REGIONAL MODEL COMPETENCY STANDARD: TOURISM INDUSTRY
Regional Skills and Employability Programme in Asia and the Pacific (SKILLS-AP)

Regional Model Competency Standard: Tourism Industry

International Labour Office
Preface

The issue of skills recognition, and the development of national skills standards, has recently been of increasing importance in Asia and the Pacific. The need to improve the quality and effectiveness of training systems and the increasing mobility of skilled workers have been the main driving forces behind the need to develop new approaches to skills recognition together with new skills standards. There are very few tools available to help countries make these challenging reforms.

While many countries in the region have developed their national skills standards systems using the earlier Asia and the Pacific Skills Development Programme (APSDEP) Model Occupational Skills Standards, when a review of selected national systems took place in the mid-90s, it was clear that there was a move away from occupational standards towards industry-based competency standards. In this context, the ILO member States called on the ILO to develop a new model, which they chose to call Regional Model Competency Standards (RMCS). While work on the new RMCS started at that time, the increasing pressure on countries to be competitive and improve productivity, along with greater mobility of skilled workers, has given new impetus to this work. In the first Technical Meeting of the Regional Skills Network Partner Organizations, held in Korea in November 2000, the ILO constituents identified skills recognition and the development of regional standards as high priority issues. This was reinforced at the Second Planning Meeting of the Network, which along with other regional meetings, called on the ILO to update the guidance materials and assess the currency of existing standards.

These revised Regional Model Competency Standards for the Tourism Sector were prepared by Andre Lewis for the ILO Regional Skills and Employability Programme in Asia and the Pacific (SKILLS-AP). I would like to take this opportunity to express my sincere appreciation to Mr Lewis for his excellent work on this subject, together with the ILO, for many years. I am sure that this Tourism RMCS will be greatly appreciated by countries in the region both in assisting the development of their national standards in this sector, and as a basis for discussion on the recognition of skills across countries, in the context of the mobility of skilled workers. Many countries in Asia and the Pacific are promoting tourism as a key strategy in their economic and social development.

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Introduction

These Tourism RMCS describe the competencies used in a range of occupations and job roles that apply across the whole tourism industry. Competency is in essence extremely simple, involving being clear about what people in, or entering work need to be able to do.

When competency is described in these RMCS it is an essential tool for:

- basing training and assessment, at the least, on those identified outcomes; and
- certifying that people can actually do what was specified as the outcome and credentialing them accordingly.

Thus the Tourism RMCS enables the tourism industry to accurately define its workplace requirements. As well as underpinning training and vocational education outcomes these standards provide the benchmark for recognition of competencies gained informally.

_The fundamental concept of competency in the Tourism RMCS is that it focuses on what is expected of an employee in the workplace rather than on a learning process or time spent in training or education._

In other words, it describes exactly what someone in the tourism industry should be able to do and not any particular training they should undertake. It also embodies the ability to transfer and apply broad tourism skills and knowledge to new situations and environments. This is a comprehensive definition of competency in that all aspects of work performance, not only narrow task skills, are included. It encompasses:

- the requirement to efficiently perform individual tasks [*task skills*]
- the requirement to manage a number of different tasks within a job [*task management skills*]
- the requirement to effectively respond to irregularities and breakdowns in routine [*contingency management skills*]
- the requirement to deal with the responsibilities and expectations of the work environment [*job/role environment skills*], including working with others and in teams.

The Tourism RMCS also incorporate appropriate underlying skills and knowledge as this relates to competence in a variety of workplaces, and deals with attitudes and values in a way that focuses on the outcomes to be achieved rather than the views of individuals. These tourism RMCS are free of bias and discrimination.

The Tourism RMCS can be used to underpin training and assessment that meets the real workplace needs of industry. However, they can also be used to form the basis for a complete and integrated human resource system. Such as:

- compiling job descriptions and organising work structures
- recruitment
- determining training needs
- developing training and training resources/materials
- conducting appraisals and skills assessments
- establishing linkages between skills and remuneration.
The Tourism RMCS Structure

The standards have the following three primary components:

<table>
<thead>
<tr>
<th>1. Industry Descriptor and Coverage</th>
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<tbody>
<tr>
<td>details what industry, sector or occupational cluster the standard deals with and its main work coverage.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Primary Functions</th>
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<tbody>
<tr>
<td>describe the major types of work involved - administrative, technical and so on with a range of contexts for its application.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>3. Units</th>
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<tbody>
<tr>
<td>are statements about what particular work is done and the performance measures and underpinning knowledge that apply to a competent worker.</td>
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</tbody>
</table>

The third component – **Units** – are structured with four sub-components:

- **Performance Criteria**
  each unit has a number of Performance Criteria describing in detail the skills a worker applies when undertaking the work defined in the Unit. They set out fully what is done, how well the work should be performed and allow for a measurable outcome.

- **Evidence requirements**
  This component covers guidance on the sort of evidence that would support assessment to determine if an individual held the competencies described. It relates to the broad activities that should be observed to reliably attest to a person being able to apply a competency in a realistic workplace environment, and is expressed in:

- **Critical Skills and Essential Knowledge**
  that is information on the skills and theoretical knowledge needed to perform effectively and to source alternative options / strategies to achieve workplace outcomes, and a:

- **Range Statement**
  which sets the parameters for application of the competency and captures the types of work, resources, services and so on that could apply when the competency was being used.

**In summary:**

- These standards are statements about what people need to be able to do in the tourism workplace - they are not designed to cover all the details of training that may be needed for people to acquire the skills or the instruments to assess them.
- The standards are written to be general enough to apply to the full range of situations in the tourism industry. The standards thus provide a broad guide that can be tailored to meet the needs of specific sectors and business enterprises. This can be through adding more specific detail of local operations where appropriate.

- The standards allow for flexible tailoring and targeting of training and assessment.

- When using the standards, take advantage of all the information provided. The evidence and range statement provide useful information in this regard.

- While individual Units define the skills and knowledge in a particular area of work, it is the combination of a number of these which creates a meaningful outcome in the workplace. This also captures the need to manage different tasks simultaneously and within a whole job/role environment.
Tourism Industry RMCS

Industry Descriptor and Coverage:

These Regional Model Competency Standards cover the Tourism sector and include competencies for –

Tour Operations
Guiding
Attractions and ‘Theme’ Parks
Travel Services (Retail and Wholesale)
Visitor Information Services
Meetings and Conventions
Tourism Product Development

The scope of the standards is from entry level to middle management and encompasses common sector skills in the areas of customer relations, tourism product development, sales and bookings, travel and tour operations and tourist attractions.

There is also inclusion throughout of competencies that are not exclusive to the Tourism industry but are common skills that could apply to many different workplaces. These include:

- Customer Service
- Hygiene, Health, Safety and Security
- General Administration
- Financial Administration
- Computer Technology
- Technical and Maintenance Services
- Merchandise Sales
- Training
- Management and Leadership.

The following concepts underpin these Regional Model Competency Standards:

- The standards define the essential skills and knowledge required to work in the Tourism Industry in the region. The standards provide a flexible framework that can be used by all tourism enterprises, regardless of location or business size. They do not cover every possible skill that could be required in some countries but can be added to with specific and specialist competencies as required.

- As noted earlier the standards are regional models and therefore do not have all the detail needed to fully underpin training programs and assessment. Some examples of how this might be done are provided later in this introduction.

- The standards are grouped functionally and not as jobs or occupations so need to be combined to meet a country’s particular need for recognition and training. Some examples of how this might be done are also provided later.

- To be meaningful and valuable, training and assessment based on these standards must be tailored to meet the specific needs of industry sectors, individuals and different cultural groups.
- The standards reflect the need to balance the commercial viability of tourism operations with culturally and environmentally appropriate practices to sustain the viability of the industry in the region.

The Tourism industry RMCS are organised as follows:

**TOURISM CORE**

Competencies required by all people working in the Tourism Industry.

(The four (4) units comprising these competencies are prefixed ‘A’)

**TOURISM FUNCTIONAL AREAS**

Selected according to needs of a particular job or occupation from the following groupings

<table>
<thead>
<tr>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Product Development</td>
<td>Sales &amp; Marketing</td>
<td>Office Administration &amp; Venue Maintenance</td>
<td>Tour Operations and Guiding</td>
<td>Attractions &amp; Theme Parks</td>
<td>Supervision and Management</td>
</tr>
<tr>
<td>14 Units</td>
<td>24 Units</td>
<td>24 Units</td>
<td>19 Units</td>
<td>17 Units</td>
<td>27 Units</td>
</tr>
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</table>

(The units comprising these competencies have a prefix letter – B to G – designating which functional group they come from)

Each functional group has a number of units and each is allocated a letter signifying its functional group (A-G as above) plus its unique number within the group for easy identification.

For example there is a unit dealing with health, safety and security that is in the core group and so designated ‘A’ and is the third element in the group so is **Unit A3 - Follow Health, Safety and Security Procedures.**

Similarly, the tenth unit from the planning and product development functional group dealing with planning sponsorships is **Unit B10 - Develop and Implement Sponsorship Plans.**

Because the units are only broadly grouped and not ordered in any particular way they have to be combined to reflect whole jobs or recognised occupations. An example is in the travel agency area where someone may need to deal with domestic and international travel and undertake general office duties in a small agency. The appropriate combinations of Units might therefore be:

Core group - Units A1 to A4, plus
C6 - Create a promotional display
C8 - Source and provide destination information and advice
C9 - Access and interpret product information
C10 - Sell tourism products and services
C12 - Receive and process reservations
C13 - Book and coordinate supplier services
C15 - Operate a computerised reservation system
C16 - Construct and ticket domestic airfares
C17 - Construct and ticket international airfares
D4 - Communicate on the telephone
D5 - Perform clerical procedures
D7 - Prepare business documents

If developing an introductory course for tour guides whose graduates could gain employment in a range of tour related areas the following units from functional areas A and E might be appropriate:

Core group - Units A1 to A4, plus
E1 - Conduct pre-departure checks
E2 - Drive vehicles
E4 - Carry out vehicle maintenance and minor repairs
E9 - Coordinate guest/delegate registrations at venue
E11 - Work as a guide
E12 - Offer arrival and departure assistance
E13 - Develop and maintain the general knowledge required by guides
E16 - Prepare and present tour commentaries
E17 - Present interpretive activities

These units could also be part of a higher level course dealing with supervision and management of guides by adding say, appropriate units from functional areas B, E and G.

This ‘building block’ approach can be very flexible and once training and assessment resources have been developed for the units of the standard they can be utilised in a variety of training courses or direct assessment of competency for people already holding the skills but who have no formal qualification.

Units can be customised to become more relevant to a particular use as required. An example might be that in one country there are several tourist attractions dealing with animals – wildlife parks and perhaps crocodile farms. These would have particular workplace needs and the country they are in may have specific legislation applying to such attractions. Assuming the RMCS were used to frame training and assessment of workers for a crocodile farm and tourist attraction one important aspect might be training and looking after the animals. The element F11 from these RMCS could be customised with additional detail for this purpose as follows:

**Unit F11 - Provide Crocodile Animal Care**

Deals with the skills and knowledge required providing basic care for crocodiles and other related captive animals in a crocodile farm theme park. It covers:

a) Feeding crocodiles and other park animals as required by the farm management in a safe manner
b) Assisting with general care of crocodiles and collecting samples as required and to the limits of responsibility and expertise
c) Identifying and acting on potential risks in crocodile enclosures to co-workers, customers and self  
d) Updating and maintaining crocodile feeding, breeding and behavioural records to ensure their welfare is maximised

Evidence

- Ability to apply safety procedures to working with captive crocodiles.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Crocodile observation skills such as their level of aggression, pregnancy and feeding habits  
- Feeding procedures including amount and type of raw foods required  
- Chemicals used in crocodile care and their dosage rate and application  
- Quarantine requirements for new crocodiles entering the attraction  
- General knowledge of crocodile diseases and pests including appropriate treatment and reporting of condition as appropriate  
- ‘X’ country health & safety requirements relating to the care of crocodiles and other captive native animals  
- Knowledge of procedures to be applied in day-to-day crocodile care – including feeding, monitoring, disease prevention, injury avoidance, routine health treatments and capture/restraint  
- Knowledge of correct terminology and record-keeping procedures in relation to crocodile care

Range Statement

- Samples may include but are not limited to urine; faeces; skin samples.  
- Crocodile behaviours may include but are not limited to mating patterns; copulation; combat between adults and adolescents.  
- Hazards and risks may include but are not limited to predictable and unpredictable crocodile and related reptile behaviour; human behaviour regarding dangerous animals; defects in enclosure structure or equipment.

In this way as much detail as necessary can also be added to utilise the standard for assessment or development of a training program.
Tourism Core

Unit A1 - Work with Colleagues and Customers

Deals with the interpersonal, communication and customer service skills required by all people working in the tourism and hospitality industries. It covers:

a) Communicating in the workplace effectively with co-workers, supervisors and others to support all work activities
b) Providing assistance to internal and external customers so their needs are correctly ascertained and met
c) Maintaining personal presentation standards to uphold the professional reputation of the industry and workplace
d) Working cooperatively and effectively in a team to ensure all activity is covered in a timely manner and with minimum disruption to workflow

Evidence

- The focus of this competency will vary depending upon the cultural context of the workplace. Assessment should take account of the cultural variances and special requirements that apply in particular situations.
- Evidence of competency should relate to different communication and customer service contexts and may need to be collected over a period of time.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Needs and expectations of different customers as appropriate to industry sector
- Knowledge of effective communication in relation to listening; questioning; non-verbal communication; understanding of teamwork principles
- Ability to communicate effectively with customers and colleagues (including those with special needs) within the range of situations required for the relevant job role
- Ability to work in a team
- Ability to respond effectively to a range of different customer service situations
- Understanding of communication and customer service and its importance in a tourism/hospitality context

Range Statement

- Depending upon the organisation and the specific situation customers may include but are not limited to members of other tourism and hospitality industry sectors; internal individuals or groups; local residents; visitors; media; workmates/colleagues.
- Customers with specific needs may include those with disabilities; special cultural needs; unaccompanied children; parents with young children; single women.
Unit A2 - Work in a Socially Diverse Environment

Deals with the cultural awareness that is required by all people working in the tourism and hospitality industries. It includes the cultural awareness required for serving customers and working with colleagues from diverse backgrounds. It covers:

a) Communicating with customers and colleagues from diverse backgrounds in a manner which recognises and satisfies their needs
b) Dealing with cross-cultural misunderstandings sensitively and in full awareness of the varying backgrounds people come from

Evidence

- The focus of this competency will vary depending upon the cultural context of the workplace and the cultural background of the individual. Assessment should take account of the cultural variances and requirements that apply in particular situations.
- Evidence of competence should relate to different communication and customer service contexts and may need to be collected over a period of time.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Principles that underpin cultural awareness
- Recognition of the different cultural groups in society
- Basic knowledge of the culture of the region’s indigenous and non indigenous peoples
- Recognition of various international tourist groups (as appropriate to the sector and individual workplace)
- Principles of equal employment opportunity and anti-discrimination legislation as they apply to individual employees
- Knowledge of what it means to be ‘culturally aware’
- Ability to communicate effectively with customers and colleagues from a broad range of backgrounds as required for the relevant job role

Range Statement

- Cultural differences may include but are not limited to those of the following nature: (examples only): Race; language; special needs; disabilities; family structure; gender; age; sexual preference; possible cultural; language spoken; forms of address; levels of formality/informality; non-verbal behaviour; work ethics; personal grooming; family obligations; recognised holidays; customs; special needs; product preferences.
- Attempts to overcome language barriers may be made to meet and greet/farewell customers; give simple directions; give simple instructions; answer simple enquiries; prepare for, serve and assist customers; describe goods and services.
- Outside organisations may include but are not limited to interpretative services; diplomatic services; local cultural organisations; appropriate government agencies; educational institutions.
Unit A3 - Follow Health, Safety and Security Procedures

Deals with the skills and knowledge required to follow health, safety and security procedures. This competency applies to all individuals working in the tourism and hospitality industries. It does not cover hygiene or first aid that are found separately. It covers:

a) Following workplace procedures on health, safety and security so that co-workers and customers have a safe environment
b) Dealing with emergency situations quickly, appropriately and without endangering oneself and others
c) Maintaining safe personal presentation standards including wearing appropriate clothing and maintaining personal grooming
d) Providing feedback on health, safety and security to appropriate personnel as required in a sufficiently detailed manner for action to be taken

Evidence

- Ability to follow established procedures.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Industry/sector insurance and liability requirements in relation to individual staff responsibilities
- Relevant national and local occupational health and safety legislation in relation to obligations of employers and employees
- Common health, safety and activity procedures in tourism and hospitality workplaces
- Major causes of workplace accidents relevant to the work environment
- Understanding of the implications of disregarding those procedures
- Understanding of the legal requirement to work in accordance with health, safety and security procedures

Range Statement

- Health, safety and security procedures may include but are not limited to procedures for: emergency, fire and accident hazard identification and control; use of personal protective clothing and equipment; safe sitting, lifting and handling; security of documents, cash, equipment, people; key control systems.
- Emergency situations may include but are not limited to bomb threats; deranged customers; accidents; robbery; fire; armed hold up; floods; earthquakes.
Unit A4 - Develop and Update Tourism Industry Knowledge

Deals with the skills and knowledge required to access, increase and update knowledge of the tourism industry, including the role of different industry sectors and key legislation. This knowledge underpins effective performance in all sectors and applies to all people working in the tourism industry. It covers:

a) Seeking information on the tourism industry to ensure up-to-date information on all aspects of the industry requirements and potential are known

b) Updating tourism industry knowledge so all customers can be effectively advised and serviced

Evidence

- Ability to efficiently source relevant and accurate industry information.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Different sectors of the tourism industry and their inter-relationships, including a general knowledge of the roles and functions of the following sectors: accommodation; attractions and theme parks; tour operators; tour wholesalers; retail travel agents; information services sector (local, regional, national); meetings and events
- Overview of quality assurance in the tourism industry and the roles and responsibilities of individual staff members in quality assurance
- Overview of how to organise time and work in different industry contexts
- Tourism industry information sources
- Basic research skills: identification of relevant information; questioning techniques to obtain information; sorting and summarising information
- Legislation which applies across the industry in the following areas (name, primary objective and impact on individual staff only) including consumer protection; duty of care; equal employment opportunity; anti-discrimination; workplace relations
- General knowledge of the tourism industry, including main roles, functions and inter-relationships of different sectors, with a more detailed knowledge of issues which relate to a specific sector or workplace

Range Statement

- Information sources may include but are not limited to media; reference books; libraries; unions; industry associations and organisations; industry journals; computer data, including Internet; personal observations and experience.
- Industries other than tourism may include but are not limited to entertainment; arts; sports; agriculture; conservation science and research; retail.
- Environmental issues may include but are not limited to protection of natural and cultural integrity; minimal impact operations; environmental sustainability; waste management; energy-efficient operations; land ownership; land access and usage.
- Economic and social issues may include but are not limited to employment; effect on local amenities/facilities; population change due to tourism development; community role in tourism.
Tourism Product Development

Unit B1 - Create and Implement Strategic Product Development Initiatives

Deals with the skills and knowledge required to manage strategic product development within tourism enterprises. It is very closely linked to a range of other Units dealing with product development developing and implementing a business plan. It covers:

a) Preparing product development plans that are cost effective, implementable and meet an identified market need
b) Implementing product development plans in a timely manner to the appropriate audience
c) Monitoring and evaluating product development to improve the service to customers and maintain profitability

Evidence

- Market knowledge as appropriate to specific enterprises – style of product/location/distribution network/limiting factors
- Understanding of financial and profit issues and requirements.

