled persons
  - Completion of records/use of a computer software package.

Implementing training and PD standards

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.

Planning their implementation

Activities inherent in this phase of the process may include:

- Acquiring necessary industry standards – as prepared by, for example:
  - 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:
  - Recruitment and selection activities
  - Trade tests administered to job applicants
  - In-house training
  - Names of training institutions used
  - Names of courses/qualifications 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 – with reference to:
  - Mandatory training requirements for each job/position in the team
  - Non-negotiable certification, qualification and/or licence or permit requirements for each job/position in the team
  - Optional workplace training and professional development that is available for assisting in the attainment of each standard
  - Development of credible career paths for employees within the organisation based on formal training/qualifications and professional development
- Communicating/sharing these statements with team members – and:
  - 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 (internally or at external vocational training institutions) to develop necessary plans – to:
  - 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 – at the workplace or at some external provider
  - Determine the nature of training delivery – face-to-face/traditional, online/e-learning, blended
  - Identify whether or not there is a need to engage professional trainers and assessors to facilitate implementation of the standards
  - 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
- Preparing a schedule for introducing identified training and professional development activities into the team as part of SOPs – so there are:
  - 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
- Integrating training provisions into established team workloads and operational protocols – such that, for example:
  - Team members are paid extra to attend training, over and above their normal workplace activities
  - Individual workloads of team members is reduced to compensate for the extra work involved in training and development
  - 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&D
  - To encourage team members to identify training/development required
  - To motivate team members to engage with activities and options available to them

- Ensuring the new/revised training and professional development standards and initiatives fit with necessary organisational imperatives – such as:
  - Plans the organisation has for the workforce – which may be to grow it, multi-skill current staff or rationalise staff levels
  - Goals the business may have – for moving into new/different markets thereby requiring employees/team members with different skills sets
  - Responding to action being taken by the competition
  - Alignment of team member competencies with the new/emerging needs of new or nominated target markets
  - Ensuring team members can operate new/different technology or systems being introduced into the workplace
  - Making sure team members can integrate seamlessly with employees from new/targeted joint-venture partners, associate businesses, agencies or other organisations
- Confirming management support/approval for the changes – by:
  - Obtaining written statements from them which commit the organisation to the new/revised T&D standards and initiatives
  - Obtaining budgets to support all aspects of training
  - Having key managers speak to staff/team members in support of the initiatives, encouraging workers to strive to engage with the new training being provided.

Organising relevant factors to support the requirements

This can require:

- Promoting the T&D initiatives – so:
  - Team members are made aware of 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:
  - Remove references to previous staff competencies or qualifications 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, for example:
  - The training team members have received
  - The way such training will positively influence the customer experience
  - The USP (if any) the new training initiatives have created

- Creating and/or updating internal documentation to support the new/revised training and development standards – which may involve:
  - Making adjustments to organisational records and files to accommodate the T&D undertaken by team members
  - Developing required paperwork such as, for example:
  - Training Needs Analysis forms
  - Requests for training provision
  - Training records
  - Assessment sheets
  - Re-writing workplace policies and procedures as these apply to 'Training' and 'Professional development'
- 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.

  Training delivery may feature:
  - Lectures and discussions
  - Individual work or small group work
  - Excursions to other businesses
  - Guest speakers
  - Demonstrations
  - Role plays, drills/practice sessions
  - Assessment
- Developing benchmarks to be used in the monitoring process – to:
  - 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:
  - Financial resources – required to, for example:
  - Pay trainers and assessors
  - Purchase training materials and resources
  - Back-fill staff
  - Physical resources – as needed to:
  - Enable training to be delivered using equipment and systems actually used in the workplace
  - Support the required format of training delivery decided on
  - Assist team members with their training and development

- Information as necessary to make training/development activities realistic and relevant to the needs of the workplace – such as:
  - Details from customer databases
  - Details relating to suppliers and third party providers, carriers and other venues/destinations
  - Product knowledge – as this might relate to services provided, products sold (trips, tours, tickets, rooms, F&B), facilities and features of a venue
  - Relevant legislation and industry Codes
- Amending previously applicable job descriptions and/or scopes of authority – so that:
  - 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.

Staffing the initiatives

This management function may entail:

- Recruiting and selecting suitable trainers and assessors – with:
  - Necessary experience
  - Required qualifications
  - Appropriate work-based skills and knowledge
- Rostering staff – to enable:
  - 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:
  - Appointing workplaces coaches to supplement the training
  - Being a mentor – or facilitating the pairing of team members with suitable other mentors
  - Delivering promised/planned motivation and rewards
- Managing the human resources involved in training and professional development delivery – with reference to, for example:
  - Providing remedial and/or top-up training as required on the basis of identified need
  - Arranging for replacement training for team members who were away for scheduled courses/classes due to sickness, days off or other duties
  - Maintaining training as a workplace priority – so it does not get de-valued through being overlooked if/when competing issues occur such as when there may be a need to serve customers or undertake other 'more important' tasks.

Directing activities designed to deliver the standards

This may entail:

- Working with team members to identify which training they should prioritise/undertake – when:
  - 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:
  - 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:
  - Participating fully with workplace training
  - Demonstrating workplace application of new knowledge, skills and/or attitudes learned as part of training
  - Being positive about the need to engage with workplace training
- Giving directions in practical situations – regarding content of training courses and PD activities:
  - Where team members have forgotten what is required
  - If team members are unsure about what to do
- Managing overall activities – regarding the provision of training as this may apply to:
  - Coordinating training delivering with requirements of other teams within the organisation to attain optimum benefit
  - Scheduling training and assessment sessions so they are completed in advance of workplace need
  - Timetabling sessions to best accommodate everyone's needs
  - Ensuring new learning of the team meets advertised commitments/promises made to customers
  - Integrating new learning with the work of other employees/teams in the organisation
  - Protecting team members from management/other supervisors who try to take them away from planned/scheduled training and PD activities.

Controlling the delivery

This aspect of supervising can require:

- Authorising release of team members to attend training and PD – so
  - Classes and activities are conducted when scheduled
  - Delivery integrates with other workplace demands in an effective manner

- Checking attendances – to:
  - Ensure those who require training and PD attend and receive the 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:
  - 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:
  - Delivering and assessing as expected and required
  - Being supported in their work (inside and outside the formal learning environment) to provide necessary training
- Managing resources – by, as required:
  - 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:
  - Aligns with/reflects the required industry standards
  - Meets identified need of team members, customers and the organisation
- Taking action to maintain T&D standards – which may require:
  - Counselling individuals
  - Disciplining team members
  - Replacing ineffective trainers and/or training providers
- Monitoring the implementation of training and professional development – see next section
- Making recommendations for improvement/s to training and professional development – see section 3.3.