Critical Skills and Essential knowledge:

- Planning and project management
- Insurance issues associated with product development
- Legal issues and regulations that affect tourism operations in specific relation to product development
- Environmental regulations
- Ability to plan, implement and evaluate a tourism product development initiative
- Knowledge of the range of issues to be considered in the product development process.

Range Statement

- Product development refers both to the monitoring and development of existing facilities/services/products and to the creation of new facilities/services/products.
- Product development covers a range of areas including but not limited to tour development; package programs; new customer service features; building of new facilities; special interest programs; guest activities and shows; exhibits.
**Unit B2 - Research Tourism Data**

Deals with the skills and knowledge required to conduct formal research in a tourism context. It applies to all tourism industry sectors and covers:

a) Identifying research needs that target the business and have identifiable outcomes
b) Conducting research cost-effectively and in an appropriate timeframe
c) Interpreting and applying research results that impact directly upon the business and customer requirements

**Evidence**

- Ability to apply knowledge to the conduct of research within a specific tourism context.

**Critical Skills and Essential knowledge:**

- Typical research methodologies
- Role of research within the tourism industry and major research bodies
- Sources of research data
- Knowledge of research techniques and methodology

**Range Statement**

- Research methods may include but are not limited to questionnaires and surveys; interviews (face-to-face and phone); focus groups; electronic counters; evaluation of secondary data; desk research.
- Research may be related to a range of data including but not limited to customer preferences; general visitation patterns; success of marketing initiatives; distribution network.
- Information may be obtained through other industry sources or research direct with the final customer.
Unit B3 - Source and Package Tourism Products and Services

Deals with the skills and knowledge required to research and package tourism products to meet the needs of particular markets or customers. It covers:

a) Sourcing appropriate products from a range of available resources that are within the capacity of the business to deliver
b) Packaging products for customers that are attractive, cost-effective and meet an identified market

Evidence

- Ability to source and package a range of different products to meet a specific market need
- Ability to develop and cost practical programs that meet both customer needs and organisation business requirements.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Local and international regulations and legislation that impact on the packaging and development of tourism products in the region
- Industry information networks
- Industry practices in packaging products as appropriate to different sectors
- Market knowledge in relation to product being developed and potential customers
- Knowledge of product packaging in the context of the tourism industry

Range Statement

- The precise context for this competency will vary according to the specific industry sector but could include sourcing and packaging destinations and products for conference packages; social events; tour programs and packages (day, extended, eco, cultural, educational); special interest itineraries; incentives; series tours.
- Products and services may include but are not limited to accommodation; transport (air, rail, bus /coach, shipping); hire car; attractions; tours; catering; entertainment; conference facilities; specialist services (guides, interpreters etc).
Unit B4 - Plan and Implement Minimal Impact Operations

Deals with the skills and knowledge required to create and operate tourism activities that minimise negative environmental and social impacts. It is particularly relevant to ecotourism operations but should apply to all tourism operations. It covers:

a) Planning environmentally responsible activities that meet market expectations and can be delivered at an achievable cost
b) Conducting tourism activities with minimal impact on the environment which attracts the customer interest and is sustainable at the local and regional level
c) Monitoring impacts and changes on the environment to avoid damaging the system or indicating where this can be restored or maintained more effectively in future

Evidence

- Ability to apply knowledge to the planning and operation of tourism services in a specific industry context.

Critical Skills and Essential knowledge:

- Basic general knowledge of global environmental issues
- Local environmental and cultural issues
- Basic general knowledge of environmental ethics
- Relevant government/local legislation, regulations and by-laws
- Minimal impact techniques
- Environmental information collection techniques
- Ecotourism codes of practice
- An understanding of the biophysical and sociocultural Units in an environment
- Knowledge of the environmental impacts and issues associated with tourism

Range Statement

- Minimal impact techniques and procedures may include but are not limited to education on appropriate behavioural patterns; site hardening; technological solutions; education; restricting or limiting access; staged authenticity.
- Environmental impacts may include but are not limited to positive opportunities for conservation/protection; site hardening; education of visitors; improvement of sites already impacted. Negative impacts may include disturbance of flora and fauna; physical damage; introduction of exotic/feral species; pollution; waste, energy and consumable demands and issues; visual impacts.
- Social impacts may include positive aspects such as economic benefits to local community; improved local facilities; employment; visitor education; greater understanding between host and visitor cultures, or negative influences such as trivialisation of culture and effects on social structures.
- Methods of information collection may include but are not limited to logbooks; sighting forms; basic measurements (temperature, weather conditions, estimations of % cover, water); photography.
- Changes in the natural environment may include but are not limited to breeding events; erosion; species sighting; changes to flora; changes to fauna.
Unit B5 - Plan and Develop Interpretive Activities

Deals with the skills and knowledge required to plan and develop interpretive activities for different customer groups. It is particularly relevant for those developing activities within tour operations and tourist attractions/theme parks. The actual presentation of activities is covered in Present Interpretive Activities. It covers:

a) Establishing a customer and business need for the activity that is cost effective and sustainable in the medium to long term
b) Developing the activity quickly and in full awareness of the client target groups capacity to participate and pay
c) Evaluating the activity for effectiveness and customer satisfaction

Evidence

- Ability to apply knowledge to the development of tourism related interpretive activities
- Ability to apply the total development and evaluation process to an interpretive activity
- This competency may involve substantial knowledge of the subject around which the interpretive activity is based and this knowledge should be thoroughly assessed. Assessment should take account of the fact that individuals may have already acquired this knowledge either through formal study or life and work experience. Examples include the scientific qualifications of ecotourism guides and the recognition systems in relation to cultural knowledge that exist in various societies.

Critical Skills and Essential knowledge

To demonstrate competence, evidence of knowledge and skill in the following areas is required:

- Interpretation principles including;
  - interpretation that does not somehow relate what is being displayed or described to something within the personality or experience of the visitor will be sterile.
  - Information, as such, is not interpretation. Interpretation is revelation based upon information. But they are entirely different things. However, all interpretation includes information.
  - interpretation is an art which combines many arts, whether the materials presented are scientific, historical or architectural.
  - the chief aim of interpretation is not instruction, but creation of interest.
  - interpretation should aim to present a whole rather than a part, and must address itself to the whole person rather than any phase.
  - interpretation addressed to children should not be a dilution of the presentation to adults, but should follow a fundamentally different approach.

- Customer service skills
- Technical/equipment procedures
- Project planning
- Written presentation skills
- Activity design
- Knowledge of subject matter to be presented
- Subject knowledge

**Range Statement**

- Activities may include but are not limited to guided walks; guided site activities; touring activities. One or more activities may be combined in an overall tour program.
- Interpretive activities relate to an enormous range of subjects. A few examples are wildlife; domestic/farm animals; birds; history and heritage; culture; art; natural environment; built environment.
- Resources may include natural resources; microphone; AV equipment; overhead projector/transparencies; video & video monitor; slides/slide projector; handouts; costumes; props; actors/performers; guest speakers; special interest organisations.
- Other specialists may include subject matter experts; cultural advisers; technical experts; creative designers; actors/performers; marketeers; environmental educators; interpretation consultants.
Unit B6 - Plan and Develop Ecologically Sustainable Tourism Operations

Deals with the skills and knowledge required to undertake the strategic planning of ecologically sustainable tourism operations. It builds on the competency Plan and Implement Minimal Impact Techniques that is more operationally focused. It is also an extension of the competency Create and Implement Strategic Product Development Initiative that relates to general product development planning. It covers:

a) Planning for ecologically sustainable tourism operations that are marketable and cost effective
b) Developing and implementing ecologically sustainable tourism operations that meet customer expectations and business plans
c) Monitoring any environmental impact of operations to adjust programs to reduce impact to acceptable levels

Evidence

- Ability to integrate ecologically sustainable tourism practices into the overall product development process.

Critical Skills and Essential knowledge:

- General knowledge of global environmental issues
- Local environmental and cultural issues
- Ecotourism codes of practice
- Impacts of tourism
- Minimal impact techniques
- Environmental management strategies
- Tourism trends and developments
- Relevant government/local legislation and regulations

Range Statement

- Methods of managing tourism impacts may include but are not limited to limits of acceptable change; zoning; exclusion; community consultation and involvement; tourism development plans; scheduling; consideration of optimal weather conditions/seasons; selection of most appropriate transport modes; education; size of operation/group size.
Unit B7 - Plan and Develop Culturally Appropriate Tourism Operations

Deals with the skills and knowledge required to plan culturally appropriate tourism operations. The competency applies to all tourism operations and is particularly relevant for operations that involve substantial cultural content, the inclusion of visits to culturally sensitive sites or a high level of interaction between people of different cultures. It is an extension of the competency Create and Implement Strategic Product Development Initiatives. It covers:

a) Planning for culturally appropriate tourism operations which meet community requirements and satisfy customer needs within the limits of the environment
b) Developing and implementing culturally appropriate tourism operations that are sustainable and satisfy customers
c) Monitoring operations to improve the product and product delivery within a cost effective framework

**Evidence**

- Ability to integrate culturally appropriate practices into the overall product development process
- Training and/or assessment should involve persons from the relevant cultures.

**Critical Skills and Essential knowledge:**

- Cultural/social impacts of tourism
- Copyright and intellectual property issues
- Cross cultural awareness and knowledge of the specific culture in question
- Relevant government/local legislation, regulations and by-laws

**Range Statement**

- Cultural issues may include but are not limited to appropriate activities; use of cultural information; access restrictions; use of appropriate staff; traditional/contemporary values and customs; cultural differences in styles of negotiation and communication.
- Impacts on community may include but are not limited to positive aspects such as economic benefits to local community; improved local facilities; employment opportunities; cultural benefits; visitor education; greater understanding between host and visitor cultures. Or negative aspects such as trivialisation of culture; effect on social structures.
Unit B8 - Plan and Develop Meeting/Event Proposals and Bids

Deals with the skills and knowledge required to plan and develop proposals and bids for the staging of meetings and events. It covers:

a) Interpreting briefs accurately and in full cognisance of the customer needs and expectations
b) Developing proposal/bid details which meet customer needs and are implementable and cost effective
c) Developing bid materials that clearly outline the services to be offered and the limitations where appropriate within the cost structure

Evidence

- Ability to conduct the entire proposal/bidding process for a specific meeting/event, including effective assessment of the briefing, coordination of all details and resources to meet the bid requirements and presentation of bid materials and documents.

Critical Skills and Essential knowledge:

- Components required for meeting/event proposals and bids and product knowledge in relation to those components
- Networks and interrelationships of different industry sectors in relation to meeting/event proposal/bids
- Presentation techniques for proposal and bid materials
- Knowledge of typical bid/proposal requirements and formats

Range Statement

- Details to be included in the proposal/bid will vary but may include information on general concepts and themes; business programs; social programs; costs; touring; accommodation; entertainment; staging; special features; sample promotional materials; references and details of other successful undertakings; organisational information (structure, personnel etc); support statements; information from other organisations and approaches to environmental impacts and issues.
**Unit B9 - Develop Conference Programs**

Deals with the skills and knowledge required to design a conference program.

a) Identifying conference objectives fully from customers
b) Designing conference programs that meet all the customer needs within the capacity of the organisation to deliver the services in timely and cost effective manner
c) Finalising program details to ensure full satisfaction of the customer within the established budget

**Evidence**

- Ability to design a practical conference program to meet overall objectives and the needs of the target audience within budget guidelines.

**Critical Skills and Essential knowledge:**

- Typical conference session formats
- Range of options for conference staging and venue set ups
- Principles of adult learning
- Needs of different segments of the market in relation to conference activities (corporate, associations, government)
- Detailed knowledge of the range of options available to conference organisers in terms of venues, staging, format and pre/post touring components

**Range Statement**

This competency applies to any tourism industry sector where there is a requirement for conference program development.
Unit_B10 - Develop and Implement Sponsorship Plans

Deals with the skills and knowledge required to manage the sponsorship activities for a meeting or event. It has particular relevance for the meeting and events sector and for the visitor information services sector where extensive involvement in event management occurs. It covers:

a) Identifying sponsorship opportunities from a range of identified sources
b) Creating and promoting a sponsorship package that will be attractive to the target audience and meet the costs of the project
c) Implementing sponsorship activities that sustain the involvement of sponsors and meet customer and community expectations
d) Following up with sponsors to ensure they have been satisfied with the outcomes of the activity in their particular involvement

Evidence

- Ability to manage the entire sponsorship process for a given meeting/event including identification of potential sponsors/activities to be sponsored, development of the sponsorship package and the implementation of sponsorship activities.

Critical Skills and Essential knowledge:

- Typical sponsorship packages created for meetings/events
- Sponsorship protocols
- Research skills for different areas of the market
- Comprehensive knowledge of practices and protocols in relation to meeting/event sponsorship

Range Statement

The competency applies to any tourism industry sector where sponsorship of meetings and events is required.

- Items and activities to be sponsored may include but are not limited to overall conference sponsorship; physical items (satchels); meals; morning and afternoon teas; travel; entertainment; speaker sessions; social events.
- Potential sponsors may include but are not limited to individuals; private companies; government agencies; industry organisations/associations; educational institutions.
Unit B11 - Develop and Implement Meeting/Event Management Systems and Procedures

Deals with the skills and knowledge required to develop the specific procedures and systems required for the effective management of meetings and events. This competency equates to the general competency Plan and Establish Systems and Procedures. It covers:

a) Identifying procedural and system requirements for successfully conducted meetings and events
b) Developing systems and procedures to meet all aspects of the event in consultation with customers
c) Monitoring and reviewing systems and procedures to ensure customer satisfaction and profitability

Evidence

- Ability to develop a range of systems and procedures for the total management of a meeting or event.

Critical Skills and Essential knowledge:

- Comprehensive knowledge of typical meetings management systems
- Issues and problems relating to overall meetings/event management
- Basic principles of planning
- Knowledge of the range of procedures and systems that apply across a broad range of meetings/event styles

Range Statement

- This competency applies to any sector of the tourism industry where meetings and events are organised.
- Systems and procedures may be manual or automated.
Unit B12 - Develop Host Community Awareness of Tourism

Deals with the skills and knowledge required to develop host community awareness of tourism and its costs and benefits. It may apply in a local, regional, state or national context. It covers:

a) Educating and informing the community on tourism in terms of its impact and benefits
b) Liaising with stakeholders to ensure their full understanding and commitment to the potential of tourism in their area

Evidence

- Ability to develop strategies to ensure effective communication about tourism issues to the broad community.

Critical Skills and Essential knowledge:

- Community impacts of tourism, both costs and benefits
- Typical structures for local, regional and state tourism organisations
- Main stakeholders in local, regional, state and national tourism
- Typical issues/problems in relation to host communities and tourism
- Strategic and tactical community communications.
- Understanding of the role of tourism within host community, the impacts of tourism and the role of major stakeholders

Range Statement

- This competency applies to the visitor information services sector of the tourism industry and applies in a local, regional, state or national context.
- Stakeholders may include but are not limited to general public; elected officials; senior bureaucrats; community groups; tourism operators; tourism industry associations; trade unions; media.
Unit_B13 - Assess Tourism Opportunities for Local Community

Deals with the skills and knowledge required to assess the general costs and benefits of tourism development for local community. A Tour Operator could also undertake this competency. It recognises the need for community to make informed decisions about their potential involvement in tourism. Specific areas of business management are found in other competencies. It covers:

- a) Seeking information about potential tourism opportunities fully and with appropriate and knowledgeable stakeholders
- b) Analysing issues relevant to tourism in local community across the full spectrum of their involvement
- c) Liaising with external stakeholders that have an interest in the community in question
- d) Consulting with the community in an appropriate manner whilst eliciting full information and involvement
- e) Making decisions in relation to tourism opportunities based upon sound factual evidence and budgetary estimates

Evidence

- Ability to identify and analyse the full range of potential impacts of proposed tourism development on a particular local community.

Critical Skills and Essential Knowledge:

- Knowledge of tourism and the tourism industry
- Tourism industry networks and information sources
- Impacts of tourism
- Research and analysis skills
- Knowledge of the range of potential issues and impacts in relation to tourism development in a local community

Range Statement

- This competency applies to those individuals who wish to assess potential for tourism in local community. It is particularly relevant for the visitor information services sector, tour operators and those involved in developing tourism within different cultural and ethnic community.
- Potential tourism opportunities cover the full range of tourism development opportunities including tourism retailing operations; tour operations; accommodation development; visits to the community by invited external tour operators; community involvement in providing staff for external operations; community involvement in training for the tourism industry.
- Sources of information may include but are not limited to local, regional, national tourism organisations; other government agencies; research bodies; reports on tourism; privately owned tourism businesses; national parks and land management agencies; other local community; local people.
- External stakeholders may include but are not limited to the wider community; local businesses; local, regional, state, national tourism organisations; other government agencies; privately owned tourism businesses; training organisations.
Unit B14 - Develop and Implement Local/Regional Tourism Plan

Deals with the skills and knowledge required to develop and implement a strategic tourism plan in a local or regional context. It covers:

a) Developing plans for local/regional tourism that meet community and potential customer needs and expectations
b) Implementing local/regional tourism plans as agreed with stakeholders in timely and cost effective manner
c) Monitoring and evaluating plans to better develop the plans and activities over time

Evidence

- Ability to apply the total planning process to the development of a specific local/regional tourism plan
- Ability to implement and monitor the operation of the plan.

Critical Skills and Essential knowledge:

- Strategic planning techniques and practices
- In-depth appreciation of the region for which the plan is being developed (physical, social, cultural and environmental characteristics)
- Knowledge of the tourism industry in relation to distribution networks and opportunities
- Tourism industry structures that apply to the specific regions
- Detailed knowledge of the full range of issues that apply to the development and administration of local/regional tourism

Range Statement

- This competency applies to the Visitor Information Services functions of the tourism industry.
- This competency can apply to both local and regional tourism plans.
Sales and Marketing

Unit C1 - Make Presentations

Deals with the skills and knowledge required to make effective presentations. This competency applies to a variety of people across all tourism and hospitality sectors. It includes:

a) Preparing for presentations to a variety of potential customers and co-workers on products, services and organisational initiatives
b) Making presentations that inform and motivate participants

Evidence

- Ability to deliver a logical well-structured presentation that shows effective use of public speaking techniques
- Ability to tailor the presentation to specific audience needs.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Presentation planning
- Public speaking techniques
- Knowledge of subject matter for presentation
- Ability to apply established techniques in the preparation of a presentation

Range Statement

Presentations may be internal or external and include but are not limited to sales presentations; training delivery; presentations within meetings; conference addresses; staff briefings.
Unit C2 - Plan and Implement Sales Activities

Deals with the skills and knowledge required to plan and implement sales activities in a tourism and hospitality context. It closely reflects the role of a sales executive. It covers:

a) Planning sales activities that meet organisational sales objectives and relate to all identified target audiences
b) Preparing for sales calls including ensuring all sales materials, quotations and presentations are available and up-to-date
c) Making sales calls in a timely manner to all identified customers
d) Reviewing and reporting on sales activities with appropriate detail and advice on potential improvements

Evidence

- Ability to plan and implement sales activities within a specific tourism and hospitality context
- Logical and thorough planning which takes account of specific industry issues
- Ability to integrate preparation with actual conduct of a sales call.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- In-depth product knowledge
- Knowledge of the legal issues that affect the sales executive role in the regional tourism industry
- Industry and market knowledge as appropriate to the sector/organisation including:
  - Industry marketing and sales networks and distribution systems
  - Customer trends and preferences
  - Links between sales and areas of tourism operations
  - Knowledge of sales and marketing principles and ability to interpret a marketing plan
  - Sales techniques
  - Planning and organisational skills in specific relation to sales activities

Range Statement

Sales activities may be face-to-face or on the telephone.
Unit C3 - Co-ordinate Marketing Activities

Deals with the skills and knowledge required to co-ordinate a range of marketing and promotional activities in a tourism or hospitality context.

a) Planning marketing and promotional activities that meet organisational goals and customer expectations
b) Co-ordinating participation in trade and consumer shows to address a target audience
c) Co-ordinating in house promotions to fully inform organisation members of the sales approach and targets
d) Co-ordinating familiarizations to ensure all involved participants are sufficiently informed on products and services
e) Undertaking a general public relations role to positively promote the organisation and its services
f) Developing special products to meet customer needs within cost structures and service capabilities
g) Reviewing and reporting on promotional activities appropriately and advising on potential improvements to the process wherever possible

Evidence

- Ability to co-ordinate and organise a number of promotional activities within a specific tourism and hospitality context
- Logical and thorough activity planning including development of supporting organisational systems.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Knowledge of the legal issues that affect marketing activities in the regional tourism industry
- Industry and market knowledge including:
  - Industry marketing and sales networks and distribution systems
  - Customer trends and preferences
  - Knowledge of sales and marketing principles and ability to interpret a marketing plan
  - General knowledge of promotional activities in the tourism industry including trade shows, in-house promotions, advertising, public relations, familiarisations, signage and display
  - Planning and organisational skills in specific relation to marketing activities.
  - Knowledge of marketing principles and their application to practical workplace contexts

Range Statement

Marketing and promotional activities may include but is not limited to promotional events; display and signage; initiatives; trade and journalist familiarisations; limited product development within scope of individual responsibility; market research; advertising; industry and public relations activities.
**Unit C4 - Establish and Conduct Business Relationships**

Deals with the skills and knowledge required to manage business relationships within a tourism or hospitality context. It focuses on the relationship building and negotiation skills required by specialist sales operators and managers in the industry. It covers:

a) Establishing and conducting business relationships that meet organisation and customer/supplier expectations
b) Conducting negotiations within a known area of responsibility, to a given budgetary outcome and the satisfaction of customers
c) Making formal business agreements that are ethical. Legally and financially appropriate and mutually beneficial to the parties concerned
d) Fostering and maintaining business relationships which impact positively on the organisation and its future operation

**Evidence**

- Ability to conduct business negotiations within a specific tourism and hospitality context.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Knowledge of the tourism and/or hospitality industry including:
  - Major industry marketing issues
  - Current competitive environment
- Knowledge of the legal issues that affect negotiations and contracts in the regional tourism industry
- Knowledge of internal organisation environments including:
  - Internal service capabilities
  - Current marketing focus
  - Negotiation skills, including the skills to conduct negotiations of significant commercial value
- General knowledge of contracts as appropriate to different industry sectors
- Knowledge and understanding of contracts
- Knowledge and understanding of the current environment in which tourism and/or hospitality businesses operate, and the major industry issues of relevance to the particular sector

**Range Statement**

Negotiations and contracts may relate to quite broad and significant commercial dealings including but not limited to corporate accounts; service contracts; agency agreements; venue contracts; rate negotiations; marketing agreements.
**Unit C5 - Coordinate the Production of Brochures and Marketing Materials**

Deals with the skills and knowledge required to coordinate the development of promotional brochures and other printed marketing materials. It covers:

a) Planning the production of brochures and marketing materials that are effective for the identified audience and within promotional budgets
b) Producing information for inclusion in marketing materials that is comprehensive, pitched to the target audience and accurate in regard to the products and services promoted
c) Obtaining quotations for artwork and printing as appropriate for the required quality, timeframe and within budget
d) Developing final copy for brochures and marketing materials with is accurate and appropriately cleared within the organisation before agreement to produce
e) Coordinating the production of brochures and marketing materials to ensure they are available as required and of the quality and quantity needed

**Evidence**

- Ability to co-ordinate all Units of the brochure development process
- Ability to produce materials that meet stated objectives, provide current and accurate information and are free of error.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following is required:

- Market context for the materials being produced
- Print production processes and terminology
- Principles of planning
- Creative writing
- Methods for researching, preparation and proofing of copy
- Legal issues that affect the production of printed materials as appropriate to individual sectors/workplaces including copyright laws
- Knowledge and understanding of production processes and terminology

**Range Statement**

- Actual production/printing may be conducted either in-house or by an external agency.
- Brochures and marketing materials may include but are not limited to product brochures; destination guides; promotional flyers and leaflets; conference programs/registration forms; event prospectus; display materials; product support manuals; advertising materials; direct mail pieces; invitations.
Unit C6 - Create a Promotional Display/Stand

Deals with the skills and knowledge required to create a promotional display/stand in a range of different tourism and hospitality contexts. This competency does not include all the skills of a display professional – rather it reflects the more general display skills needed by a large range of tourism industry personnel. It covers:

a) Making preparations for display/stand in a timely fashion and according to arranged schedules and costs
b) Setting up displays that positively promote the organisation and attract customers
c) Providing support the display to deal with all potential customer inquiries and needs
d) Following up sales opportunities promptly and effectively

Evidence

- Ability to create a display or dress a promotional stand to meet specific objectives using accepted display techniques.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- General display techniques as they apply to typical tourism industry contexts

Range Statement

Promotional displays/stands are set up and operated in a range of contexts including trade/consumer show; stand at meeting or conference event; in-house promotion; window display; shopping centre promotion.
Unit C7 - Operate an Automated Information System

Deals with the skills and knowledge required to operate an automated information system. The system used will vary according to the organisation and industry sector. It covers:

a) Accessing information on an automated system accurately and promptly to obtain the needed information as required
b) Downloading information when required in a legible and useable format

Evidence

- Ability to access and retrieve a range of information from an automated system within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Role of automated information systems in the tourism industry
- Basic keyboarding skills
- Knowledge of the role of automated systems within the tourism industry

Range Statement

Information systems will vary depending upon the organisation and industry sector but could include Internet; organisation designed systems; state/national tourism information systems.
Unit C8 - Source and Provide Destination Information and Advice

Deals with the skills and knowledge required to source and provide destination information and advice. It may be applied in a domestic or international context. It covers:

a) Developing destination knowledge that is up-to-date and useful for informing a range of customers appropriately
b) Updating destination knowledge on a regular basis from a variety of sources to ensure a full and comprehensive knowledge of products and services
c) Providing destination information and advice which meets customer expectations and promotes sale of organisational services

Evidence

- Ability to research current, relevant and accurate information on tourism destinations and the styles of product offered in those destinations.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Sources of information on destinations
- Knowledge of industry information networks
- Typical ways that individuals update their knowledge in the tourism industry
- Understanding of the ways in which customers seek information
- Knowledge of current industry information networks and sources

Range Statement

- This competency applies to all sectors of the tourism industry where advice on destinations is provided to customers.
- The range of destination knowledge will vary according to the industry sector and workplace. Training organisations should ensure the tailoring of this knowledge to meet the specific needs of the target group. For example, in a retail travel context both domestic and international knowledge would be required.
- Destination knowledge may include but is not limited to major tourist areas; geographic features; history; local economy; local customs; special regional features; cultural Units; special features of the host community; appropriate health and safety considerations; climate and seasonal factors; local facilities; banking and currency information.
- General product information may include but is not limited to styles of product available within the destination; seasonal availability of product
- Informal and formal research may include but is not limited to informal discussions with colleagues; formal study; reading of brochures; trade and general media; product updates and launches; promotional seminars; direct contact with other organisations; familiarisations; reading of travel guide books; accessing the Internet.
Unit C9 - Access and Interpret Product Information

Deals with the skills and knowledge required to access and interpret a range of specific tourism product information. It may be applied in a domestic or international context. It covers:

a) Identifying and accessing product information which is accurate, timely, cost effective and meets customer needs
b) Interpreting product information to suit informing a variety of customers with various needs
c) Providing product advice appropriate to the customer and consistent with the products and services dealt with by the organisation

Evidence

- Ability to access and correctly interpret information on different categories of tourism products within organisation acceptable timeframes.

Critical Skills and Essential Knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Major categories of tourism products
- Industry terminology and common abbreviations in relation to major product categories
- General procedures in relation to major product categories
- Specific legal issues relating to different product categories
- Knowledge of product terminology and procedures. The range of products will vary according to the industry sector and workplace.

Range Statement

- This competency applies to all tourism industry sectors that deal extensively with a wide range of products and services from across the tourism spectrum.
- Product information systems may be manual or automated.
- Please note that this competency is not intended to include detailed interpretation of airfare information. This is found in other Units.
- Sources of product information may include but are not limited to brochures; timetables; computer; tariff sheets; confidential tariff.
- Products may include but are not limited to transportation; touring product; cruises; accommodation; attractions (natural and built); special events; recreational activities; convention facilities; food and beverage/catering; currency and banking services.
Unit C10 - Sell Tourism Products and Services

Deals with the skills and knowledge required to sell tourism services and products proactively in a range of industry contexts. It covers:

a) Identifying customer needs accurately and through a variety of methods appropriate to the inquiry
b) Suggesting products to meet customer needs from a sound knowledge base which effectively meets their identified requirements
c) Following up sales opportunities to maximise customer satisfaction and organisational objectives for sales

Evidence

- Ability to apply the sales process in response to a range of different customer situations. The range of customer situations will vary according to the industry sector and workplace.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Selling skills
- Communication, specifically active listening and questioning
- Legal and liability implications of selling tourism products as appropriate to particular sectors
- Product knowledge as appropriate to the organisation or industry sector
- Underpinning product/destination knowledge
- Understanding of legal and liability issues

Range Statement

- This competency applies to all tourism industry sectors where staff are required to sell tourism services and products proactively.
- This competency may be applied in a domestic or international context.
- Selling could be face-to-face; on the phone; in writing; related to the sale of a destination; related to the sale of a specific product.
- Specific customer needs and preferences may be related to preferences of different cultures/nationalities; family status; age; gender; available budget; time available; special interests.
- Products and services may include but are not limited to transportation; accommodation; tour packages; entertainment bookings; special events; activities; attractions; conference facilities; hire car; travel insurance.
Unit C11 - Prepare Quotations

Deals with the skills and knowledge required to calculate the costs of products and services accurately and present quotations to customers. It covers:

a) Calculating costs of products and services accurately and within budgetary requirements of the organisation and client
b) Providing quotations to customers in a timely manner that meet their needs and are cost effective for the organisation
c) Updating and amend quotations as required to ensure the customer has up-to-date and useable information on which to make a purchasing decision

Evidence

- Ability to accurately cost and quote on a range of tourism products and services within organisation acceptable timeframes
- The range of products and services will vary according to the industry sector. Training and assessment must take account of the fact that the nature of quotations and the customers for whom they are prepared will vary accordingly.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Industry commission/mark up procedures and appropriate legislation that applies in this area
- Legal and consumer protection issues in specific relation to providing quotations
- Knowledge of industry practices in relation to commissions and mark up

Range Statement

- This competency applies to all tourism industry sectors.
- Quotations may be for single or multiple products and services.
- Quotations may be prepared using a manual or automated system.
- Quotations may be for domestic or international products and services.
- The nature of quotations and the customers for whom they are prepared will vary according to different industry sectors and individual workplace.
Unit C12 - Receive and Process Reservations

Deals with the skills and knowledge required to receive and process reservations for a tourism product or service (the selling focus for reservations staff is found in competency Sell Tourism Products and Services). It covers:

a) Receiving reservation requests from customers and accurately interpreting them
b) Recording details of reservation accurately and appropriately
c) Updating reservations as required while informing all involved parties
d) Advising others on reservations details to ensure customer receives all products and services reserved

Evidence

- Ability to make accurate reservations in accordance with established systems and procedures and within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Product knowledge as appropriate to the specific industry sector
- Reservations and bookings terminology
- Relationships between different sectors of the tourism industry in relation to reservations and bookings including sources of reservations for different sectors
- Principles which underpin reservations procedures
- Understanding of the different sources of reservations and the industry interrelationships that apply.

Range Statement

- This competency applies to all tourism and hospitality sectors where reservations for services are received.
- Reservations systems may be manual or automated.
- Reservations may be for domestic or international products and services.
- Customers may be industry customers; end users of the service.
- Reservations may be made by phone; facsimile; mail; face-to-face ; Internet.
- Reservations may be for individuals; groups; VIP’s; conference delegates.
- General and specific customer requirements/reservation details may include, but are not limited to special requests; timing details; special needs; payment arrangements; information of a style of customer eg. special interest groups; VIP status; details of other services being used.
Unit C13 - Book and Co-ordinate Supplier Services

Deals with the skills and knowledge required to book and co-ordinate supplier services in a range of different tourism contexts. It covers:

a) Identifying booking requirements from a variety of customers in an appropriate and professional manner  
b) Requesting services from a variety of suppliers in a suitable means  
c) Recording requests and confirmations accurately and in a timely manner according to organisational requirements  
d) Updating and finalising bookings as required in a minimum timeframe to meet customer and organisational expectations and requirements

Evidence

- Ability to co-ordinate effectively the booking process from initial request to finalisation of the booking  
- Application of correct procedures and effective recording of bookings  
- The range of products and services booked will vary according to the industry sector and workplace.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Typical industry booking systems and procedures as appropriate to the specific industry sector  
- Product knowledge as appropriate to specific industry sector  
- Principles that underpin reservations and booking procedures  
- Relationships between different sectors of the tourism industry in relation to reservations and bookings  
- Knowledge of industry booking systems and procedures for a range of products and services

Range Statement

- This competency applies to all tourism industry sectors where the services of other suppliers are used.  
- Suppliers may be either internal or external to the organisation.  
- Services may be domestic or international.  
- Bookings may be made with a manual or automated system.  
- The range of services to be supplied will vary according to the industry sector. Services may include but are not limited to transportation; accommodation; entertainment; tours; activities; speaker services; audiovisual services; catering.
Unit C14 - Operate a Computerised Reservations System

Deals with the skills and knowledge required to use a computerised reservations system (CRS) for a range of tourism products and services. The system will vary depending upon the organisation and industry sector. It covers:

a) Accessing and manipulating CRS information to meet administrative requirements and customer information needs
b) Creating and processing CRS reservations according to system and organisational requirements
c) Sending and receiving CRS communications accurately and in a timely manner to ensure reservations are processed as needed

Evidence

- Ability to correctly use the features of a CRS
- Ability to accurately make and process reservations for a range of tourism products and services
- This range of products and services booked will vary depending upon the workplace and industry sector.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Role of CRS within the tourism industry
- Range of services offered by CRS
- Basic keyboarding skills

Range Statement

This competency applies to all tourism industry sectors where computerised reservations systems are used.
Unit C15 - Process Non Air Documentation

Deals with the skills and knowledge required to process a range of documentation commonly used/issued within the tourism industry. It does not include documentation for air travel. It covers:

a) Interpreting information required for processing of documentation fully so that it is accurate and meets customer and organisational requirements
b) Processing documentation in a timely manner to effect the service required