3.2 Monitor the implementation of training and professional development industry standards within the host enterprise workplace

Introduction

When all necessary arrangements have been made for delivering training and professional development, the required courses/activities will be implemented.

This section repeats the principles of monitoring, and discusses the monitoring process as it might apply to the implementation of workplace training and professional development.

Principles of monitoring

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 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 360^0 feedback.

Monitoring implementation of training and PD

As part of the monitoring process supervisors may be required to (or find it useful to):

- Check team engagement with activities – which may entail:
  - 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&D initiatives are progressing together with discussion of:
  - Any benefits observed
  - Issues/problems they have identified

- Check the relevance, accuracy, currency and applicability of training resources used – with reference to, for example:
  - 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:
  - Suitability
  - Access
  - Safety
  - Comfort
  - Required training delivery resources (data projectors, computers, DVD players and similar) have been provided
  - Need for more/different resources
- Check the timing of delivery – with reference to:
  - 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:
  - Technical competency
  - Training activities
  - Industry/required knowledge
- Check required records are being maintained – such as:
  - Attendance
  - Hours
  - Resources used
  - Training delivered
  - Assessments undertaken and results achieved.
  - It is never sufficient to simply deliver required training: there must always be evidence it has been delivered (and, where needed, assessed)
- Evaluate assessments – to;
  - 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:
    - Conducting prepared evaluations comparing pre-training competencies with post-training skills (benchmarks)
    - 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:
    - Seek their feedback on how implementation of T&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.

3.3 Recommend improvements to training and professional development industry standards within the host enterprise workplace

Introduction

As training and professional development activities proceed, supervisors will commonly be required to recommend improvements to what has been delivered.

This section identifies the fundamentals for making recommendations, indicates how supervisors may present their suggestions for improvement and provides examples of possible proposals for improvements to training and professional development.

Fundamentals for making recommendations

Supervisors should address the following points when making recommendations – they should:

- Reflect actual need – meaning they:
  - Must be supported by proof/evidence
  - Must demonstrate a need for change exists
- Be shared – so:
  - There is transparency and openness
  - Team members can see the team leader is working for the benefit of the team
- Be put in writing – so:
  - There is certainty about recommendations
  - Suggestions can be filed for future reference
- Be made in a timely manner – so:
  - Poor outcomes can be quickly addressed
  - Good results can be cemented into practice and extended into other areas
- Include options and/or proposed courses of action – addressing:
  - Practical operational issues
  - Sample new/revised standards or initiatives
  - New/different resources required
  - Timelines
- Quantify recommendation/s – regarding, for example:
  - Opportunity cost
  - Cost of making changes
  - Savings
  - Strategic other advantages
  - Numbers who will be trained.

Options for presenting suggestions for improvement

Team leaders have several options for presenting suggestions for improvement – these are:

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

Possible proposals for improvements to training and PD

Depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to training and professional development standards within an organisation may include:

- Adding one or more new topics to what is being provided – to:
  - Create a USP
  - Address emerging need
  - Respond to customer comment/feedback requesting such a variation
- Adjusting dates and times of delivery – which might mean:
  - Making some sessions longer or shorter
  - Increasing or decreasing the number of training sessions/activities
  - Delivering them at different times – such as, where feasible:
    - Before the business opens for business
    - After work
    - On different days
- Altering composition of training classes – which may involve:
  - Increasing or decreasing numbers
  - Adding in staff from other teams
- Changing delivery staff – which may mean:
  - Hiring new/different trainers and/or assessors
  - Using delivery and assessment staff from an external training institute
- Revising resources used – to:
  - Remove identified errors and address omissions
  - Provide more, different or more relevant items
- Using a different training approach/technique – such as:
  - Moving from a classroom-based approach to an online one, or *vice versa*
  - 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:
  - Changing from using workplace/work-based trainers to using trainers at a remote vocational training institute, or *vice versa*
  - Providing all training as on-the-job training delivered during working hours in an actual work setting – as opposed to using a training room for delivery
- Identify other employees who may benefit from T&D activities – by:
  - Department and/or job role
  - Names and numbers
  - Type of training/qualification to be provided
- Changing support factors – which may mean:
  - Altering motivation to participate
  - Increasing rewards for successful completion
  - Promoting the T&D initiatives more or in a more effective manner.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

3.1 Apply training and professional development industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described industry standards relating to training and professional development as they apply to the relevant workplace
- Monitored the implementation of training and professional development industry standards within the relevant workplace
- Recommended improvements to training and professional development industry standards within the relevant workplace.

Summary

Apply training and professional development industry standards to team supervision

When applying training and professional development industry standards to team supervision:

- Identify the industry standards that apply to T&D
- Realise the importance and value placed on training and professional development by the organisation
- Interpret the industry standards to the individual context and need of the workplace
- Locate T&D within the plans for the business and as part of the direction/s the business is taking
- Address induction and orientation as well as remedial training
- Multi-skill and update the qualifications of selected team members
- Give team members opportunities to obtain more/different industry experience/s
- Attend industry events and grow network of personal, industry contacts
- Include succession planning in considerations
- Ensure recruitment and selection protocols reflect/integrate with T&D needs and standards
- Determine training topics and delivery method/s
- Resource and provide identified training and PD activities
- Apply the 'five functions of a supervisor' to implementing the standards
- Actively monitor implementation of planned T&D initiatives
- Take appropriate action to optimise training and PD delivery
- Use objective information as the basis for making recommendations to improve T&D delivery.

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

Introduction

All organisations prepare documents for internal use among staff and management or for external use by customers, suppliers or other businesses or bodies.

This section identifies the importance of industry standards to document presentation, recaps the basic points to be applied/observed when determining relevant standards, represents options for identifying relevant industry standards, presents examples and explanations of industry documentation presentation standards, and discusses factors inherent in the implementation of these standards in host enterprise workplaces.

The importance of documentation standards

Documentation standards are important for a variety of reasons – they:

- Enable consistency of presentation – which will:
  - 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:
  - 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:
  - Identifying the content to be addressed
  - Specifying the content to be omitted
  - Identifying the language/terms to be used

- Relieve team members of the pressure of making document-related decisions – regarding, for example:
  - 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:
  - Reliable
  - A standardised end product
- Form the basis for further action – such as:
  - Sharing
  - Filing
  - Providing evidence of decision making and rationale for same
- Underpin correct and accurate documentation of information – to:
  - Reduce potential for errors – in prices, destinations, general information
  - Decrease the possibility important/required information is omitted.

Basics to be observed

When describing industry standards (including those applicable to documentation presentation) 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
- Investigate if a Style Guide (or similar) is available – to guide production of documents
- 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.

Identifying industry standards

Context

A combination of strategies should be used to identify industry standards which are applicable to a particular organisation/workplace.

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.

Strategies

Strategies which have proved effective include:

- Talking to management and owners of the business – as they will commonly:
  - 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 of documents/standards that should be applied
- Identifying requirements, if any, imposed by in-country legislation – which in some countries may relate to:
  - Mandatory provision of business data and performance details to agencies and authorities
  - Submissions – for proposals, funding, tenders
  - Applications – for permits/licences, funding, consideration
  - Notifications – regarding (for example) workplace injuries, accidents and incidents
  - Advertising – requiring statements and promises made to be genuine and not false or misleading
  - Provision of nominated information when providing certain documents – such as:
    - Need to include Terms and Conditions of Use/Purchase
    - Need to include Refund conditions for deposits/payments made
    - Need to quote prices in a given currency
- 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:
  - 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

- Referencing personal industry experience – as this may have been gained through:
  - 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 – see below.

Interpreting the industry standards

Perspective

Listed below are examples of industry standards relating to documentation presentation as they 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 to selected documents – such as:
  - 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:
  - 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

- Prescriptive of language used – in terms of:
  - 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:
  - Present/provide information, facts or detail
  - Convince a reader or argue a case
- Describing the audience/s for the document – who may be:
  - 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:
  - Clarity
  - Comprehensiveness
  - Accuracy.
  - Processing
- Stating names of team members with responsibility for – as appropriate/applicable:
  - Completing the document
  - Forwarding it, as required
  - Filing
  - Signing off on the document and authorising its release
- Indicating timelines which apply – to:
  - 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:
  - Hard copy filing
  - Scanning and saving in electronic form
- Nominating distribution requirements – which can involve:
  - Preparing multiple copies
  - Collating and binding
  - Adding covers.

Implementing documentation presentation standards

Managing implementation of documentation presentation standards involves:

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

Planning their implementation

Activities inherent in this phase of the process may include:

- Acquiring necessary industry standards – as prepared by, for example:
  - 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:
  - Documents used
  - Content
  - Layout, format and structure
- Identifying team-specific requirements that need to be addressed – in relation to, for example:
  - Names/purposes of documents
  - Uses of/for the documents
  - Content to be included
- Developing written statements that specify the exact requirements for each standard that applies – with reference to:
  - Individual document
  - Differences that apply based on user/s
  - Completion requirements
  - Timelines
  - Details relating to submission, forwarding and filing
  - Authorities to complete
  - Permissions required before completing and/or forwarding
- Communicating/sharing these statements with team members – and:
  - Explaining rationale for same
  - Describing impact/s of failing to implement requirements
  - Identifying training available

- Confirming management support/approval for introduction of new documents or changes to existing ones – by:
  - 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:
  - Completing them
  - Reading/interpreting and using them
  - Processing them.

Organising relevant factors to support the requirements

This 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 – to make sure they address all their needs
- 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.

Staffing the initiatives

This management function may entail:

- Amending workloads of team members – so:
  - 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:
  - Existing team members cannot absorb the extra work created
  - Introduction of new documents into the workplace necessitates establishment of a new work role.

Directing activities associated with document presentation standards

This may entail:

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

Controlling implementation of document presentation standards

This aspect of supervising 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
- 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 next section
- Making recommendations for improvement/s to documentation presentation – see section 4.3.

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

Introduction

The implementation of document presentation standards within an organisation needs to be monitored by team leaders as part of their standard workplace responsibilities.

This section re-presents the principles of monitoring, and discusses monitoring as it might apply to the implementation of document presentation.

Principles of monitoring

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 360^0 feedback.

Monitoring implementation of document standards

As part of the monitoring process supervisors may be required to (or find it useful to):

- Check team understanding of requirements – which may entail:
  - 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:
  - Compare actual documents produced against identified requirements – in all aspects as specified for the particular document type (for example, as set out in the organisational Style Guide for *that* item)
  - 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:
  - Ensure required standards are being delivered/taught

    - Make sure necessary supporting resources are available
- Verify provision of required documents for team members – in terms of easy/ready access to:
    - Completed samples/models of documents – for them to use as a guide for what is required
    - Blank *pro forma* documents – for them to use to generate required end products/documents
- Talk to document stakeholders – which should entail:
    - 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:
    - 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.
- Keep in touch with bodies who established the industry document standards – to, as appropriate:
    - 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.

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

Introduction

From time-to-time there can be a need to make recommendations for making improvements to document presentation standards used by the organisation.

This section reinforces previously presented fundamentals for making recommendations, repeats ways in which supervisors may present their suggestions for improvement and provides examples of possible proposals for improvements to document presentation.

Fundamentals for making recommendations

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.

Options for presenting suggestions for improvement

Team leaders have several options for presenting suggestions for improvement – these are:

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

Possible proposals for improvements to document presentation

Depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to document presentation standards within an organisation 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 – 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).

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

4.1 Apply documentation presentation industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described industry standards relating to documentation presentation as they apply to the relevant workplace
- Monitored the implementation of document presentation industry standards within the relevant workplace
- Recommended improvements to document presentation industry standards within the relevant workplace.

Summary

Apply documentation presentation industry standards to team supervision

When applying documentation presentation industry standards to team supervision:

- Identify the industry standards that apply to document presentation
- Source compliant documents from other organisations to use as the basis for preparing organisational that conform to requirements
- Realise the importance of documentation presentation standards for the organisation
- Interpret the industry standards to the individual context and need of the workplace
- Develop a Style Guide to assist team members produce required standards of documents
- Prepare and make available sample completed documents for team members to use as models
- Generate templates/*pro forma* documents for team members to use
- Ensure standards comply with legislated obligations and industry Codes
- Apply the ‘five functions of a supervisor’ to implementing the standards
- Actively monitor implementation of document presentation standards
- Speak to documents users and readers to obtain their feedback on standards used and suggestions for improvement
- Physically check/inspect documents prepared/produced by team members
- Use objective information as the basis for making recommendations to improve document presentation.

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

Introduction

Travel agencies and tour operators have a special interest in industry standards relating to visitor and tour group behaviour.

This section identifies the importance of industry standards to this topic, recaps the basic points to follow when determining relevant standards, represents options for identifying those standards, presents examples and explanations of industry visitor and tour group behaviour standards, and discusses factors inherent in the implementation of these standards to host enterprise workplaces.

The importance of visitor and tour group behaviour

Visitor and tour group behaviour standards are an important issue to organisations for a variety of reasons – they:

- May be an externally-imposed mandatory requirement – in order to enable the organisation to comply with:
  - 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:
  - 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:
  - 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

- Increase customer/tourist levels of satisfaction with the tour/activities – because:
  - 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.

Basics to be observed

When describing industry standards (including those applicable to visitor and tour group behaviour) 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.

Identifying industry standards

Context

A combination of strategies should be used to identify industry standards which are applicable to a particular organisation/workplace.

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.