Evidence

- Ability to correctly issue/process accurate travel related documentation within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Procedures and principles that underpin the processing of documentation
- Typical documentation and pro-formas used in the tourism industry
- Basic numeracy skills
- General knowledge of the various types of industry documentation
- Understanding of the principles that apply to the processing of any type of documentation

Range Statement

- This competency applies to all tourism industry sectors.
- This competency may apply in a domestic or international context.
- Documentation may be processed using a manual or automated system.
- Documentation will vary according to the industry sector but may include accommodation vouchers; bus/coach tickets; car hire/motorhome vouchers; cruise vouchers; tour vouchers; vouchers for attraction/theme park entry; travel insurance documentation; confirmation vouchers; commission vouchers; visa forms; passport forms; travellers cheque requests; itineraries; proformas; sales returns.
Unit C16 - Construct and Ticket Domestic Airfares

This competency deals with the skills and knowledge required to correctly construct fares and issue documentation for domestic air travel. It covers:

a) Interpreting domestic airfare information accurately from a variety of up-to-date sources
b) Constructing and costing domestic airfares and itineraries that are accurate and meet customer expectations and organisational financial requirements
c) Processing domestic air travel documentation that meets ticketing requirements and regulations for all potential carriers

Evidence

- Ability to provide accurate advice on domestic airfares/fare rules
- Ability to create practical air itineraries in response to customer needs
- Ability to correctly process all related documentation within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Range of domestic airfare options
- General knowledge of fare rules as they apply to different types of fares
- Ticketing procedures and regulations for domestic air tickets including the role of regional and local industry regulatory groups
- Knowledge of the range of domestic air travel products and procedures

Range Statement

- This competency applies to all tourism industry sectors where domestic airline products are sold and/or ticketed.
- Airfares and air itineraries are constructed and sold in accordance with airline regulations.
- Construction and ticketing may be undertaken using a manual or automated system.
Unit C17 - Construct and Ticket Normal International Airfares

Deals with the skills and knowledge required to construct and ticket normal international airfares.

a) Interpreting international airfare information from a variety of sources and modes of access accurately and in a timely manner according to customer needs
b) Constructing international airfares that meet regulatory requirements and fully cover customer destination/s and schedules
c) Processing international air travel documentation that meets carrier requirements and regulations and ensures customers can access all reserved travel

Evidence

- Ability to provide accurate advice on international airfares/fare rules
- Ability to create practical international air itineraries
- Ability to correctly process international air travel documentation within organisation acceptable timeframes for a range of fare types.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Familiarity with content and format of text-based tariffs and supporting manuals or automated fares systems
- Components of an international airline ticket
- Normal fare construction principles and procedures
- Knowledge of the range of international fare types

Range Statement

- This competency applies to all tourism industry sectors where international airline products are sold and/or ticketed.
- Airfares and air itineraries are constructed and sold in accordance with IATA and airline regulations.
- Construction and ticketing may be undertaken using a manual or automated system.
**Unit C18 - Construct and Ticket Promotional International Airfares**

Deals with the skills and knowledge required to construct and ticket international promotional or ‘special’ fares. It covers:

a) Interpreting promotional airfare information from reliable and up-to-date information sources

b) Constructing promotional airfares that target specific audiences and meet organisational goals

c) Processing promotional airfare travel documentation that meet regulatory and carrier guidelines and requirements

**Evidence**

- Ability to provide accurate advice on promotional airfares/fare rules
- Ability to create practical itineraries
- Ability to correctly process all related documentation for a range of commonly used promotional airfares within organisation acceptable timeframes.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Familiarity with the format and content of fares and air tariff or automated fares systems
- Range of promotional international fares
- The role of nett fares
- Interpretation of fare rules as they apply to international promotional fares.
- Knowledge of the range of promotional fares available

**Range Statement**

- This competency applies to all tourism industry sectors where international airline products are sold and/or ticketed.
- Airfares and air itineraries are constructed and sold in accordance with IATA/airline regulations.
- Construction and ticketing may be undertaken using a manual or automated system.
Unit C19 - Apply Advanced Airfare Rules and Procedures

Deals with the skills and knowledge required to apply advanced international airfare rules and procedures. It covers:

a) Constructing mixed class fares according to carrier guidelines and regulatory and organisational requirements
b) Constructing fares incorporating add ons as required and meeting operational guidelines
c) Applying minimum checks to ensure rules are correctly interpreted and applied in every case
d) Issuing international pre-paid ticket advices accurately and within appropriate timeframes
e) Applying indirect travel limitation rules accurately from correctly interpreted and up-to-date sources of information
f) Constructing round the world journeys that meet carrier rules and customer requirements in a cost effective manner regarding costs and schedules
g) Constructing fares for open jaw journeys that meet carrier rules and customer requirements

Evidence

- Ability to correctly apply the stated international airfare rules and procedures
- Ability to issue related documentation within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Detailed knowledge of fare construction principles and procedures

Range Statement

- This competency applies to all tourism industry sectors where international airline products are sold and/or ticketed. It has particular application in enterprises dealing with corporate travel itineraries.
- Airfares and air itineraries are constructed and sold in accordance with IATA/airline regulations.
- Construction and ticketing may be undertaken using a manual or automated system.
Unit C20 - Administer Billing and Settlement Plan

Deals with the skills and knowledge required to administer Billing and Settlement Plan (BSP). It covers:

a) Reporting on air travel sales and refunds as required in an accurate and organisationally appropriate manner
b) Completing billing and settlement procedures in an accurate and timely manner meeting all regulatory and organisational requirements

Evidence

- Ability to correctly apply BSP rules and procedures within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Knowledge of BSP procedures
- Knowledge of BSP documentation
- General understanding of airfares and ticketing

Range Statement

- This competency applies to all tourism industry sectors where airline products are sold and ticketed.
- Billing and Settlement Plan may be for domestic or international travel.
- Billing and Settlement Plan procedure may change in accordance with IATA requirements.
Unit C21 - Process and Monitor Meeting/Event Registrations

Deals with the skills and knowledge required to process and monitor registrations for a range of meetings and events. It covers:

a) Processing registrations accurately and according to organisational requirements for speed and customer service
b) Monitoring registrations to ensure all legitimate participants are registered correctly and within the capacity of event
c) Finalising registrations and producing materials to accurately record event participation and information for evaluation and future planning of other events

Evidence

- Ability to accurately process registrations and produce accurate registration materials within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- General knowledge of the meetings sector of the tourism industry
- Typical meeting/event registration procedures and systems
- General knowledge of customers for different types of meetings/events
- Knowledge of typical meeting/event registration systems and the sorts of issues that arise in the administration of meeting/event registrations

Range Statement

- This competency applies to all tourism industry sectors where registration systems for meetings/events are required.
- Registration systems may be manual or automated.
Unit C22 - Organise Functions

Deals with the skills and knowledge required to organise functions within a hospitality or tourism enterprise. It covers:

a) Co-ordinating function bookings to ensure correct scheduling and best utilisation of function resources and venues
b) Establishing complete customer requirements accurately and sufficient to enable effective planning
c) Arranging function details to reliably inform all involved service departments and other suppliers of customer needs and schedules
d) Monitoring and evaluating functions to ensure all requested facilities and services were provided and to enable improved and more cost effective service delivery in future events

Evidence

- Ability to conduct the entire function organisation process and ensure function services meet the agreed requirements of customers
- Accuracy in the presentation of function information and the ability to tailor the services of the establishment to meet customer needs.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Organisational skills in terms of event planning
- Knowledge of typical function requirements including:
  - Food and beverage
  - Technical
  - Typical function layouts
- Knowledge of the types and range of function services that may be required

Range Statement

- This competency applies to various tourism and hospitality sectors.
- Functions may include but are not limited to breakfasts; lunches; dinners; seminars/conferences; cocktail parties; weddings; product launches.
Unit C23 - Maintain a Product Inventory

Deals with the skills and knowledge required to maintain an inventory of tourism products. It mainly applies to tour operators and tour wholesalers. It covers:

a) Obtaining and interpreting information for inventory as required from appropriate sources in an accurate manner
b) Entering data into inventory system accurately and within an organisational acceptable timeframe
c) Updating inventory as required sourcing relevant suppliers
d) Providing inventory information to appropriate personnel on demand or when operational determined

Evidence

- Ability to accurately create, update and produce reports on a product inventory system within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- The role of product inventories in the tourism industry
- Inventory procedures and systems used in various sectors of the industry
- Knowledge of the role played by inventory systems within the organisation and the wider tourism industry

Range Statement

- This competency applies mainly to tour operators and tour wholesalers.
- Inventory systems may be manual or automated.
- Inventory may refer to products within an organisation or to the products of other organisations.
- Inventory information may include but is not limited to allotments of any type of tourism product; rates/costs/tariffs; general product information; terms and conditions of sale; special packages; sales data.
**Unit C24 - Allocate Tour Resources**

Deals with the skills and knowledge required to allocate human and physical resources to ensure efficient and effective tour operations. It covers:

a) Identifying resource requirements from appropriate sources and within organisational guidelines and business needs
b) Allocating resources to meet operational needs that are suitable to the outcomes required and within budgetary limitations and responsibilities
c) Monitoring and adjusting resource allocation as required based upon effective monitoring of usage

**Evidence**

- Ability to identify and allocate the full range of resources required for the effective and efficient operation of a tour or tours.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Legal and statutory requirements in relation to both human and physical resource allocation (both national and local)
- Principles of planning
- Sales and reservations procedures as appropriate to particular sector or workplace
- Typical systems and documentation used by tour operators to control resource allocation
- Knowledge of the legal, safety and statutory requirements that impact on this aspect of tour operations

**Range Statement**

- This competency applies to the tour operations sector of the tourism industry.
- Resources may include both human and physical resources.
- Resource allocation may be completed with a manual or automated system.
- Human resources may include but are not limited to drivers; tour guides; driver/guides; hostesses; interpreters.
- Physical resources may include but are not limited to vehicles; vessels; camping equipment; catering equipment; maintenance equipment; food and beverage.
Office Administration & Venue Maintenance

Unit D1 - Follow Workplace Hygiene Procedures

Deals with the skills and knowledge required to follow the key hygiene procedures that apply in many sectors of the hospitality industry, and within some tourism sectors. It is particularly relevant to the Kitchen, Housekeeping, Food & Beverage and some tour operations. It covers:

a) Following hygiene procedures precisely and at all times in daily work activities
b) Identifying and preventing hygiene risks in the workplace for self and others

Evidence

- Ability to follow established procedures.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Awareness and knowledge of factors which contribute to hygiene problems
- General hazards in the handling of food, including major causes of food poisoning
- Overview of relevant national and local legislation in relation to food hygiene
- Typical hygiene control procedures in the hospitality/tourism industries.
- Understanding of the importance of following hygiene procedures and of the potential implications of disregarding those procedures
- Knowledge of practical workplace examples

Range statement

Hygiene procedures may be related to food; beverage; linen; handling of garbage; cleaning procedures; personal activities on the job.
**Unit D2 - Clean Premises and Equipment**

Deals with the skills and knowledge required to carry out general cleaning duties within a range of tourism and hospitality enterprises. It covers:

a) Selecting and setting up equipment appropriate for the task with minimal wastage and in appropriate timeframe
b) Cleaning dry and wet areas thoroughly and safely using correct methods and materials
c) Maintaining and storing cleaning equipment and chemical safely and with minimum wastage

**Evidence**

- Ability to safely and efficiently use relevant equipment and cleaning agents in accordance with acceptable organisation timeframes.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Specific requirements of national and local occupational health and safety legislation which relate to cleaning operations
- Environmental legislation
- Safe handling of common cleaning chemicals and equipment used in tourism/hospitality establishments
- Safe handling and treatment of common hazards encountered in areas to be cleaned including blood; needles and syringes; used condoms; sharp objects; human waste; surgical dressings; broken glass; skewers; fat and oil; hot pans; knives; bones; crustacean shells; safe bending and lifting practices; organisation security procedures
- Understanding of the importance of cleaning staff to the overall quality of service provided by the enterprise

**Range statement**

- Dry and wet areas may include but are not limited to bathrooms; bedrooms; kitchens; balconies; private lounge areas; public areas (both internal and external); storage areas.
- Chemicals may include but are not limited to disinfectants; pesticides; cleaning agents.
Unit_D3 - Provide First Aid

Deals with the skills and knowledge required to provide first aid. It complies with standards, practices and procedures of various regional first aid bodies. It covers:

a) Assessing and responding to emergency first aid situations promptly and according to organisational procedures
b) Providing appropriate treatment when possible and within the scope of expertise and responsibility
c) Monitoring the situation to ensure professional medical assistance is informed as required
d) Preparing an incident report accurately and in accordance with legislative and organisational requirements

Evidence

To demonstrate competence, attendance at and successful completion of an accredited First Aid course is required.

Critical Skills and Essential knowledge:

- Ability to correctly apply a range of first aid techniques for all situations described in the Range statement

Range statement

- First aid treatment is that defined as emergency assistance provided to a second party in the absence of medical or paramedical care.
- Factors which affect the provision of first aid are legal issues that affect the provision of first aid in different industry sectors; the type of site where the injury occurs; the nature of the injury and its cause; availability of first aid equipment, medications and kits or other suitable alternative aids; proximity and availability of trained paramedical and medical assistance; the patient’s cardio-vascular condition as indicated by body temperature, pulse rate and breathing rates; chemical contamination.
- Injuries may include cardio-vascular failure; wounds and infections; bone and joint injuries; eye injuries; burns; external bleeding; unconsciousness; effects of heat or cold temperatures; pre-existing illness; bites.
Unit D4 - Communicate on the Telephone

Deals with the skills and knowledge required to effectively communicate on the phone. It is an essential skill for large numbers of people working in all sectors of the tourism and hospitality industries. It covers:

a) Responding to incoming telephone calls promptly and in a professional manner representing the organisation
b) Making telephone calls as required for business purposes and using appropriate client relations approaches

Evidence

- Ability to correctly use telephone equipment
- Ability to provide courteous and friendly telephone service
- Clarity in oral communication.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Knowledge of specific telephone system operation
- Knowledge of organisation products and services
- Oral communication skills
- Basic written skills for taking messages

Range statement

Telephone communication may take place in a range of different contexts including but not limited to; office; reception area; on tour; on site; on mobile phone; with customers; with colleagues.
Unit D5 - Perform Clerical Procedures

Deals with the skills and knowledge required to complete a range of routine office procedures. It covers:

a) Processing office documents in an accurate and timely manner according to the workflow
b) Drafting correspondence when required in a professional manner representing the organisation
c) Maintaining document systems to ensure complete and accurate records of all correspondence are available

Evidence

- Ability to accurately process a range of office documentation within organisation acceptable timeframes
- Easily understood and error-free texts.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Range and capability of office equipment
- Written communication
- Basic numeracy skills
- Layout and features of typical business documents
- Typical office procedures as appropriate to industry sectors
- Chemicals used in office equipment

Range statement

- Processing of documents may include but is not limited to recording receipt or sending of documents; filing; mailing (including bulk mailing); photocopying; faxing; e-mailing; collating; binding.
- Office documents may include but are not limited to guest mail; customer records; incoming and outgoing correspondence; files; letters; facsimiles; memos; reports; menus; banquet orders; financial records; invoices; receipts.
- Office equipment may include but is not limited to photocopier; facsimile; paging equipment; calculator; audio-transcribing machine; telephone answering machines.
Unit D6 - Source and Present Information

Deals with the skills and knowledge required to source and present information in response to an identified need. The presentation could be verbal or written. The development of more complex/strategic reports is covered in the competency Prepare Business Documents. It covers:

a) Finding information as needed from a variety of reliable and relevant sources in an efficient manner
b) Preparing and presenting accurate and concise information upon request or as determined by the work circumstances

Evidence

- Ability to find, review and present information on topics within the broad general experience and expertise of the individual.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Basic research skills
- Identification of information required
- Questioning techniques to elicit information
- Note-taking
- Sorting and processing information
- Written and oral communication skills in relation to issues within the broad general experience and expertise of the individual

Range statement

Information may include but is not limited to information from product suppliers; information from other departments in the enterprise; customer service research; information on new workplace systems.
**Unit D7 - Prepare Business Documents**

Deals with the skills and knowledge required to prepare a range of business documents in different tourism and hospitality contexts. It relates to the documents commonly prepared by specialist operators, supervisors and managers in all sectors of the industry. It covers:

a) Determining document requirements from customers, co-workers or supervisors  
b) Conducting research to complete the documentation from appropriate sources  
c) Preparing documents quickly and accurately in the format required  
d) Following up documents to ensure they reached their intended recipient/s and meet their information needs

**Evidence**

- Ability to develop a range of business documents commonly used in the relevant sector of the tourism and hospitality industry within organisation accepted timelines  
- Clear communication of ideas and concepts  
- Professional presentation.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Written communication including expression and explanation of varied and complex issues  
- Research skills including research outside the immediate experience and expertise of the individual  
- Report development and presentation techniques

**Range statement**

- This competency relates to the development of a range of documents commonly prepared by specialist operators, supervisors and managers in all sectors of industry.  
- Business documents may include but are not limited to reports; submissions; proposals; tenders.
**Unit D8 - Plan and Manage Meetings**

Deals with the skills and knowledge required to plan and co-ordinate meetings. It covers:

a) Planning and preparing for meetings to ensure all participants are aware of the purpose, structure and agenda of the meeting and that all facilities and information required is available

b) Conducting meetings in an ordered and timely manner allowing all participants to interact effectively and achieve organisational outcomes

c) Debriefing and follow up on meetings to ensure their have served a useful organisational purpose and actions determined have been taken

**Evidence**

- Ability to effectively plan and administer meetings
- Ability to use effective communication skills in the conduct of meetings.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Standard meeting procedures and protocols
- Meeting management
- Written and oral communication skills in specific relation to the conduct of meetings

**Range statement**

Types of meetings may include but are not limited to informal; formal; one-off; regular.
**Unit D9 - Receive and Store Stock**