Strategies

Strategies which have proved effective include:

- Talking to management and owners of the business – as they will commonly:
  - 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 – see below
- Meeting with peak industry bodies/representative groups and obtaining copies of relevant Codes and determining requirements – which may:
  - Differ between industry types or sectors
  - Vary between communities visited
  - Alter based on geographical areas and destinations visited
- Going on a trip/tour – to:
  - 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:
  - 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:
  - 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.

Note

This is the final time the sections entitled ‘Basics to be covered’ and ‘Identifying industry standards’ which have been presented in the four Elements above will be listed.

They remain consistent/variations on a theme throughout all the following Elements and should be referred back to if there is a need to do so.

Interpreting the industry standards

Perspective

Listed below are examples of industry standards relating to visitor and tour group behaviour as they may be:

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

Examples and explanation

Industry standards relating to visitor and tour group behaviour may include reference to:

Respect

This generally addresses:

- Respect for local communities – in terms of:
  - The people
  - Their land
  - Their culture and privacy
- Respect for sites and destinations – which commonly means:
  - 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:
  - 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:
  - Bans on swearing and offensive language
  - General statements about how tour group members should treat other tour group members
- Need for tour operator to respect their customers – by complying with:
  - Equal opportunity principles
  - Anti-discrimination principles
  - Truth in advertising and ethical conduct.

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' (which may include carrying out not only all litter/rubbish but also human waste)
- Doing no harm – to people (regarding bullying, harassment, discrimination) or physical or natural resources

- Acting in an ethical and responsible manner with care, professionalism and diligence – based on sound knowledge and training
- Providing a genuine tourism experience – supported by identified or relevant information, staff, information, food, accommodation, transport and activities.

Legislation

In some countries there may be requirements imposed by various laws – such as:

- National laws
- Regional laws
- Local laws.

The requirements may relate to:

- 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.

Host enterprise protocols

It is standard practice for operators to have developed operational protocols (policies and procedures) in relation to visitor and tour group behaviour.

These will:

- 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 – such as:
  - Verbal and/or physical abuse of one person by another
  - Swearing and offensive language by tour group members
  - Unacceptable behaviour
- 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.

Implementing visitor and tour group behaviour standards

Managing implementation of visitor and tour group behaviour standards involves:

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

Planning their implementation

Activities inherent in this phase of the process may include:

- Acquiring necessary industry standards – as prepared by, for example:
  - 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:
  - Codes used
  - Public statements and advertisements
  - Actual on-tour practices
- Identifying team-specific requirements that need to be addressed – in relation to, for example:
  - Training needed for them to learn requirements
  - Advice and guidance required to implement visitor and tour group behaviour
  - Practical support to facilitate implementation
- Developing written statements – that specify exact requirements for each standard that applies so:
  - 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:
  - 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:
  - 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:
  - 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.

Organising relevant factors to support the requirements

This can require:

- 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
- 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.

Staffing the initiatives

This management function may entail:

- Recruiting and selecting staff with appropriate attitudes, experience and knowledge
- Training team members – so they:
  - 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:
  - Monitor requirements
  - Provide necessary advice and guidance to tourists
  - Intervene as/if required.

Directing activities associated with visitor and tour group behaviour

This 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
- 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.

Controlling implementation of visitor and tour group behaviour

This aspect of supervising 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 (funds and physical resources) to underpin and enable standards to be met
- Checking team member adherence to communication, monitoring and enforcing of requirements
- 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 next section
- Making recommendations for improvement/s to visitor and tour group behaviour standards – see section 5.3.

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

Introduction

The implementation of visitor and tour group behaviour standards by tour operators needs to be monitored by team leaders as part of their standard workplace responsibilities.

This section re-presents the principles of monitoring, and discusses monitoring as it might apply to the implementation of visitor/tourist behaviour when on-tour.

Principles of monitoring

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 360^0 feedback.

Note

This is the final time the section entitled 'Principles of monitoring' which have been presented in the four Elements above will be listed.

They remain consistent/variations on a theme throughout all the following Elements and should be referred back to if there is a need to do so.

Monitoring implementation of visitor and tour group behaviour standards

As part of the monitoring process supervisors may be required to (or find it useful to):

- Check team understanding of requirements – which may entail:
  - 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:
  - 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:
  - 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
- 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.

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

Introduction

From time-to-time there can be a need to make recommendations for making improvements to visitor and tour group behaviour standards implemented by the organisation.

This section reinforces previously presented fundamentals for making recommendations, repeats ways in which supervisors may present suggestions for improvement and provides examples of possible proposals for improvements to tourist behaviour.

Fundamentals for making recommendations

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.

Options for presenting suggestions for improvement

Team leaders have several options for presenting suggestions for improvement – these are:

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

Note

This is the final time the sections entitled ‘Fundamentals for making recommendations’ and ‘options for presenting suggestions for improvement’ which have been presented in the four Elements above will be listed.

They remain consistent/variations on a theme throughout all the following Elements and should be referred back to if there is a need to do so.

Possible proposals for improvements to visitor and tour group behaviour standards

Depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to visitor and tour group behaviour standards 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 – which may relate to:
    - Number in the group
    - Gender and/or age mix
    - Items they can take into an area
- 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.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

5.1 Apply visitor and tour group member behaviour industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described industry standards relating to visitor and tour group member behaviour as they apply to the relevant workplace
- Monitored the implementation of visitor and tour group member behaviour industry standards within the relevant workplace
- Recommended improvements to visitor and tour group member behaviour industry standards within the relevant workplace.

Summary

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

When applying visitor and tour group member behaviour industry standards to team supervision:

- Identify the industry standards that apply to on-tour behaviour
- Source existing industry Codes of Practice, Conduct or Ethics
- Access legislation that provides mandatory obligations
- Realise the importance of visitor and tour group member behaviour standards for the organisation
- See what other tour operators are doing in this regard
- Interpret the industry standards to the individual context and need of the workplace
- Develop operational protocols to reflect and support requirements
- Prepare and make available statements and communications materials (handouts and advertisements) for team members to use
- Ensure standards and statements comply with legislated obligations and industry Codes
- Apply the 'five functions of a supervisor' to implementing the standards
- Actively monitor implementation of behaviour standards on-tour
- Speak to stakeholders to obtain 360^0 feedback on standards used and suggestions for improvement
- Go on-tour to observe team members implementing the standards
- Use objective information as the basis for making recommendations to improve on-tour customer behaviour.

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

Introduction

All organisations will have requirements relating to personal attributes which must be met by all team members in accordance with industry standards.

This section identifies the importance of industry standards to this topic, presents examples and explanations of industry standards regarding personal attributes, and discusses factors inherent in the implementation of these standards to host enterprise workplaces.

The importance of personal attributes

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 – which can require team members to wear:
  - 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 (see Element 2)
- Are critical in *at the same time* they provide key customer service elements – by*:*
  - 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:
  - Infer competency
  - Indicate engagement and commitment

- Meet customer expectations – because:
  - Organisational promotions/advertisements will mention the personal attributes of their team
  - Customers who have dealt with *other* 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:
  - 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:
  - 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.

Interpreting the industry standards

Perspective

Listed below are examples of industry standards relating to personal attributes as they may be:

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

Examples and explanation

Industry standards relating to personal attributes 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.

Personal health

Industry standards may apply to:

- 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'.

Personal levels of fitness

These requirements are usually linked directly to the physical requirements of a position as, for example, identified in the job specification for a role.

They may require:

- Standing on feet for long periods
- Working in hot conditions
- Carrying heavy items
- Capacity related to specific job-related activities – such as:
  - Walking, hiking, climbing
  - Certain sports
  - Setting up and performing allocated work.

Attitude

Requirements commonly relate to:

- 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-focussed
  - 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 – in:
  - Written communication
  - Verbal communication
  - Reading
- Some team members may need to be competent in sign language.

Implementing personal attribute standards

Planning their implementation

Activities inherent in this phase of the process may include:

- Acquiring necessary industry standards – as prepared by, for example:
  - 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:
  - 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:
  - 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:
  - 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

- Revising job/role specific documents so they reflect changed need – which may require altering:
  - Job specifications
  - Workplace checklists
- Communicating/sharing these statements with team members – and:
  - Explaining rationale for them
  - Describing impact/s of failing to meet requirements
  - Identifying training available
- Confirming management expectations regarding personal attributes – by:
  - 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:
  - Advertisements and promotional materials
  - Website
  - Workplace posters.

Organising relevant factors to support the requirements

This may involve:

- Providing on-site facilities – to:
  - 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.

Staffing the initiatives

This management function may entail:

- Recruiting and selecting suitable employees – who align with identified standards
- Training team members – so they:
  - 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:
  - Performance appraisals
  - Team talks.

Directing activities associated with personal attributes

This 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 – such as:
  - 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
- 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.

Controlling implementation of personal attributes

This aspect of supervising 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
- 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 next section
- Making recommendations for improvement/s to personal attribute standards – see section 6.3.

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

Introduction

The implementation of personal attribute standards is commonly a high priority for team leaders to monitor given its importance to customers/service delivery.

This section discusses monitoring as it might apply to the implementation of workplace personal attributes.

Monitoring implementation of personal attribute standards

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

- Check team understanding of requirements – which may entail:
  - 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:
  - 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:
  - Ensure actual requirements are being delivered in the training
  - Make sure necessary supporting resources are available
- Verify provision of required documents for team members – in terms of, for example:
  - 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:
  - 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:
  - Online feedback from customers
  - Paper-based end-of-tour/stay/service feedback forms
  - Verbal comments made by customers to staff
  - Complaints and compliments received
- Keep in touch with bodies who established the industry standards – to, as appropriate:
  - 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.

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

Introduction

Standard practice is for management/organisations to ask team leaders to make recommendations for improvements to personal attributes as they believe these need to be made for the benefit of customers and the business.

This section present suggestions for improvement and provides examples of possible proposals for improvements to personal attributes.

Possible proposals for improvements to personal attribute standards

Depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to personal attribute standards may include suggestions relating to:

- Amending personal presentation and/or dress rules and requirements – by for example:
  - 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:
  - 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.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

6.1 Apply personal attributes industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described industry standards relating to personal attributes as they apply to the relevant workplace
- Monitored the implementation of personal attributes industry standards within the relevant workplace
- Recommended improvements to personal attributes industry standards within the relevant workplace.

Summary

Apply personal attributes industry standards to team supervision

When applying personal attributes industry standards to team supervision:

- Identify the industry standards that apply
- Source existing industry Codes of Practice/Conduct
- Access legislation that provides mandatory obligations regarding host country general health requirements and food safety/personal hygiene needs
- Realise the importance of personal attribute standards for the organisation
- Find out what other businesses are doing in this regard
- Interpret the industry standards to the individual context and need of the workplace
- Develop operational protocols to reflect and support requirements
- Prepare and make available internal documentation for team members to use or follow
- Ensure standards and statements comply with legislated obligations and industry Codes
- Apply the ‘five functions of a supervisor’ to implementing the standards
- Actively monitor implementation of personal attribute standards
- Speak to stakeholders to obtain 360^0 feedback on standards and suggestions for improvement
- Observe workplace actions of team members
- Use objective information as the basis for making recommendations to improve personal attribute standards.

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

Introduction

There is an ever-present need for all organisations to comply with industry standards as these apply to time management.

This section identifies the importance of time management standards, presents examples and explanations of industry standards regarding time management, and discusses factors inherent in the implementation of these standards to host enterprise workplaces.

The importance of time management

Industry standards relating to time management 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:
  - On time
  - When expected/scheduled
- Can define the relationship and the respect the organisation has for/with its external customers – that is:
  - 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
- 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 *this* 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:
  - Opening and closing times
  - Tour departure times, ETAs at destinations and return, and ETDs from destinations
  - Labour budgets.

Interpreting the industry standards

Perspective

Listed below are examples of industry standards relating to time management as they may be:

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

Examples and explanation

Industry standards relating to time management may include reference to:

Punctuality and attendance

This relates to:

- 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:
  - 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.

Adherence to advertised times

This relates to the need for team members to:

- 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.

Completing timesheets

Industry standards may apply to:

- 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 *at the scheduled break time*.

Personal management of time

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.

Implementing time management standards

Planning their implementation

Activities inherent in this phase of the process may include:

- 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
- 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.

Organising relevant factors to support the requirements

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.

Staffing

This management function may entail:

- Recruiting and selecting employees who have demonstrated time management skills
- Training team members – so they:
  - 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.

Directing activities associated with time management

This may entail:

- Demonstrating/role modelling effective and acceptable time management techniques and protocols
- Instructing team members and giving directions about, as the need arises, meeting required standards in a practical way
- Determining whether actual time management outcomes are acceptable or not
- Making decisions regarding practical time management – such as:
  - 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.

Controlling implementation of time management standards

This aspect of supervising 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
- 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 next section
- Making recommendations for improvement/s to time management standards – see section 7.3.

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

Introduction

Experience seems to indicate if time management standards are not actively monitored they will decline.

This section discusses monitoring as it might apply to the implementation of workplace time management.

Monitoring implementation of time management standards

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
- 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:
  - 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:
  - Observing team members at work
  - Judging observations against pre-determined benchmarks
- Check the training being delivered to help staff complete work in given times
- Verify provision of required documents for team members – to help them meet timelines in terms of, for example:
  - 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.
- Keeping in touch with bodies who established the industry standards – to, as appropriate:
  - 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.

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

Introduction

It is to be expected team leaders will make recommendations for improvements to organisational and team time management practices.

This section present suggestions for improvement and provides examples of possible proposals for improvements to time management.