Deals with the skills and knowledge required to receive and store stock in a range of tourism and hospitality enterprises. It focuses on the general stock handling procedures required in many different contexts. It covers:

a) Taking delivery of stock while ensuring it meets the organisation's needs, is correct in quality and quantity and has been delivered in an appropriate form and on time
b) Storing stock safely, cleanly and to ensure easy access and retrieval
c) Rotating and maintaining stock to maximise effective use and minimise wastage and overstocking

**Evidence**

- Ability to efficiently and safely receive and store stock in the appropriate industry context
- For those individuals working in an environment dealing with the storage of food and beverage, evidence must also include a demonstrated understanding of the relevant health and hygiene issues to be considered.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Principles of stock control
- Common examples of stock control documentation and systems in the tourism and hospitality industries
- Stock security systems
- Safe lifting and handling procedures
- Basic knowledge of relevant stock
- Knowledge of safety and security issues

**Range statement**

- This competency may apply to stock received from both internal and external suppliers.
- Stock control systems may be manual; computerised.
- Stock may include but is not limited to food; beverage; equipment; linen; stationery; brochures; vouchers and tickets; souvenir products.
**Unit D10 - Control and Order Stock**

Deals with the skills and knowledge required to control and order stock in a range of tourism and hospitality enterprises. It covers

a) Maintaining stock levels and records to ensure efficient use of organisational resources and funds  
b) Organising and administering stocktakes that are accurate and clear  
c) Identifying stock losses accurately and in a manner which identifies how this can be avoided in future  
d) Processing stock orders quickly and accurately to maintain stock levels  
e) Following up orders to maintain stocks and identify any action needed to be taken with suppliers

**Evidence**

- Ability to maintain continuous stock supply within a specific tourism and hospitality context  
- Ability to meet accuracy and speed requirements for completion and maintenance of stock records.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Stock level maintenance techniques as appropriate to industry sector  
- Typical stocktaking procedures as appropriate to industry sector  
- Stock recording systems  
- Stock security systems

**Range statement**

- This competency may apply to stock from both internal and external suppliers.  
- Stock control systems may be manual; computerised.  
- Stock may include but is not limited to food; beverage; equipment; linen; stationery; brochures; vouchers and tickets; souvenir products.
**Unit_D11 - Plan and Establish Systems and Procedures**

Deals with the skills and knowledge required to develop and implement new ways of doing things in the workplace. While it involves Units of planning, the focus of this planning is on short term operational strategies to achieve workplace goals. It covers:

a) Planning systems and procedures that are efficient, effective and meet organisational needs  
b) Establishing systems and procedures which can be implemented smoothly and achieve their intended aims  
c) Reviewing systems and procedures to maximise their benefits to the organisation while identifying where refinements and improvements can be made

**Evidence**

- Ability to develop and implement systems/procedures within a specific tourism and hospitality context.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Basic principles of planning  
- In-depth knowledge of the area in which systems/procedures are to be introduced  
- Legislative framework within which the organisation must operate  
- Knowledge of the process to be applied for successful development and implementation  
- Knowledge of the issues that may arise in the development and implementation of systems and procedures

**Range statement**

- This competency may apply to stock from both internal and external suppliers.  
- Stock control systems may be manual; computerised.  
- Stock may include but is not limited to food; beverage; equipment; linen; stationery; brochures; vouchers and tickets; souvenir products.
**Unit D12 - Manage Projects**

Deals with the skills and knowledge required to manage major projects within a tourism or hospitality context. This competency has particular relevance for meetings and event management activities. It covers:

a) Planning projects that meet organisational needs and requirements and are within the capacity of the workplace to be implemented

b) Administering and monitoring project to maintain their effectiveness and outcomes

c) Evaluating project to determine if projected outcomes were met on time and on budget

**Evidence**

- Ability to effectively plan, administer, monitor and evaluate a tourism/hospitality based project. This will include evidence of skills in planning, administration, financial management and leadership.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Project management processes and systems
- In-depth knowledge of nature of the project being managed including internal and external issues to be considered
- Skills in the areas of planning, leadership, finance and administration (covered in other Units)
- Understanding of the critical Units of effective project management

**Range statement**

Projects may include but are not limited to conferences and meetings; promotional or other events; introduction of new technology or systems; product development; research projects; ongoing business projects.
Unit D13 - Process Financial Transactions

Deals with the skills and knowledge required to process and balance financial transactions in a range of tourism and hospitality contexts. It covers:

a) Processing receipts and payments in a timely and accurate manner
b) Reconciling takings to ensure funds are accounted for and have been appropriately posted

**Evidence**

- Ability to conduct accurate and secure financial transactions within acceptable organisation timeframes.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Basic numeracy skills
- Cash counting procedures
- Procedures for processing non cash transactions
- Security procedures for cash and other financial documentation
- Knowledge of basic cash handling principles and security procedures

**Range statement**

Transactions may include but are not limited to credit cards; cheques; EFTPOS; deposits; advanced payments; vouchers; company charges; refunds; travellers cheques; foreign currency.
Unit D14 - Maintain Financial Records

Deals with the skills and knowledge required to keep financial records. As such it focuses on basic bookkeeping skills and covers:

a) Making accurate and appropriate journal entries in the relevant books of account
b) Reconciling accounts on a regular basis to ensure accurate record-keeping and tracking of the financial situation

Evidence

- Ability to maintain accurate records within acceptable organisation timeframes and in accordance with requirements.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Bookkeeping principles and terminology
- Typical record keeping systems as appropriate to industry sector
- Understanding of bookkeeping principles

Range statement

- Bookkeeping systems may be manual or computerised.
- Journal entries may relate to cash receipts; cash sales; petty cash; purchases journal; sales journal; return outwards journal; return inwards journal; bad debts journal; main, general journal; payroll journal.
- Reconciliations may include but are not limited to petty cash; bank; subsidiary ledgers and control accounts; stock.
**Unit D15 - Audit Financial Procedures**

Deals with the skills and knowledge to audit financial procedures in a broad range of industry contexts. It covers:

a) Monitoring financial procedures to ensure they achieve their intended purpose and meet organisational needs and legal requirements
b) Completing financial reports that provide accurate information on the organisational position and meet legal requirements

**Evidence**

- Ability to accurately audit and provide reports on routine financial procedures within organisation acceptable timeframes.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Typical financial control processes and procedures as appropriate to industry sector
- Auditing and financial reporting processes (both internal and external)
- Importance of auditing and reporting processes in overall financial management of an establishment
- Understanding of how the auditing process impacts on overall financial management

**Range statement**

- Transactions and financial/statistical reports may relate to daily, weekly, monthly transactions and reports; break-up by department; occupancy; sales performance; commission earnings; sales returns; commercial account activity; foreign currency activities; all types of payment.
- Financial systems may included, but are not limited to systems for petty cash; floats; debtor control; banking procedures.
Unit D16 - Prepare Financial Statements

Deals with the skills and knowledge required to prepare the financial statements required monitoring business performance. It covers:

a) Posting transactions to relevant ledgers accurately and as required by the organisational operating procedures
b) Making end of period adjustments as required and in the correct manner to comply with financial and accounting requirements
c) Producing balance sheets and profit and loss statements when required that accurately reflect the trading and financial position of the organisation

Evidence

- Ability to accurately prepare and interpret financial statements within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Basic accounting principles and practices including:
  - Double entry system and concept of debits and credits in bookkeeping
  - Basic transaction groups – assets, liabilities, proprietorship, income, expenses
  - Balance sheet/profit and loss statement preparation
  - Understanding of general accounting principles and practices

Range statement

Recording mechanisms/systems may be manual or automated.
Unit D17 - Manage Payroll Records

Deals with the skills and knowledge required to manage payroll records for employee salaries and statutory record keeping purposes. It covers:

a) Preparing payroll data in a timely and accurate manner
b) Processing payment of salaries according to organisational and legal requirements
c) Administering salary records as required to meet legal requirements and the needs of employees

Evidence

- Ability to accurately calculate pay, produce accurate pay advice slips and maintain pay records in accordance with organisation and government requirements.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Requirements for employee pay records and payments
- Knowledge of appropriate industrial awards for calculating pays
- General knowledge of payroll procedures

Range statement

Recording mechanisms/systems may be manual or automated.
Unit D18 - Access and Retrieve Computer Data

Deals with the skills and knowledge required for basic data entry on a computer. It covers:

a) Opening files appropriately  
b) Retrieving and amending data accurately and according to organisational requirements  
c) Closing and exiting files saving recorded data correctly, safely and securely

**Evidence**

- Ability to accurately enter and amend data within designated timelines.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Basic database functions  
- Data entry  
- OHS guidelines for computer based equipment

**Range statement**

Computer systems and software programs will vary depending upon the enterprise.
**Unit D19 - Produce Documents on Computer**

Deals with the skills and knowledge required to produce simple computer documents using a single word processing computer application. It covers:

a) Creating computer files as necessary to record information
b) Producing computerised documents from written or oral text accurately and in a reasonable timeframe
c) Printing and delivering documents as requested, correctly formatted and on appropriate stationary
d) Saving exiting and shutdown of the system while retaining the safe and secure recording of information

**Evidence**

- Ability to consistently produce accurate documents in a required format and within enterprise-accepted time lines
- Speed and accuracy performed to organisation standards: this may be the standard outlined in international, national or local typing speed or typing accuracy tests.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Appropriate computer systems
- Written communication skills
- Keyboarding skills
- OHS guidelines for computer-based equipment
- Working knowledge of at least one computer software program
- Understanding of various applications of software

**Range statement**

- This competency relates to the use of word processing software.
- Computer systems and software programs will vary depending upon the individual enterprise.
**Unit D20 - Design and Develop Computer Documents, Reports and Worksheets**

Deals with skills and knowledge required to take responsibility for the set up and production of computer documents using a range of software applications. Applications may be word processing, desktop publishing or spreadsheet applications. It covers:

a) Determining presentation and format of documents required to ensure product produced meets the end-users needs
b) Producing accurate and presentable documents within a prescribed timeframe
c) Printing and delivering document as required to the relevant recipients

**Evidence**

- Ability to develop and produce professional, accurate, user friendly documents for a range of situations and contexts
- Appropriate formatting of documents.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Appropriate computer systems
- OHS guidelines relating to computer equipment
- Application of standard software programs for word processing, database and spreadsheet functions

**Range statement**

- This competency relates to the use of word processing, desktop publishing or spreadsheet software applications.
- Computer systems and software programs will vary depending upon the individual enterprise.
**Unit D21 - Carry out General Maintenance**

Deals with the skills and knowledge required to carry out general maintenance activities in tourism enterprises. It covers:

a) Performing routine maintenance tasks as required in a safe and effective manner  
b) Using and caring for a variety of equipment  
c) Performing administrative tasks as required to record the maintenance carried out  
d) Assisting in special projects as needed  
e) Liaising with contractors to ensure necessary maintenance work is carried out as needed and on schedule

**Evidence**

- Ability to safely and correctly use equipment
- Ability to perform a range of routine maintenance tasks within organisation acceptable timeframes.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Customer service skills
- Safety and emergency procedures in relation to general maintenance activities
- Technical/equipment procedures for commonly used maintenance tools and equipment
- Knowledge of general procedures and requirements that apply to routine maintenance work

**Range statement**

- This competency may apply to any sector of the tourism industry but has particular relevance for attractions and theme parks.
- Maintenance tasks may include simple repairs; servicing equipment; painting & decorating; minor demolition.
- Special projects may include construction of new attractions; landscaping; major demolition.
Unit D22 - Carry Out Grounds Maintenance

Deals with the skills and knowledge required to carry our general grounds and garden maintenance in tourism enterprises. It covers:

a) Performing routine gardening activities safely and using appropriate equipment
b) Monitoring the appearance and quality of grounds and gardens to ensure they meet organisational and customer expectations
c) Using and caring for equipment to maximise its effectiveness and safe operation
d) Assisting in special gardening projects as required
e) Liaising with contractors to ensure necessary maintenance work is carried out as needed and on schedule

Evidence

- Ability to correctly and safely operate equipment
- Ability to perform a range of routine ground maintenance tasks within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Customer service skills
- Safety and emergency procedures in relation to grounds maintenance
- Technical/equipment procedures for commonly used equipment in grounds maintenance
- Chemical usage in grounds maintenance
- Basic gardening techniques
- Basic plant knowledge
- Environmental issues and legislation affecting grounds maintenance
- Knowledge of general procedures and requirements that apply to grounds maintenance work

Range statement

- This competency may apply to any sector of the tourism industry but has particular relevance for attractions and theme parks.
- Routine gardening tasks may include but are not limited to mowing; weeding; pruning; planting and sowing; spraying.
- Gardening projects may include but are not limited to new beds; landscaping; planting; moving plants and trees.
Unit D23 - Monitor Water Quality

Deals with the skills and knowledge required to maintain pool water quality in tourism enterprises. It covers:

a) Testing water for necessary public safety levels
b) Monitoring pumps and filtration equipment to ensure they operate effectively without undue damage
c) Dealing with water problems as appropriate using chemicals and other methods
d) Topping up chemicals accurately and safely
e) Testing discharge to ensure water quality at all times
f) Monitoring water volumes to meet organisational requirements
g) Carrying out minor maintenance and plumbing as required to maintain operational efficiency
h) Coordinating contractors to ensure work is performed as required and on time
i) Undertaking manual cleaning to maintain personation and customer satisfaction

Evidence

- Ability to correctly and safely operate equipment
- Ability to perform a range of water quality-related tasks within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- National and local government legislation and regulations with regard to water maintenance and disposal
- Occupational health and safety, requirements particularly in relation to the storage and handling of chemicals, and the lifting of heavy articles
- Knowledge of general procedures and requirements that apply to the monitoring of water quality

Range statement

- This competency may apply to any sector of the tourism industry but has particular relevance for attractions and theme parks.
- This competency applies to the monitoring and maintenance of water quality in pools. Pools include all types of pools, which may be found in tourism enterprises including but not limited to swimming pools; animal pools; water ride pools; decorative pools and fountains.
- Testing may be by a range of methods including but not limited to chemical testing; probes; electronic meters.
Unit D24 - Supervise Maintenance Operations

Deals with the skills and knowledge required to supervise maintenance operations in tourism enterprises. It covers:

a) Monitoring regular maintenance to ensure efficient facility operation
b) Ensuring supply of materials for regular maintenance is maintained and is within budget
c) Dealing with maintenance and construction problems as required and according to organisational procedures and technical ability
d) Coordinating maintenance and construction projects to ensure effective outcomes on schedule
e) Coordinating contractors to maintain facilities use and avoid inappropriate overlap of maintenance work
f) Administering maintenance and construction to ensure maximum use of facilities and safe operation at all times
g) Providing maintenance and construction advice to management to ensure full operational effectiveness and minimise cost

Evidence

- Ability to plan and monitor a range of maintenance and construction projects within a tourism environment.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Project planning in relation to maintenance operations
- Control systems in relation to maintenance and construction activities within a tourism enterprise
- Legal issues in relation to maintenance and construction activities within a tourism enterprise
- Problem solving and decision making
- Develop, monitor and administer maintenance systems including those relating to equipment, supplies, preventative activities and coordination of contractors
- Understanding of how maintenance and construction activities fit into the overall operation of a tourism enterprise

Range statement

- This competency may apply to any sector of the tourism industry but has particular relevance for attractions and theme parks.
- Specialised trade areas may include but is not limited to mechanics; carpenters and builders; electronics technicians; audiovisual; pyrotechnicians; fitters & turners; plumbers; electricians; marine mechanics; fibre glassers; grounds persons & gardeners; painters & decorators; locksmiths; filtration technicians.
- Maintenance operations may be for the following areas equipment (including rides); water operations (including pools); vehicles; grounds & gardens; buildings; animal enclosures; gates & fences; amenities; theatres, stages & podiums.
Tour Operations and Guiding

Unit E1 - Conduct Pre-Departure Checks

Deals with the skills and knowledge required to conduct pre-departure checks on tour equipment and supplies. It covers:

a) Identifying tour requirements to ensure all necessary materials and equipment are available for the complete planned tour
b) Checking equipment and supplies to ensure they are in sound order and sufficient for the needs of the tour group
c) Loading equipment and supplies carefully to avoid damage and ensure easy access when required
d) Completing necessary documentation in order that tour participants can undertake all aspects of the tour and its activities legally and in safety

Evidence

- Ability to check and safely load equipment and supplies for a given tour in accordance with supplied documentation.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Legal and statutory requirements in relation to equipment and supplies
- Typical tour documentation
- Knowledge of the safety, legal and statutory requirements that apply to tour operators

Range statement

- Departures may be from original point of departure or from any departure point during tour.
- Equipment and supplies may include but are not limited to camping equipment; catering equipment; maintenance equipment; food and beverage; luggage; medication/first aid kit; commercial cargo.
**Unit E2 - Drive Vehicles**

Deals with the skills and knowledge required to drive cars and light vehicles safely, including the systematic, safe and efficient control of all vehicle functions and effective management of hazardous situations. Assessment of this competency will usually be undertaken within a licensing examination conducted by, or under the authority of, a relevant road licensing department. It covers:

a) Driving the vehicle safely and under a variety of conditions in a manner which maximises the comfort of passengers and does not adversely affect the mechanical condition of the vehicle
b) Monitoring traffic and road conditions to ensure the best and safest route is taken to complete the tour and achieve all intended activities
c) Monitoring and maintaining vehicle performance at all times for the comfort and safety of passengers and other road users.