Possible proposals for improvements to time management standards

Depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to time management standards may include suggestions relating to:

- Amending the time allocated to certain tasks
- Changing arrival and departure times
- Altering opening and closing times
- Updating practices to make them more efficient
- 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
- 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.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

7.1 Apply time management industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described industry standards relating to time management as they apply to the relevant workplace
- Monitored the implementation of time management industry standards within the relevant workplace
- Recommended improvements to time management industry standards within the relevant workplace.

Summary

Apply time management industry standards to team supervision

When applying time management industry standards to team supervision:

- Identify the industry standards that apply
- Determine current application of time management protocols and applicable timelines/parameters
- Access legislation that provides mandatory host country time-related obligations
- Realise the importance of time management standards for the organisation
- Find out what other businesses are doing in this regard
- Interpret the industry standards to the individual context and need of the workplace
- Remember time is money but quality of service/products can decline where insufficient time is provided
- Develop SOPs and checklists to enable compliance with requirements
- Ensure standards and statements comply with legislated obligations and industry Codes
- Apply the 'five functions of a supervisor' to implementing time management
- Actively monitor implementation of time management standards
- Speak to stakeholders to obtain 360^0 feedback on standards and suggestions for improvement
- Observe workplace actions of team members and responses by customers
- Physically time actions, delays and similar to capture objective information to use as the basis for making recommendations to improve time management standards.

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

Introduction

All organisations seek to operate so they are compliant with whatever obligations are imposed on them by legislation, Codes of Conduct/Practice and contracts or other business agreements.

This section identifies the importance of compliance standards, presents examples and explanations of industry standards regarding compliance, and discusses factors inherent in the implementation of these standards to host enterprise workplaces.

The importance of compliance

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

- Can result in a law being broken – meaning:
  - 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:
  - 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:
  - Necessary fees have not been paid
  - Required permits or licences have not been obtained
  - important paperwork has not been completed or processed
- Will damage the positive relationships an organisation has with its joint-venture partners or agents – potentially leading to:
  - 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:
  - 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.

Interpreting the industry standards

Perspective

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

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

Examples and explanation

Industry standards relating to compliance may include reference to:

Health, safety and welfare

Also known as workplace health and safety (WHS) or occupational health and safety (OHS), 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 comprising:

- Risk identification – conducted:
  - in a formal manner
  - In consultation with workers/team members

- Risk assessment and evaluation – of identified risks
- Development of:
  - Risk control options – to control identified risks in accordance with the requirements of the Hierarchy of Control (see http://www.saunions.org.au/ohs/hierachy_of_controls.htm)
  - Risk matrix (see http://www.safework.sa.gov.au/uploaded_files/RiskAssessmentMatrix.pdf) – detailing:
  - Likelihood
  - Consequences
  - Level of risk.

Emergency management

This relates to the need to:

- Assess circumstances facing the organisation/team to determine possible emergency situations they face – and the level of threat they pose

  Plans may be needed to address on-site and on-tour situations

  Examples can include action to take in the event of:
  - Fire
  - Vehicle accident
  - Lost/missing person
  - Evacuation
- Develop Emergency Management Plans for every identified emergency situation – see http://www.business.gov.au/business-topics/business-planning/emergency-management-and-recovery/Pages/develop-your-action-plan.aspx
- Acquire or develop necessary resources to enable each EMP
- Train employees/team members in the implementation of every EMP – and conduct regular/scheduled drills
- integrate EMPs into standard business/team activities
- Ensure customers are advised appropriately regarding plans that have been developed to cater for their safety.

Compliance with regulators' requirements

The requirements in this regard relate to:

- 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

- Responding positively to regulator directions/orders to make changes to the business to:
  - Enhance level of compliance
  - address instances of non-compliance
- Completing and forwarding required documentation and/or statistics.

Records and data management

Requirements in this regard involve:

- 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.

Contracts and agreements

This might relate to:

- 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
- 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.

Implementing compliance standards

Planning their implementation

Activities inherent in this phase of the process may include:

- Determining necessary industry compliance standards/requirements – as required:
  - 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:
  - Compliance obligations
  - Techniques/protocols to enable compliance

- Developing written statements – that specify exact actions required by:
  - The organisation and/or team
  - Individuals within the business/team

- Liaising with authorities and agencies – to:
  - Determine requirements
  - Identify compliance protocols
- Scheduling recurring requirements – so they are not overlooked, in terms of actions such as:
  - Paying fees and charges
  - Completing and forwarding paperwork
  - Registering and/or registering the business and/or workers.

Organising relevant factors to support the requirements

This may involve:

- Providing physical resources to comply with legislated and other obligations
- Providing financial resources necessary – to support:
  - 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.

Staffing

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.

Directing activities associated with compliance issues

This may entail:

- Demonstrating/role modelling personal compliance with requirements – as these might apply to:
  - 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:
  - 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.

Controlling implementation of compliance standards

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
- 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 next section
- Making recommendations for improvement/s to compliance requirements/industry standards – see section 8.3.

8.2 Monitor the implementation of compliance requirement industry standards within the host enterprise workplace

Introduction

The importance of meeting compliance requirements/standards to the ongoing viability of the business means it is essential team leaders monitor the implementation of compliance standards.

This section discusses monitoring as it might apply to the implementation of workplace compliance obligations.

Monitoring implementation of compliance standards

As part of the monitoring process team leaders may be required to (or find it useful 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 (such as receipts for payments made; acknowledgement of receipt of online notifications) of taking action to meet compliance requirements
- 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
- 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 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.

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

Introduction

It is to be expected team leaders will make recommendations for improvements to action taken by the organisation and their team in relation to meeting compliance requirements.

This section present suggestions for improvement and provides examples of possible proposals for improvements to compliance standards.

Possible proposals for improvements to compliance standards

Depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to compliance standards may include suggestions relating to:

- 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
- 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
- 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.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

8.1 Apply compliance requirement industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described industry standards relating to compliance requirements as they apply to the relevant workplace
- Monitored the implementation of compliance requirement industry standards within the relevant workplace
- Recommended improvements to compliance requirement industry standards within the relevant workplace.

Summary

Apply compliance requirement industry standards to team supervision

When applying compliance requirement industry standards to team supervision:

- Identify the industry standards that apply
- Determine the extent to which the organisation/team is currently meeting compliance obligations
- Access legislation that provides mandatory host country compliance obligations
- Realise the importance of compliance for the organisation
- Interpret the industry standards to the individual context and need of the workplace
- Develop schedules, SOPs and checklists to enable compliance with requirements
- Liaise with agencies and authorities to determine requirements and obtain advice
- Apply the 'five functions of a supervisor' to implementing required compliance protocols
- Actively monitor implementation of compliance
- Speak to stakeholders to obtain 360^0 feedback and suggestions for improvement
- Inspect the workplace and observe workplace actions of team members
- Take immediate action to address, rectify and prevent recurrence of non-compliance and breaches.

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

Introduction

Ethical standards and ethical behaviour of the organisation and its employees is a paramount concern for all organisations.

This section identifies the importance of ethical standards, presents examples and explanations of industry standards regarding ethical staff behaviour, and discusses factors inherent in the implementation of these standards to host enterprise workplaces.

The importance of ethical behaviour

Industry standards relating to ethical requirements are important because failure to comply:

- Can result in a law being broken – as many laws require both businesses and their 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:
    - Anger from customers about the way they have been treated or the way the organisation/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.

Interpreting the industry standards

Perspective

Listed below are examples of industry standards relating to ethical standards/behaviour as they may be:

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

Examples and explanation

Industry standards relating to ethical standards 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, such as those relating to:
  - Prices
  - Tour conditions, times and dates
  - Food and beverages
  - Facilities
  - Quality and service levels
- Accuracy in commentaries and destination provided
- Truth in advertising – so there is are 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 polices

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 polices 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.

Environmental issues

Ethical standards in this regard can involve team members:

- 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.

Corporate citizenship

This means being a good corporate citizen – which can mean:

- 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.

Implementing ethical behaviour standards

Planning their implementation

Activities inherent in this phase of the process may include:

- Determining necessary industry ethical standards/requirements – as required:
  - 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:
  - Required ethical standards, practices, behaviour and requirements
  - Techniques/protocols to enable compliance
- Developing written statements – that specify exact actions required by:
  - The organisation and/or team
  - Individuals within the business/team
- Liaising with authorities and agencies – to:
  - Determine requirements
  - Obtain advice on practices that comply with requirements.

Organising relevant factors to support the requirements

This may involve:

- Providing physical resources to comply with legislated and other obligations
- Providing financial resources necessary – to support:
  - 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.

Staffing

This management function 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 – 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
- 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.

Directing activities associated with ethical behaviour

This 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 – 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.

Controlling implementation of ethical behaviour

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
- 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
- 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 next section
- Making recommendations for improvement/s to ethical behaviour requirements/industry standards – see section 9.3.

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

Introduction

Monitoring the ethical behaviour of team members must be integrated into monitoring all the other activities of personnel.

This section discusses monitoring as it might apply to the implementation of workplace ethical behaviour standards.

Monitoring implementation of ethical behaviour standards

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

- 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
- 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
- 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.

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

Introduction

Senior management will always expect team leaders to be ready to make recommendations on how improvements to ethical behaviour for employees can be achieved.

This section present suggestions for improvement and provides examples of possible proposals for improvements to ethical behaviour.

Possible proposals for improvements to ethical behaviour standards

Depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to ethical behaviour may include suggestions relating to:

- 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
- 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.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

9.1 Apply ethical behaviour industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described industry standards relating to ethical behaviour as they apply to the relevant workplace
- Monitored the implementation of ethical behaviour industry standards within the relevant workplace
- Recommended improvements to ethical behaviour industry standards within the relevant workplace.

Summary

Apply ethical behaviour industry standards to team supervision

When applying ethical behaviour industry standards to team supervision:

- Identify the industry standards that apply
- Determine the extent to which the organisation/team is currently meeting ethical behaviour obligations
- Access legislation that provides mandatory host country ethical behaviour obligations
- Realise the importance of ethical behaviour for the organisation
- Interpret the industry standards to the individual context and need of the workplace
- Develop schedules, SOPs and checklists to enable compliance with ethical behaviour requirements
- Liaise with external stakeholders to determine their ethical behaviour requirements and obtain advice
- Apply the ‘five functions of a supervisor’ to implementing required ethical behaviour standards
- Actively monitor implementation of ethical behaviour practices
- Speak to stakeholders to obtain 360^0 feedback and suggestions for improvement
- Observe workplace and on-tour actions of team members
- Take immediate action to address, rectify and prevent recurrence of non-compliance with required ethical behaviour standards.

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

Introduction

In addition to the standards that have been described in the preceding sections it is always possible organisations will need to comply with a range of other/additional standards,

This section describes the generic nature of these other standards and identifies how a person can determine if there is a need for a workplace to comply with their requirements.

Generic other standards

There can be a need for some team leaders to have to comply with:

- Standards specific to individual industry sectors – where, for example:
  - 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:
  - 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:
  - 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.

Determining if there is a need to comply

Commonly these standards may be imposed as a result of:

- 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.

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, 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.

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

Introduction

Monitoring the implementation of relevant other industry standards within a business needs to be handled with the same seriousness and attention to detail as the monitoring of other industry standards.

This section discusses monitoring as it might apply to the implementation of these other standards.

Monitoring implementation of other industry standards

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
- 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
- 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 implements – 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.

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

Introduction

In the same way all others standards are subject to suggestions for improvement, so too does this apply to 'other standards'.

This section present suggestions for improvement to other standards and provides examples of possible proposals for improvements.

Possible proposals for improvements to other standards

Depending on the actual findings of the monitoring process, it is possible recommendations for making improvements to 'other standards' may include suggestions relating 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
- Engaging more staff – to deliver products/services which actually meet customer (or other externally imposed) expectations
- Refining existing standards (as opposed to removing or making major changes to them) – by making relatively minor changes to standards while maintaining the primary thrust of them, such as for example:
  - Adding a small extra service/product to existing deliverables
  - Reducing resource provision by, say, five per cent
  - Re-defining the parameters which describe when 'other standards' must/need to apply
- introducing new standards – to:
  - Match what the opposition is doing at times they are doing it
  - Meet new/changed externally imposed or mandate obligations
  - Re-position the business as a market leader.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

10.1 Apply relevant other industry standards to team supervision (for an actual or simulated industry business) providing evidence you have:

- Described relevant other industry standards as they apply to the relevant workplace
- Monitored the implementation of relevant other industry standards within the relevant workplace
- Recommended improvements to relevant other industry standards within the relevant workplace.

Summary

Apply relevant other industry standards to team supervision

When applying relevant other industry standards to team supervision:

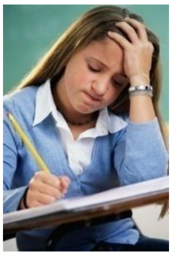
- Appreciate the context in which other standards may apply
- Research the type and nature of other standards
- Talk to management, owners and other stakeholders to determine preferences and obligations In this regard
- Identify historical precedents that have given rise to other standards and when, where, how and why they are applied/implemented
- Read all internal protocols and agreements to which the organisation is a party to determine other standard that apply and when they apply
- Monitor implementation seeking feedback from all stakeholders and generating fact-based evidence
- Use data from internal and external sources to create information for monitoring and evaluation purposes
- Make recommendations for change and improvements based on actual proof generated as part of the monitoring process.