**Evidence**

- Assessment must confirm sufficient knowledge of the road rules; vehicle controls, instruments and indicators, defensive driving techniques, engine power management and safe driving strategies.
- Assessment must confirm the ability to start, steer, manoeuvre, position and stop a light vehicle; as well as to correctly apply the candidate’s knowledge of road rules; vehicle controls, instruments and indicators; defensive driving techniques, engine power management and safe driving strategies.
- Assessment of this competency will require access to a relevant vehicle.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Road laws
- Vehicle handling procedures
- Vehicle controls and indicators
- Difference between transmission types
- Defensive driving
- Map reading
- Reading
- Monitoring and anticipating traffic hazards
- Stress management

**Range statement**

- Type of vehicle includes all cars and vehicles seating up to 12 adults including the driver and all types of transmission.
- Workplace environment includes all road transport situations, for example: operations conducted at day or night; work conducted in confined spaces, exposed conditions and controlled or open environment; in the warehouse and at the depot; in the vehicle on the road; at the client’s workplace; in a range of typical weather conditions.
- The level of supervision may be limited or minimum supervision.
- OH&S standards as per organisation and statutory requirements
- Regulations/legislation including license category information; traffic laws and regulations; special regulatory requirements; emergency procedures
- Documentation and reporting systems as per organisation requirements
- Procedures are those for prescribed by the relevant road traffic authority.
**Unit_E3 - Drive Coaches/Buses**

Deals with the skills and knowledge required to drive a coach/bus safely, including systematic and efficient control of all vehicle functions and effective management of hazardous situations. It covers:

a) Driving the coach safely and under a variety of conditions in a manner which maximises the comfort of passengers and does not adversely affect the mechanical condition of the vehicle
b) Monitoring traffic and road conditions to ensure the best and safest route is taken to complete the tour and achieve all intended activities
c) Monitoring and maintaining coach performance at all times for the comfort and safety of passengers and other road users
d) Operating radio communication systems where fitted to ensure the coach participants are in a safe and monitored situation at all times

**Evidence**

- Assessment must confirm sufficient knowledge of the requirements for the transport of special loads.
- Assessment must confirm the ability to apply this knowledge for the special types of load and vehicle concerned in a real or simulated road transport environment.
- Competence in this competency needs to be assessed over a period of time to ensure consistency of performance in a range of contexts.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Road laws
- Coach handling procedures
- Coach controls and indicators
- Efficient driving techniques
- Air brake systems
- Defensive driving
- Map reading
- Reading
- Monitoring and anticipating traffic hazards
- Stress management

**Range statement**

- Type of vehicle includes all coaches and buses relevant to specific license classifications.
- Workplace environment includes all road transport situations, for example:
  - Operations conducted at day or night; work conducted in confined spaces, exposed conditions and controlled or open environment; in the warehouse and at the depot; in the vehicle on the road; at the client’s workplace; in a range of typical weather conditions.
- The level of supervision may be limited or minimum supervision.
- OH&S standards as per organisation and statutory requirements
- Regulations/legislation including license category information; traffic laws and regulations; special regulatory requirements; emergency procedures
- Documentation and Reporting Systems as per organisation requirements
- Procedures are those prescribed for the specific vehicle by the relevant road traffic authority and organisation policies.
**Unit E4 - Carry Out Vehicle Maintenance and Minor Repairs**

Deals with the core skills and knowledge required to undertake routine maintenance and minor repairs on vehicles that result from routine inspections. It covers:

a) Diagnosing vehicle faults and undertaking minor repairs for the safe operation of a vehicle to the level of mechanical ability and responsibility of the individual
b) Maintaining the vehicle systems in a safe and effective manner
c) Carrying out minor repairs to a vehicle within the scope and responsibility of the individual to keep the vehicle safe and in full working order
d) Completing documentation in regard to all vehicle repairs and need for further maintenance

**Evidence**

- Ability to apply housekeeping standards
- Ability to use and maintain all required materials, tools and parts recognition and diagnosis of faults and vehicle irregularities
- Ability to perform work under the required level of supervision
- Ability to minimise waste
- Assessment must confirm sufficient knowledge of the inspection procedures and regulations for the type of vehicle designed to carry the special load concerned.
- Assessment must confirm the ability to apply this knowledge in a real or simulated road transport environment.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- OH&S requirements
- Inspection procedures
- Service procedures
- Operation of electrical system
- Operation of fuel system
- Basic fault finding procedures
- Reporting and documentation requirements
- Reading and comprehension of simple statements in English
- Writing of simple reports

**Range statement**

- Type of vehicle includes all commercial road transport vehicles for example, light vehicles, heavy vehicles, combination vehicles.
- Type of minor repairs includes all minor repairs, for example, the replacement of headlights, door mirrors, coolant hose, fuse, fan belt, rear tail-light lens, tyres and repair of tyre punctures.
- Type of service includes all minor services, for example, replacement of oils and replacement of air in tyres.
- Workplace environment includes all road transport situations, for example:
  - Operations conducted at day or night; work conducted in confined spaces, exposed; conditions and controlled or open environment; in the warehouse
and at the depot; in the vehicle on the road; at the client's workplace; in a range of typical weather conditions.

- The level of supervision may be limited or minimum supervision.
- OH&S standards as per organisation and statutory requirements
- Regulations/legislation includes occupational health and safety legislation; organisation policies and procedures.
- Documentation and reporting systems as per organisation requirements
- Procedures are those prescribed for the specific vehicle by the relevant traffic authority and organisation policies.
Unit E5 - Operate and Maintain a 4WD Tour Vehicle

Deals with the skills and knowledge required to utilise features of a 4WD vehicle and perform simple maintenance on a 4WD vehicle. It relates only to the specialist skills and knowledge for 4WD vehicles. General driving and maintenance skills are covered in other Units. It covers:

a) Using the features of a 4WD vehicle to achieve the tour objectives in a manner that ensure the comfort and safety of the participants at all times
b) Recovering 4WD vehicles from adverse conditions where they cannot drive out unaided without risk or damage
c) Performing maintenance and minor repairs on 4WD vehicles to ensure they safely complete their planned itinerary

Evidence

- Ability to safely and correctly use the features of a 4WD to navigate a range of terrain (terrain will vary according to location)
- Ability to safely apply recovery techniques to 4WD vehicles.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Features and handling characteristics of 4WD vehicles
- Differences between 2WD and 4WD vehicles and their impacts on vehicle operation and capability
- Legal and safety issues of particular relevance to 4WD tours
- Knowledge of and ability to apply maintenance and repair techniques specific to 4WD vehicles
- Knowledge of the legal and safety issues that apply to 4WD tours

Range statement

- This competency covers the specialist skills required of 4WD tour operators.
- Routine maintenance/repair tasks may include but are not limited to changing wheels in uneven terrain; puncture repairs; bleeding a diesel engine.
Unit_E6 - Set Up and Operate a Campsite

Deals with the skills and knowledge required to set up and operate a campsite in the context of a camping tour. It covers:

a) Selecting a suitable campsite for the number of tour participants that is safe and takes maximum advantage of the natural features of the site
b) Setting up a campsite that provides all the planned facilities for participants in a timely manner and with minimum disruption the tour activities
c) Operating a campsite to provide all necessary services to the tour participants in a safe and effective manner
d) Breaking camp effectively by packing and storing all campsite equipment and supplies as required by organisational policy and leaving the site in good condition

Evidence

- Ability to select, set up and safely operate a campsite including the operation of a typical range of camping equipment.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Health and safety issues in specific relation to camping
- Commonly-used camping equipment and its operation
- Features of a desirable camp site
- Environmental impacts of camp sites
- Permit requirements for camp sites (including for camping in national parks and on land under the control of other owners)
- Issues relating to use of open fires in campsites
- Knowledge of the environmental, safety and statutory issues that relate to temporary campsites

Range statement

- Campsites may be permanent or temporary.
- Campsite facilities may include but are not limited to tents; wash areas; dining areas; cooking areas; latrines; fire sites; pathways.
- Camping equipment may include but is not limited to tents; sleeping equipment; cooking equipment; lights.
Unit E7 - Provide Campsite Catering

Deals with the skills and knowledge required to provide catering for tour customers in a campsite environment. It covers:

a) Planning campsite menus that are nutritious and safe to eat, meet the expectations of the tour participants, can be provided within the facilities available and the storage capabilities and capacity of the tour vehicle
b) Storing and maintaining campsite food and beverages to allow for ease of access and minimises wastage and spoilage
c) Preparing and serving meals carefully and within an appropriate timeframe that fully satisfies the tour participants
d) Clearing and cleaning catering equipment carefully and hygienically

Evidence

- Ability to safely and hygienically prepare food in a campsite environment for a group of people using a range of common preparation and cooking techniques.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- General principles of nutrition (in relation to providing a balanced diet for customers)
- General food preparation and cooking techniques that are commonly used in a campsite environment
- Common campsite catering equipment
- Hygiene issues of specific relevance to campsite catering.
- Knowledge of general nutritional principles and the range of food options available for campsite catering

Range statement

- Food and beverages may be fresh; frozen; dehydrated; canned; convenience; long life.
- Storage may involve; refrigeration; ice boxes; dry goods storage containers.
Unit E8 - Operate Tours in a Remote Area

Deals with the skills and knowledge required to operate any style of tour in a remote area. It covers:

a) Using bushcraft/survival techniques that ensure the safety and maximises the comfort of tour participants while still providing the required tour experience and planned activities
b) Operating remote area communications equipment to maintain constant contact with the outside community should any assistance be required
c) Handling first aid situations in a remote area to maintain the well being of all tour participants to the fullest extent possible

Evidence

- Ability to apply bushcraft/survival techniques in a remote area
- Ability to use remote area communications equipment
- Ability to effectively assess and respond to a range of possible emergency situations
- Ability to integrate general problem solving skills with the technical skills required for operation of tours in a remote area.

Critical Skills and Essential Knowledge:

To demonstrate competence, evidence of skills and knowledge in the following area is required:

- Bushcraft and survival techniques
- Remote area first aid kits and techniques
- Remote area communication methods and equipment
- Problem solving in specific relation to the operation of tours in a remote area
- Completion of an accredited first aid course is a prerequisite for this competency.
- Knowledge of equipment and supplies needed for remote area touring

Range Statement

- This competency applies to the tour operations sector of the tourism industry, and by extension to tour guides.
- Tours may include but are not limited to walking tours; 4WD tours; fishing tours; any outdoor activity.
- First aid situations in a remote area that may occur over and above general first aid situations may include but are not limited to heat exhaustion and heat stroke; hypothermia; dangerous bites or stings.
**Unit E9 - Co-ordinate Guest/Delegate Registrations at Venue**

Deals with the skills and knowledge required to co-ordinate the on-site registration of guests/delegates at a meeting or event. It covers:

a) Preparing for registration by having all necessary details of participants as required by the event
b) Setting up registration areas to facilitate smooth and effective registration in an appropriate timeframe
c) Processing registrations quickly and accurately to ensure all participants are correctly registered and accounted for

**Evidence**

- Ability to prepare registration materials, set up a registration area and efficiently process registrations within organisation acceptable timeframes.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Materials and equipment used for meeting/event registration
- Typical registration procedures for a range of meetings/events
- Safety/risk issues associated with meetings/events
- Knowledge of registration procedures as they apply to a range of meeting and event styles

**Range statement**

- This competency applies to any sector of the industry where on-site registration for meetings and events is required.
- Registration materials and equipment may include but are not limited to computer; guest/delegate lists; delegate kits; promotional display materials; name tags; stationery; signage; cash float.
Unit_E10 - Provide On-Site Meeting/Event Management Services

Deals with the skills and knowledge required to manage the actual preparation, set up and operation of a meeting or event. It covers:

a) Preparing for on-site management of the event within the capacity of the venue and the requirements of the participants
b) Overseeing meeting/event set up to ensure all planned activities and facilities are provided in a safe and accessible manner
c) Monitoring meeting/event operation to meet participant expectations and the event plan and schedule at all times
d) Overseeing meeting/event breakdown if required to overcome any adverse situations that may occur

Evidence

- Ability to manage the on-site operation of a meeting or event including all aspects of preparation, set up, operation and move out.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Meetings management procedures and systems
- Planning and organisation in specific relation to on-site activities
- Problem solving
- Negotiation skills in specific relation to on-site activities
- Safety and risk issues to be assessed by on-site managers
- Knowledge of the range of issues and problems that may arise during the conduct of meetings/events

Range statement

- This competency applies to all sectors where meetings and events are conducted.
- Suppliers may include but are not limited to venues; speakers; staging and audiovisual suppliers; display suppliers; caterers; entertainers; equipment hire companies.
Unit_E11 - Work as a Guide

Deals with the skills and knowledge required to ensure effective performance as a guide. It covers:

a) Working as a professional and knowledgeable guide in a range of locations and servicing a variety of participants
b) Guiding tours according to legal, ethical and safety requirements to ensure all participants are guided to their satisfaction and according to the planned activity
c) Developing guiding skills and knowledge to maintain necessary, up-to-date and interesting information for all potential participants in a variety of guiding conditions and locations

Evidence

The specific focus of this competency will depend upon the area of guiding but requires broad knowledge of guiding plus a more detailed knowledge of the issues that relate to the specific guiding context.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- General knowledge of the tourism industry and the tour operations/wholesaling sector
- Roles and responsibilities of different types of guides
- Legal and liability issues affecting guiding operations including:
  - Consumer protection laws
  - Licensing
  - Public liability
  - Environmental legislation
  - Safety issues affecting guiding operations

Range statement

- This competency applies to guides working in all sectors of the tourism industry.
- General and specific ethical considerations may include but are not limited to truth and honesty regarding all information given to customers; provision of services as promoted; ethical dealings with local communities; relationships with industry colleagues, customers and suppliers; cultural considerations; environmental considerations and sustainable practice.
- Opportunities to update knowledge and skills may include but are not limited to industry seminars; training courses; familiarisation tours; participation in guide association activities; formal and informal research.
Unit E12 - Offer Arrival and Departure Assistance

Deals with the skills and knowledge required to offer arrival and departure assistance, generally between transport terminals and accommodation. It covers:

a) Conducting arrival transfers for visitor groups or individuals in a timely and friendly manner to ensure all necessary information is provided
b) Delivering arrival information to visitors in a clear and useable manner so that they can readily access all required facilities
c) Checking in groups and individuals at accommodation to ensure they all have appropriate and booked requirements
d) Conducting departure transfers for groups and individuals so they can continue with their itinerary satisfactorily

Evidence

- Familiarity with a range of transport terminals/facilities and accommodation venues as they impact on guides and customers
- Ability to follow correct procedures for the complete conduct of arrival and departure transfers, including procedures at terminal and accommodation venues.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Transport terminal facilities and procedures
- Baggage procedures
- Interpretation of standard customer travel documentation
- Microphone usage (for coach transfers)
- Effective communication of information

The focus of this range will vary depending upon the industry sector and workplace.

Range statement

- This competency applies to guides working in all sectors of the tourism industry.
- Transport terminals may include but are not limited to airports; bus and coach terminals; train stations; shipping ports.
- Accommodation may include but is not limited to hotels; guesthouses; motels; resorts; bed & breakfast; caravan parks; camping grounds.
Unit E13 - Develop and Maintain the General Knowledge Required by Guides

Deals with the skills and knowledge required to research information – a skill needed by all guides. It highlights the need for on-going research to update and expand the guide’s knowledge. It covers:

a) Researching all relevant information on the location from a range of up-to-date and reliable sources
b) Developing and maintaining general knowledge of the location to maximise the satisfaction of participants and allow for all necessary information to be provided as required

Evidence

- Ability to source and update information on a range of topics appropriate to the sector or workplace.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Research skills
- General knowledge of the local region

The knowledge focus of this competency will vary according to the industry sector and individual workplace.

Range statement

- This competency applies to guides working in all sectors of the tourism industry.
- Informal and formal research may include but is not limited to talking and listening to local experts; talking and listening to local owners; personal on site observation/exploration; organising information from own memory and experiences; watching TV, videos and films; listening to radio; reading newspapers, books and other references; Internet; industry association membership.
- Knowledge and information may include but is not limited to general information on national or local/regional information such as climate; geography; flora and fauna; history - indigenous, non-indigenous, natural; cultural Units including popular culture; heritage; government and politics; economy; education; food; lifestyle; shopping; local industry; local customs; practical and operational information about the tour; features at particular tour stops; location of facilities such as banks, toilets, restaurants etc; optional activities; cultural considerations.
Unit E14 - Co-ordinate and Operate a Tour

Deals with the skills and knowledge required to run a tour that includes multiple products and services from the perspective of the guide. It covers:

a) Planning tour operations that meet customer needs and are cost effective for the organisation
b) Briefing customers on the planned tour so they have full information on which to make decisions about participation
c) Liaising with industry colleagues to maximise the tour experience and provide all necessary services and activities
d) Managing the itinerary flexibly to meet participant needs and expectations and organisational objectives
e) Providing general information and assistance to maximise the satisfaction and comfort of participants
f) Dealing with unexpected events to ensure participants achieve the maximum satisfaction from the tour despite disruption
g) De-briefing after a tour to improve the tour operation and effectiveness in future

Evidence

- Ability to plan and operate a tour which comprises multiple products and services (must be a fully simulated tour situation)
- Ability to effectively respond to potential 'on tour' situations.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- General tourism industry knowledge
- Industry confirmation and booking procedures
- Legal and liability issues affecting guides
- Tour planning and management
- Communication skills
- Problem solving
- Knowledge of the range of potential 'on tour' situations and problems that may arise

The focus of this range will vary according to the sector in which the guide operates.

Range statement

- This competency applies to guides working in all sectors of the tourism industry.
- This competency covers all the different types of tours which include multiple products and services including half and full day tours; extended tours; city or rural tours; cultural; ecotours; adventure tours; special interest tours.
Unit E15 - Lead Tour Groups

Deals with the skills and knowledge required to undertake the group co-ordination role played by the guide. It covers:

a) Co-ordinating group movements to meet all planned schedules and the requirements of individual tour groups and participants
b) Encouraging group morale and goodwill to maximise participant satisfaction and promote a positive image of the organisation and region
c) Dealing with conflicts and difficulties in a conscientious, mediating and pleasant manner to ensure participants leave with a positive impression of the organisation and region

Evidence

- Ability to use techniques to build group cohesion
- Ability to use techniques to respond to ‘people management’ problems and issues.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Communication and leadership skills
- Conflict resolution
- Group management and dynamics
- Knowledge of the range of ‘people management’ issues that could arise during group tours

The focus of this range will vary according to the sector in which the guide operates.

Range statement

- This competency applies to guides working in all sectors of the tourism industry.
- Conflicts and difficulties may include but are not limited to personal conflict between customers; dominant or disruptive customers; negative customers; subgroups or ‘cliques’ within the group; perception of favouritism by guide; dissatisfaction with the tour.
Unit E16 - Prepare and Present Tour Commentaries

Deals with the skills and knowledge required to prepare and present a commentary to customers. There is a very strong link between this competency and Present Interpretive Activities. It covers:

a) Preparing information for delivery to customers that is complete, interesting and coordinates with the tour activities and schedule at all times
b) Presenting commentary to customers in a clear and interesting way so that all participants can hear and have the opportunity to ask questions
c) Interacting with customers to ensure they fully understand the commentary and are satisfied with the type and depth of information provided

Evidence

- Ability to select and prepare commentary information to meet a specific need
- Ability to use appropriate presentation techniques in the delivery of a commentary.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Presentation skills
- Knowledge of subject matter being presented

Range statement

- This competency applies to guides working in all sectors of the tourism industry.
- Commentaries may include but are not limited to general information on the country or local/regional information such as climate; geography; flora and fauna; history; culture; heritage; government and politics; education; food; lifestyle; shopping; local customs; specific tour features and locations.
- Practical and operational information about the tour may include but is not limited to features at particular tour stops; location of facilities such as banks, toilets, restaurants etc; optional activities.
- Equipment may include but is not limited to microphone; audiovisual equipment; videos; props.
Unit_E17 - Present Interpretive Activities

Deals with the skills and knowledge required to present a range of educational or interpretive activities for different customer groups in all sectors of the tourism industry. It has particular relevance for guides and reflects the importance of interpretation in all tourism activities. It covers:

a) Making preparations for interpretive activity so that all aspects of the activity are accessible and interesting to the participants
b) Presenting interpretive activity to customers in full awareness of the background and needs
c) Liaising with team members to maximise the activity outcomes and experience for participants
d) Dealing with unexpected events in a way which ensures the participants still remain satisfied with the activity outcomes
e) Winding up the activity effectively and in a manner which ensures participants have every opportunity to express their satisfaction or otherwise

Evidence

- Ability to prepare and conduct a complete interpretive activity as appropriate to the industry sector or workplace
- Ability to integrate interpretation principles into the activity
- Ability to use interpretive and presentation techniques
- This competency may involve substantial knowledge of the subject around which the interpretive activity is based and this knowledge should be thoroughly assessed.
- Assessment should take account of the fact that individuals may have already acquired. This knowledge gained either through formal study or life and work experience.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of knowledge and skill in the following areas is required:

- Interpretation principles
  - Interpretation that does not somehow relate what is being displayed or described to something within the personality or experience of the visitor will be sterile.
  - Information, as such, is not interpretation. Interpretation is revelation based upon information. But they are entirely different things. However, all interpretation includes information.
  - Interpretation is an art which combines many arts, whether the materials presented are scientific, historical or architectural.
  - The chief aim of interpretation is not instruction, but provocation.
  - Interpretation should aim to present a whole rather than a part, and must address itself to the whole person rather than any phase.
  - Interpretation addressed to children should not be a dilution of the presentation to adults, but should follow a fundamentally different approach.

- Customer service skills
- Safety procedures
- Emergency procedures
- Technical/equipment procedures
- Presentation techniques
- Creative communication techniques including story telling; role-playing; games and activities; sensory awareness exercises; illustrated talks; knowledge of subject matter to be presented

**Range statement**

- This competency applies to guides working in all sectors of the tourism industry.
- Activities may include but are not limited to guided walks; guided site activities; touring activities.
- One or more activities may be combined in an overall tour program.
- Interpretive activities relate to an enormous range of subjects. A few examples are wildlife; domestic/farm animals; birds; history and heritage; culture; art; natural environment; built environment.
- Resources may include but are not limited to natural resources; microphone; AV equipment; overhead projector/transparencies; video & video monitor; slides/slide projector; handouts; costumes; props; actors/performers; guest speakers; special interest organisations.
- Operational details may include but are not limited to timings; final numbers; additional information on customers; last minute changes; special requirements.
- Unexpected events may include but are not limited to systems failure; technical/equipment failure; injury or accident; adverse weather conditions; inappropriate customer behaviour; unpredictable animal behaviour; cultural considerations; sudden closures; change of access; reassessment of customers’ physical abilities.
Unit_E18 - Develop Interpretive Content for Ecotourism Activities

Deals with the skills and knowledge required to research and prepare interpretive content for specialist ecotourism activities that focus on areas such as geology, geography, flora and fauna. It incorporates knowledge of biology and ecological principles. In a tourism context this skill should always be combined with interpretive skills which are covered in Present Interpretive Activities. It covers:

a) Researching specialist ecological information from up-to-date and reliable sources to ensure the material is current, interesting and suitable for the intended audience
b) Preparing interpretive content to match the requirements of the participants and the nature of the location

Evidence

- Ability to research and apply specialist information to a tourism activity.
- Some individuals may possess qualifications in particular subjects and these should be taken into consideration in the assessment process. Others may have gained their knowledge through life experience which could include in depth knowledge of the subject area.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Research skills
- In-depth knowledge of specialist topics
- Ecotourism codes of practice
- Interpretation principles

- Interpretation that does not somehow relate what is being displayed or described to something within the personality or experience of the visitor will be sterile.
- Information, as such, is not interpretation. Interpretation is revelation based upon information. But they are entirely different things. However, all interpretation includes information.
- Interpretation is an art which combines many arts, whether the materials presented are scientific, historical or architectural.
- The chief aim of interpretation is not instruction, but provocation.
- Interpretation should aim to present a whole rather than a part, and must address itself to the whole person rather than any phase.
- Interpretation addressed to children should not be a dilution of the presentation to adults, but should follow a fundamentally different approach.

- Knowledge of environmental best practice and principles
- Knowledge of global and regional environmental issues

Range statement

- This competency applies to guides working in all sectors of the tourism industry.
- The focus of specialist ecotourism activities may include the following, however, interpretation should draw out the links between the different components of the
ecosystem local geology and physical geography; local history and human geography; local flora and fauna; preservation and conservation issues; fire ecology; impact of human history on environment.
Unit_E19 - Manage Extended Touring Programs

Deals with the skills and knowledge required to manage and co-ordinate an extended touring program of more than one day’s duration. It applies to those who lead extended tours both within the country and overseas. It focuses only on the additional skills for extended touring and must be combined with other guiding Units such as Co-ordinate and Operate a Tour. The name of the person who manages extended touring varies according to the industry sector and business - for example tour manager, guide, tour escort. It covers:

a) Managing all aspects of touring arrangements for a variety of participants to a range of locations in short or extended timeframes
b) Liaising and negotiating with others to maximise the safety, comfort and positive experiences of the participants
c) Developing and maintaining group rapport at all times to satisfy a range of participants and maximise the tour and activity experience
d) Solving problems which arise on tour to maintain the tour planned objectives, satisfy participants and promote a positive image of the organisation

Evidence

- Ability to effectively deal with the range of practical and people related issues which arise during the operation of an extended tour
- Ability to solve problems in a range of different contexts as appropriate to the individual workplace.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Tourism industry and other networks that affect the role of the tour manager
- Team building
- Leadership and motivation
- Problem solving
- Communication and negotiation
- Knowledge of a typical range of issues and problems that may arise during extended touring programs

Range statement

- This competency applies to guides working in all sectors of the tourism industry.
- An extended touring program is any tour of more than one day’s duration.
- Types of extended touring programs may include general sightseeing tours; ecotours; adventure tours; cultural and historical tours; cruise programs.
- Operational details may include but are not limited to luggage co-ordination; documentation preparation; group currency requirements; seat rotation; check in/check out procedures; immigration and customs procedures; local touring liaison; booking confirmations (transport, accommodation, attractions, tours).
- Re-organisation and adjustment of touring arrangements may include but are not limited to development of alternative routes; re-booking of one or multiples services; organisation of new documentation; cost re-negotiations.
- Problems may include but are not limited to unexpected delays; passenger sickness, injury and death; loss of personal valuables and documents; equipment...
and transportation breakdown; lost passengers; group conflict or dissatisfaction; service complaints; poor supplier performance; political unrest in area of tour; inclement weather conditions; lack of access to tour areas.

- Liaison and negotiation may be with coach drivers; local guides; tour leaders accompanying group from home country; interpreter guides; local owners; airlines; other tour operators; hotels; restaurants; attractions; retail locations; government authorities.
Attractions and Theme Parks

Unit F1 - Provide On-Site Information and Assistance

Deals with the skills and knowledge required to work effectively within an attraction/theme park environment. It covers:

a) Accessing and updating attraction/theme park information regularly to ensure customers are fully informed on a range of relevant topics
b) Provide assistance and information on all aspects of the site to a range of customers

Evidence

- Full understanding of the sources of customers for an attraction/theme park and the role of attractions/theme parks within the tourism industry.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Relationships between attractions/theme parks and other industries as appropriate to the organisation (e.g., entertainment, agriculture, mining, etc.)
- The roles of different departments within an attraction/theme park
- Information systems within attractions/theme parks for both customers and staff
- Knowledge of the role of attractions and theme parks within the tourism industry
- Knowledge of and ability to use information systems within attractions/theme parks
- Knowledge of sources of customers for attractions/theme parks

Range statement

- Information may include but is not limited to new activities/events; new procedures/systems; changes within the operation of the attraction/theme park; promotional activities; new customers/client groups; risk management issues/procedures.
- Information could be accessed and updated in a number of ways including but not limited to staff noticeboards; leaflets and brochures; team meetings; internal newsletters; discussions with colleagues.
**Unit F2 - Monitor Entry to Venue**

Deals with the skills and knowledge required to monitor an entry area within and attraction or theme park. It covers:

a) Monitoring and maintaining access areas to ride/ attraction for safe operation of the ride and customers satisfaction
b) Monitoring crowds to ensure safe operation and minimum disruption to the site attractions

**Evidence**

- Ability to apply procedures consistently.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Procedures for monitoring of entry areas as appropriate to the organisation
- Health and safety implications in the monitoring of entry areas
- Knowledge of procedures for monitoring entry areas

**Range statement**

- Entry areas may include but are not limited to areas for rides; exhibitions; games areas; show areas; pools.
- Types of entry may include but are not limited to gates – entry and exit; informal line/gathering (no structure); queue line; queue house; bollards; turnstile entrance and exit doors – sliding or mechanical opening.
**Unit F3 - Conduct Pre-Event Briefing**

Deals with the skills and knowledge to present information to customers prior to commencement of the ride/show/attraction. It covers:

a) Providing practical information to customers to facilitate their safety, interest and enjoyment of the event  
b) Enhancing the briefing to promote interest in customers and satisfaction with the organisation overall  
c) Liaising with team members to ensure safe and effective operation at all times

**Evidence**

- Ability to clearly communicate information to customers  
- Ability to use simple presentation techniques to enhance briefing  
- Ability to work in team.

**Critical Skills and Essential knowledge:**

To demonstrate competency, evidence of skills and knowledge in the following areas is required:

- Health and safety requirements for specific events/locations  
- Emergency procedures for specific events/locations  
- Instructions to be given to customers  
- Basic presentation techniques  
- Knowledge of health, safety and emergency procedures

**Range statement**

- Events may include but are not limited to shows; presentations; rides; demonstrations.  
- Types of pre-event briefing may include but are not limited to safety briefing; non-scripted briefing; scripted brief; crowd information sessions.  
- Communication resources may include but are not limited to microphone; loudspeaker; video presentation; monitors; actors – scripted show.
Unit F4 - Operate a Ride Location

Deals with skills and knowledge required to conduct the day-to-day operation of rides within a theme park or attraction. It covers:

a) Preparing and inspecting ride locations to ensure customer safety access and view
b) Inspecting rides to maintain their safe operation and cleanliness
c) Preparing to operate ride including ensuring adequate materials for safe operation are available
d) Operating and monitoring ride to maintain customer safety and satisfaction at all times
e) Closing down rides so they maintain operational effectiveness
f) Closing and securing rides so they cannot be operated without supervision and authority
g) Preparing ride documentation and reports to maintain ride operation records and safety/satisfaction issues that arise

**Evidence**

- Ability to follow consistently, procedures in ride operations to ensure safety of customers and colleagues.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of knowledge and skill in the following areas is required:

- Health and safety procedures for specific rides
- Emergency procedures for specific rides
- Technical/equipment procedures for specific rides
- Types of documentation and reports to be completed in ride operations
- Understanding of the health, safety and emergency issues associated with ride operations

**Range statement**

- Rides may include but are not limited to mechanical; computerised; manual; water-based; animal rides.
- Checklists for rides may include but are not limited to mechanical components; restraints, seating, harnesses; mounts; couplings and chains; fibreglass and metal; overall structure.
- General equipment may include but is not limited to booth area; chairs; water cooler; cleaning equipment; microphone; signage.
- Safety equipment may include but is not limited to signage; health and safety restriction signs and monitors; telephone; fire extinguisher; life preservers; safety ropes; communication devices; emergency stop buttons and apparatus relevant to ride.
- Ride location may include the following perimeter walk ways; gates; queue house; bridges; ramps; fences; barriers; netting.
Unit F5 - Load and Unload a Ride

Deals with the skills and knowledge required to apply the procedures for loading and unloading rides. It covers:

a) Loading rides safety at an appropriate speed and in full awareness of the organisational requirements for the range of customers that can be accommodated
b) Observing rides at all times to maintain operational effectiveness and customer safety
c) Unloading rides safely and at an appropriate speed

Evidence

- Ability to follow consistently, procedures in loading and unloading rides to ensure safety of customers and colleagues.

Critical Skills and Essential knowledge:

To demonstrate competence evidence of skills and knowledge in the following areas is required:

- Health and safety procedures in specific relation to loading and unloading of rides
- Emergency procedures for specific rides
- Specific ride instructions
- Understanding of the health, safety and emergency issues associated with ride operations

Range statement

- Ride/attraction may be mechanical; computerised; manual; water-based activities; animal rides & exhibits; shows.
**Unit_F6 - Maintain Safety in Water-Based Rides**

Deals with skills and knowledge required to deal with the special safety issues to be considered in water-based rides and activities. It covers:

a) Monitoring safety around water at all times for customers and co-workers  
b) Assisting and rescuing customers as required promptly and with due regard for all appropriate techniques  
c) Providing emergency care when required to the limit of expertise and responsibility  
d) Providing reports on emergencies to maintain the legal obligations on the organisation and to improve operational safety in future

**Evidence**

- Ability to follow consistently, procedures the operation of water-based rides/activities to ensure customer safety  
- Ability to rescue and care for customers.

**Critical Skills and Essential knowledge:**

A recognised lifesaving certification is required.

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Health, safety and emergency procedures for specific rides/activities  
- Technical/equipment procedures for specific rides  
- First aid  
- Understanding of the health, safety and emergency issues associated with water-based ride operations

**Range statement**

- Water-based activities may include but are not limited to swimming pools; wave pools; water slides; water rides.
- Emergency care may include but is not limited to basic rescue; resuscitation; first aid; CPR.
Unit F7 - Supervise Ride Operations

Deals with the skills and knowledge required to monitor and supervise the operation of one or more rides within an attraction or theme park. It covers:

a) Monitoring ride operations for safe and effective operation at all times
b) Solving problems with ride operations to maximise operational use and satisfy customer demand in a safe and cost effective manner
c) Co-ordinating emergency procedures to promote organisational readiness and customer and staff safety
d) Contributing to ride operations management through surveillance, attention to detail and customer demand

Evidence

- Ability to apply quality assurance principles to the supervision of ride operations
- Ability to solve problems and make decisions in a range of different operational situations, including emergency situations.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Problem solving/decision making
- Systems for coordination of safety and emergency procedures
- Comprehensive knowledge legal and insurance requirements that impact on ride operations
- Recognised lifesaving certifications if supervising water-based rides
- Understanding of quality assurance and how it applies to ride operations
- Knowledge of potential issues and problems that may arise in ride operations within an attraction/theme park
- Knowledge of legal and insurance issues that impact on ride operations

Range statement

- Rides may be mechanical; computerised; manual; water-based; animal rides.
- Problems may be technical; operational; customer service-related.
- Emergency care may include but is not limited to first aid; CPR; resuscitation.
Unit F8 - Operate A Games Location

Deals with the skills and knowledge required to conduct the day-to-day operation of a games area within a theme park or attraction. It covers:

a) Preparing games location for customers that is safe, visible, attractive and accessible
b) Inspecting games prior to opening to ensure they are in full operational order
c) Conducting games operations in a safe and effective manner in due regard for a range of customers
d) Cleaning and maintaining games so they are operational, safe and attractive
e) Closing down games locations in a safe, prompt and secure manner
f) Completing reports and documentation to maintain organisational and legal records

**Evidence**

- Ability to apply games operations procedures including set up, inspection, cleaning and maintenance, actual conduct of games and close down of games areas
- Ability to complete games operation documentation accurately.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Security procedures in specific relation to games operations
- Record keeping and documentation procedures for games
- Knowledge of individual game operations and rules
- Health and safety requirements as they apply to games operations

**Range statement**

- Games may be computerised; manual; coin-operated; group; individual; pay per use; included in entry.
Unit F9 - Carry Out Spruiking

Deals with the skills and knowledge required to demonstrate successfully the showmanship aspect of introducing or conducting games in theme parks or attractions. It covers:

a) Making games announcements that reach the target audience and attract their attention and interest while informing them of operational and safety features
b) Presenting and conducting games safely and in a manner that maximises customer satisfaction and interest

Evidence

- Ability to use a range of established ‘spruiking’ techniques to encourage customer participation and enhance customer enjoyment of games.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Health and safety requirements
- Security procedures
- Knowledge of individual game operation
- Presentation and spruiking techniques

Range statement

- Games may be computerised; manual; coin-operated; group; individual.
- Communication systems and equipment may include but are not limited to static microphone; roaming microphone; public address system.
Unit_F10 - Operate Animal Enclosure/Exhibit

Deals with the skills and knowledge required to undertake the day-to-day operational requirements for operating an animal enclosure or exhibit in attractions or theme parks. It covers:

a) Preparing for customers on time and according to all organisational and safety requirements and with due regard for animal welfare
b) Monitoring the enclosure/exhibit to maintain customer and animal safety and comfort
c) Cleaning and maintaining enclosure/exhibit for good animal hygiene and attractive appearance
d) Closing down enclosure/exhibit as required by organisational requirements or animal comfort in a safe and prompt manner
e) Using and caring for equipment to ensure its safe and effective operation at all times
f) Completing reports and documentation to organisational and legal requirements