Presentation of written work

1. Introduction

It is important for students to present carefully prepared written work. Written presentation in industry must be professional in appearance and accurate in content. If students develop good writing skills whilst studying, they are able to easily transfer those skills to the workplace.

2. Style



Students should write in a style that is simple and concise. Short sentences and paragraphs are easier to read and understand. It helps to write a plan and at least one draft of the written work so that the final product will be well organised. The points presented will then follow a logical sequence and be relevant. Students should frequently refer to the question asked, to keep 'on track'. Teachers recognise and are critical of work that does not answer the question, or is 'padded' with irrelevant material. In summary, remember to:

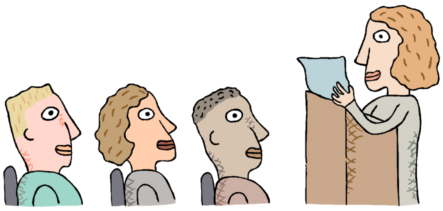
- Plan ahead
- Be clear and concise
- Answer the question
- Proofread the final draft.

3. Presenting Written Work

Types of written work

Students may be asked to write:

- Short and long reports
- Essays
- Records of interviews
- Questionnaires
- Business letters
- Resumes.



Format

All written work should be presented on A4 paper, single-sided with a left-hand margin. If work is word-processed, one-and-a-half or double spacing should be used. Handwritten work must be legible and should also be well spaced to allow for ease of reading. New paragraphs should not be indented but should be separated by a space. Pages must be numbered. If headings are also to be numbered, students should use a logical and sequential system of numbering.

Cover Sheet

All written work should be submitted with a cover sheet stapled to the front that contains:

- The student's name and student number
- The name of the class/unit
- The due date of the work
- The title of the work
- The teacher's name
- A signed declaration that the work does not involve plagiarism.

Keeping a Copy

Students must keep a copy of the written work in case it is lost. This rarely happens but it can be disastrous if a copy has not been kept.

Inclusive language

This means language that includes every section of the population. For instance, if a student were to write 'A nurse is responsible for the patients in her care at all times' it would be implying that all nurses are female and would be excluding male nurses.

Examples of appropriate language are shown on the right:

Mankind	*Humankind*
Barman/maid	*Bar attendant*
Host/hostess	*Host*
Waiter/waitress	*Waiter or waiting staff*

Recommended reading

Note: all Recommended Reading is sourced from 'Trove: National Library of Australia' at http://trove.nla.gov.au/.

2015. *Developing skills for business leadership*, Cipd, London

Barker, Carolyn & Payne, Alexandra & Australian Institute of Management 2006, *Dna@work: how the invisible building blocks of leadership, innovation, management, team performance and learning affect business and the workplace*, John Wiley & Sons, Camberwell, Vic

Barretta, Jackie 2015, *Primal teams: harnessing the power of emotions to fuel extraordinary performance*, New York American Management Association

Dessler, Gary & Dessler, Gary, 1942. Essentials of human resource management 2015, *Human resource management*, FOURTEENTH EDITION, Upper Saddle River Pearson

Griffith, Brian A & Dunham, Ethan B., (author.) 2015, *Working in teams: moving from high potential to high performance*, Los Angeles SAGE

IRELAND, R DUANE 2015, *Strategic management: Concepts and cases: competitiveness and globalization*, Cengage learning, New York

Lussier, Robert N 2015, *Management fundamentals: concepts, applications, & skill development*, Sixth edition, Thousand Oaks, California SAGE.

Nahavandi, Afsaneh 2009, *The art and science of leadership*, 5th ed, Pearson Prentice Hall, Upper Saddle River, N.J

Solomon, Michael R & Poatsy, Mary Anne & Martin, Kendall 2015, *Better business*, 3rd ed, Pearson, Boston.

WAKEMAN, CY 2015, *Reality-based leadership participant workbook*, Pfeiffer, San Francisco

West, Michael A 2004, *The secrets of successful team management*, D. Baird, London

Trainee evaluation sheet

Apply industry standards to team supervision

The following statements are about the competency you have just completed.

Please tick the appropriate box	Agree	Don't Know	Do Not Agree	Does Not Apply
There was too much in this competency to cover without rushing.	☐	☐	☐	☐
Most of the competency seemed relevant to me.	☐	☐	☐	☐
The competency was at the right level for me.	☐	☐	☐	☐
I got enough help from my trainer.	☐	☐	☐	☐
The amount of activities was sufficient.	☐	☐	☐	☐
The competency allowed me to use my own initiative.	☐	☐	☐	☐
My training was well-organised.	☐	☐	☐	☐
My trainer had time to answer my questions.	☐	☐	☐	☐
I understood how I was going to be assessed.	☐	☐	☐	☐
I was given enough time to practice.	☐	☐	☐	☐
My trainer feedback was useful.	☐	☐	☐	☐
Enough equipment was available and it worked well.	☐	☐	☐	☐
The activities were too hard for me.	☐	☐	☐	☐

The best things about this unit were:

The worst things about this unit were:

The things you should change in this unit are:

Trainee self-assessment checklist

As an indicator to your Trainer/Assessor of your readiness for assessment in this unit please complete the following and hand to your Trainer/Assessor.

Apply industry standards to team supervision

		Yes	No*
Element 1: Define the context of team supervision			
1.1	Identify the members of the team	☐	☐
1.2	Explain the rationale for applying industry standards in the workplace	☐	☐
1.3	Identify the results of failing to comply with identified industry standards	☐	☐
1.4	Describe the role of the supervisor in applying industry standards within the team	☐	☐
1.5	Describe the rights and responsibilities of team members in relation to industry standards	☐	☐
1.6	Describe team objectives in relation to the implementation of industry standards	☐	☐
Element 2: Apply service provision industry standards to team supervision			
2.1	Describe industry standards relating to service provision as they apply to the host enterprise workplace	☐	☐
2.2	Monitor the implementation of service provision industry standards within the host enterprise workplace	☐	☐
2.3	Recommend improvements to service provision industry standards within the host enterprise workplace	☐	☐
Element 3: Apply training and professional development industry standards to team supervision			
3.1	Describe industry standards relating to training and professional development as they apply to the host enterprise workplace	☐	☐
3.2	Monitor the implementation of training and professional development industry standards within the host enterprise workplace	☐	☐
3.3	Recommend improvements to training and professional development industry standards within the host enterprise workplace	☐	☐

		Yes	No*
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	☐	☐
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	☐	☐
8.3	Recommend improvements to compliance requirement industry standards within the host enterprise workplace	☐	☐

		Yes	No*
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		

Statement by Trainee:

I believe I am ready to be assessed on the following as indicated above:

Signed: ______________________________ **Date:** ____________

Note:

For all boxes where a **No*** is ticked, please provide details of the extra steps or work you need to do to become ready for assessment.

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