Evidence

- Ability to use animal husbandry and general enclosure equipment correctly
- Ability to undertake routine cleaning and maintenance duties
- Ability to complete enclosure documentation accurately.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Animal types within the organisation
- Animal escape procedures
- Animal welfare and ethics policies
- Animal feeding procedures
- Cleaning procedures in specific relation to animal enclosures
- Equipment procedures for animal husbandry and general enclosure equipment
- Health & safety requirements for animal enclosures
- Basic maintenance routines
- Record-keeping in relation to animal enclosures
- General knowledge of animals in the enclosure and procedures to be followed
- Knowledge of health and safety issues related to animal enclosures
- Ability to follow procedures correctly for the opening, closing and monitoring of an enclosure / exhibit open to the public

Range statement

- Animals refer to all types of animals that are exhibited in theme parks and attractions including marine species.
- Routine maintenance may include but is not limited to simple repairs/improvements to enclosure structure or equipment; basic gardening or landscaping.
**Unit_F11 - Provide General Animal Care**

Deals with the skills and knowledge required to provide basic care for animals in attractions and theme parks. It covers:

a) Feeding and watering animals as required in a safe manner  
b) Assisting with general animal care and collecting samples as required and to the limits of responsibility and expertise  
c) Identifying and acting on potential risks in animal enclosures to co-workers, customers and self  
d) Updating and maintaining animal records to ensure animal welfare is maximised

**Evidence**

- Ability to apply safely procedures to selected animal groups.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Animal observation skills  
- Feeding procedures  
- Chemical types and usage in animal care  
- Quarantine requirements  
- General knowledge of animal diseases and pests  
- Health & safety requirements relating to the care of animals  
- Knowledge of procedures to be applied in day-to-day animal care – including feeding watering, grooming, disease prevention, routine health treatments and capture/restraint  
- Knowledge of correct terminology and record-keeping procedures in relation to animal care

**Range statement**

- Animals refer to all types of animals that are exhibited in theme parks and attractions, including marine species.  
- Samples may include but are not limited to urine; faeces; fur; feathers; scales.  
- Animal behaviours may include but are not limited to courtship; copulation; combat.  
- Grooming and general care will vary according to the nature and type of the animal.  
- Hazards and risks may include but are not limited to animal behaviour; human behaviour; defects in enclosure structure or equipment.
Unit F12 - Rescue Animals

Deals with skills and knowledge required to rescue escaped or injured animals. It covers:

a) Identifying animals requiring rescue through constant observation and awareness of animal welfare requirements
b) Participating in animal rescue as required according to supervisor instructions and in a safe and calm manner

Evidence

- Ability to apply animal rescue techniques safely.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of knowledge and skills in the following areas is required:

- Animal types within the organisation
- Animal escape/rescue procedures
- Animal welfare and ethics policies
- Health & safety requirements
- Knowledge of rescue procedures

Range statement

- Animals refer to all types of animals that are exhibited in theme parks and attractions, including marine species.
- Rescue may include escaped animals; sick animals; wildlife living in the park.
Unit F13 - Provide Customers With Information On Animals

Deals with the skills and knowledge required to provide information to customers about the animals in theme parks and attractions. It does not include presentation skills that are found in other competencies. It covers:

a) Offering information to customers about the animals and all aspects of their acre and behaviours
b) Responding to customer questions about animals in an informative and interesting way using correct information and terminology

Evidence

- Ability to communicate information about animals to customers effectively.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of knowledge and skills in the following is required:

- Customer service skills
- Knowledge of animals

Range statement

- Animals refer to all types of animals that are exhibited in theme parks and attractions including marine species.
- Information may include general animal characteristics; animal behaviour patterns; individual animal characteristics; feeding information.
- Resources may include slides; videos; pictures and charts; animal models; handouts.
Unit_F14 - Co-ordinate & Monitor Animal Care

Deals with the skills and knowledge required to co-ordinate the overall care of animals in attractions and theme parks. It requires specialist animal handling knowledge. It covers:

a) Formulating appropriate animal diets and feeding regimes to maintain health and comfort
b) Handling and feeding young animals safely, hygienically and sensitively
c) Monitoring animal health constantly and acting or informing supervisors accordingly
d) Administering animal health treatments as instructed in a safe and effective manner
e) Monitoring and modifying animal behaviour under instruction appropriately and safely
f) Operating and maintaining controlled environments to ensure animal welfare and customer safety at all times
g) Capturing, restraining and transporting animals as required in a safe and careful manner that does not unduly upset or injure the animals
h) Using animal identification techniques to accurately record information and appropriately inform supervisors
i) Monitoring quality in the animal enclosure as needed for animal welfare and customer satisfaction

Evidence

- Ability to co-ordinate and monitor the overall day-to-day care of animals in an attraction/theme park environment including diet/feeding, young animal care, health care, breeding, capture/restraint.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of knowledge and skills in the following is required:

- Feeding requirements for different animals
- Capture, restraint and transport techniques, including knots and lashings
- Record-keeping procedures for animals
- Animal record-keeping terminology
- Critical and special care procedures
- Dietary requirements for animals
- Young animal handling
- General animal health
- Animal behaviour modification
- Detailed knowledge of animal care procedures

Range statement

- Animals refer to all types of animals that are exhibited in theme parks and attractions including marine species.
- Identification techniques may include but are not limited to microchips; ear tags; brands; bands; colour markings.
- Routine health care may include but is not limited to routine injections; adding vitamins; fresh foods; pest control.
- Capture, restraint and movement methods will vary according to the type of animal and circumstances of capture.
**Unit F15 - Train and Condition Animals**

Deals with the skills and knowledge required to train and condition animals in attractions and theme parks. It covers:

a) Developing animal training plans suited to the animals’ natural behaviours and the organisational requirements
b) Training and conditioning animals according to instructions and with due regard for their maximum health and well being
c) Designing and presenting animal shows that treat the animals appropriately, and which are safe and interesting for customers

**Evidence**

- Ability to safely apply detailed animal knowledge to the training/conditioning process
- Ability to design animal and present animal shows within ethical guidelines.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of knowledge and skills in the following is required:

- In-depth knowledge of behaviour patterns of animal to be trained
- Animal training techniques
- Training plan design
- Animal training documentation
- Show presentation techniques
- Knowledge of animal welfare/ethics policies in relation to training of animals

**Range statement**

- Animals refer to all types of animals that are exhibited in theme parks and attractions, including marine species.
**Unit F16 - Supervise Animal Enclosures / Exhibits**

Deals with the skills and knowledge required to supervise one or more types of animal exhibits in attractions and theme parks. It covers:

a) Monitoring and evaluating animal exhibit/enclosures to ensure they are safe and suitable for the animals while allowing suitable access and visibility for customers
b) Monitoring animal care to ensure all animals are healthy and comfortable in their enclosures and are suited to their public role
c) Monitoring enclosure/exhibit safety for animals, customers and staff
d) Maintaining animal husbandry manuals to ensure all staff deal appropriately with animals at all times
e) Providing technical and specialist advice to management about the animals role, health well being and customer reactions

**Evidence**

- Ability to integrate technical and specialist knowledge with general operational monitoring and quality control of animal enclosure/exhibit.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of knowledge and skills in the following areas is required:

- Quality control procedures in specific relation to animal exhibits/enclosures
- Animal management techniques
- Development and maintenance of animal husbandry manuals
- Supervisory skills (refer to Unit G7 Monitor work operations)
- Technical and specialist knowledge in relation to animal care and the operation of animal exhibits/enclosures

**Range statement**

- Animals refer to all types of animals that are exhibited in theme parks and attractions including marine species.
- Animal exhibits/shows include existing species, new single species, multi species.
**Unit F17 - Manage Animal Enclosures/Exhibits**

Deals with the skills and knowledge required to manage all types of animal exhibits and shows in attractions and theme parks. It covers:

a) Developing animal care and management strategies appropriate to the range of animals and the customer requirements  
b) Planning animal exhibits and shows suited to the environment, the site and potential customers  
c) Integrating animal exhibits and shows with other features and attractions in an attractive, safe and sensitive manner

**Evidence**

- Ability to develop and apply animal management strategies in an attraction/theme park environment  
- Ability to plan and implement new animal exhibits/shows.

**Critical Skills and Essential knowledge**

To demonstrate competence, evidence of knowledge and skills in the following areas is required:

- Strategic animal management techniques and practices  
- Knowledge of relevant legislation regarding exhibited animals  
- Planning  
- Organisation marketing strategies  
- Detailed knowledge of animal management strategies, their development, implementation and monitoring

**Range statement**

- Animals refer to all types of animals that are exhibited in theme parks and attractions including marine species.  
- Animal exhibits/shows include existing species, new single species, multi species.
Supervision and Management

Unit G1 - Coach Others in Job Skills

Deals with the skills and knowledge required to provide on-the-job coaching to colleagues. This competency reflects the situation in many tourism and hospitality workplaces where ‘buddy’ systems and on job coaching are extremely common. It covers:

a) Preparing for on job coaching based upon identified need
b) Coaching colleagues effectively and suitable to their needs in a manner that does not unduly impact on the workflow
c) Following up coaching to ascertain whether all required aspects of enhanced skills and knowledge have been achieved

Evidence

- Ability to provide supportive on job coaching with constructive and supportive feedback
- Clarity in communication.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Competency in the skill being coached
- Basic principles of training (explanation, demonstration, review, trainee explanation, trainee demonstration, feedback)
- Communication skills, specifically the use of questioning techniques and clarity in oral communication
- Knowledge of basic training principles

Range statement

Coaching sessions could be conducted in a range of contexts including but not limited to on-the-job during work hours; before or after work; in a simulated location away from the actual workplace.
Unit G2 - Train Colleagues in the Workplace

Deals with the preparation, delivery and review of training in the workplace. It covers:

a) Confirming the need for training from staff, records of output and organisational plans
b) Planning and documenting one-to-one training sessions to establish what training has been accomplished
c) Arranging suitable locations and resources to minimise workflow interruption
d) Preparing trainees for training experiences so they maximise their benefit
e) Conducting one-to-one training sessions that meet objectives and measurably increase the skills of trainees
f) Assessing one-to-one training session as required in a sensitive, reliable and consistent manner
g) Evaluating one-to-one training sessions to determine that outcomes were met or improvements could be made in future
h) Following up training in the workplace to ensure all planned skill requirements are achieved

Evidence

- Evidence of competency should be obtained by observation of training delivery on at least one occasion. If this is not possible, then at least one direct observation should be supported by supplementary evidence, such as confirmation by a supervisor or discussions with trainees.
- Evidence of preparation, record keeping and review of the training session must be obtained.

Critical Skills and Essential knowledge:

To demonstrate competence evidence of skills and knowledge in the following areas is required:

- Principles of adult learning
- Basic training methods

Range statement

- This applies to those people, who provide training in the workplace but for whom the training function is not a major part of their job. They may provide training infrequently or regularly within a structured training context.
- Training is provided on a one-to-one basis or to small groups of trainees.
- This competency can be applied to either induction or on-the-job training, and to formal or informal training situations.
- Training may be related to any of the competencies required in tourism and hospitality establishments.
**Unit G3 - Prepare for Training**

Deals with the skills and knowledge required to identify training needs and develop training to meet those needs. In many tourism and hospitality organisations, this is a function of specialist training managers. It covers:

a) Confirming the need for training against organisational objectives and staff existing skills and knowledge  
b) Defining training requirements to effective meet skill gaps in a timely and cost effective manner  
c) Developing training programs that meet training needs in a cost effective manner  
d) Preparing learning materials suitable for their purpose which are simple, clear and implementable with minimum impact of resources  
e) Managing training events to ensure they meet objectives and effectively involve all trainees  
f) Establishing training data bank to maintain training effectiveness and avoid future duplication of training delivery or development of resources

**Evidence**

This competency may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. This should be supported by a range of methods to assess underpinning knowledge of investigation methods

- Acceptable rationale for choice of investigation methods  
- Necessary range of investigations  
- Justification for choice of methods to determine competencies if endorsed competency standards are not available  
- Recognition of barriers to learning among trainees such as language, literacy, and numeracy skills, or barriers arising from cultural background, physical impairment of previous experience of the trainees  
- Knowledge of a variety of presentation/training methods  
- Explanation of training methods selected.

**Critical Skills and Essential knowledge:**

- Recognition of barriers to learning  
- Criteria employed for selecting media, text and visual materials  
- Basic knowledge of display conventions  
- Knowledge of the import of copyright laws  
- Record of venues  
- Knowledge of relevant safety and health standards to be observed.  
- Indexed, annotated records of internal and external training resources

**Range statement**

Training provision may range from one-to-one, small or large group training. It may include both on and off the job training provision.
Unit G4 - Deliver Training

Deals with the skills and knowledge required to effectively deliver group training. It covers:

a) Preparing trainees for the learning experience to maximise the outcomes
b) Delivering training sessions that meet planned objectives and raise the skills and knowledge of participants
c) Supporting trainees in managing their own learning to reduce the impact of face-to-face learning requirements
d) Facilitating group learning to benefit from the experience of all participants
e) Providing opportunities for practice that are meaningful to the learning experience and have minimal impact on workflow
f) Providing feedback on progress to trainees to motivate their learning and ensure they focus on the objectives
g) Reviewing delivery experience with all concerned to improve use of facilities, materials and trainee time
h) Reporting on the conduct of assessment to ensure outcomes are recorded and appeal against assessment can be followed up fairly

Evidence

- This competency may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. A range of methods to assess underpinning knowledge should support this.
- Must involve explanation of the criteria for selection of resource materials and evidence of changes made to subsequent delivery practices based on feedback from trainees.

Critical Skills and Essential knowledge

- Ways of addressing any barriers to learning among trainees such as language, literacy and numeracy levels, or barriers arising from the cultural background, physical impairment or previous experience of the trainees
- Understanding of group processes and dynamics

Range statement

- Training provision may range from one-to-one, small group or large group training.
- It may include both on and off the job training provision.
Unit G5 - Conduct Assessment

Deals with the skills and knowledge to assess trainees. It covers:

a) Establishing evidence required and assessment methods suited to the organisation and the needs of staff skills recording
b) Developing simple assessment tools that are reliable, clear and cost-effective to implement
c) Reviewing evidence requirements, assessment methods and assessment tools to maximise their effectiveness and broad application
d) Identifying and explaining the context of assessment to concerned staff so they understand the purpose and are not antagonistic to the process
e) Planning evidence gathering opportunities that provide reliable and sufficient evidence with minimal use of facilities and resources
f) Organising assessment to suit the needs of the individual and the organisation
g) Gathering evidence and making assessment decisions based on sufficient, reliable and applicable sources of information
h) Providing feedback to person(s) being assessed to maintain their motivation and support for the process and outcomes
i) Recording and reporting on assessment to ensure sufficient and useable data is maintained
j) Periodically reviewing the assessment procedures to maximise effectiveness and impact of workflow and staff morale

Evidence

This competency may be assessed on or off the job. Assessment should include practical demonstration either in the workplace or through a simulation. A range of methods to assess underpinning knowledge should support this.

- Evidence of satisfactory performance in this Competency should be obtained by an examination of the plans and documents prepared by the “assessor” and discussion with the “assessor” about the selection of evidence required, choice of assessment methods and proposed assessment tool(s).
- Evidence should be obtained by observation of the “assessor” preparing for and conducting assessment as well as examination of completed assessment records. This should be supplemented by discussion about the assessment procedure with the “assessor” and the person being assessed.
- Evidence of satisfactory performance of review function should be obtained by examining review documentation including data gathering exercises, analysis/reporting of data, and quality of contributions to process improvements.

Critical Skills and Essential knowledge:

- Understanding of the range of assessment purposes and assessment contexts and the implications of these for the person being assessed
- Understanding of the concepts of validity, reliability, authenticity, sufficiency, currency, cost effectiveness and consistency as they apply to evidence gathering
- Knowledge of different types of assessment methods, their suitability for gathering various types of evidence and the cost and other implications of their use
- Knowledge of all aspects of the assessment system and assessment procedure(s) established by the industry, organisation or national/local training authority
- Knowledge of any legal and ethical responsibilities associated with the assessment system and assessment procedure(s) such as licensing requirements, disability discrimination and occupational health and safety
- Knowledge of relevant health and safety standards to be observed in the assessment procedure
- Knowledge of modifications in the assessment procedure(s) to be applied in the assessment of a person with special needs
- Use of appropriate communication and interpersonal skills
- Knowledge of review process/procedures established by industry, organisation or training authority
- Knowledge of basic evaluation methodologies suitable for reviewing the implementation, appropriateness, efficiency and effectiveness of the assessment process

**Range statement**

- Training provision may range from one-to-one, small group or large group training.
- It may include both on and off the-job training provision.
Unit G6 - Review and Promote Training

Deals with the skills and knowledge required to evaluate training and promote training within the workplace. It covers:

a) Evaluating training sessions to improve future delivery and justify organisation outcomes
b) Recording training data to a range of purposes that is accurate and up-to-date
c) Reporting on training to promote skill development, maintain motivation in ongoing learning and accurately reflect the skill development of the organisation
d) Promoting training to all levels of staff in the organisation as part of meeting the future needs of the business

Evidence

Evidence of satisfactory performance in this competency is best gathered by a review of the documentation completed in reviewing and recording the training and its outcomes and promotional material developed by the trainer. Discussion with the trainer will be necessary and could include evaluation reports.

Critical Skills and Essential knowledge

- Knowledge of the organisations record keeping and retrieval systems, security and access procedures
- Awareness of legislative and privacy requirements
- Correct use of indexed, annotated records of internal and external training resources

Range statement

- Training provision may range from one-to-one, small group or large group training.
- It may include both on and off the job training provision.
Unit G7 - Monitor Work Operations

Deals with the skills and knowledge required to oversee and monitor the quality of work operations within a tourism or hospitality organisation. Team leaders, supervisors or managers may carry out this competency. It covers:

a) Monitoring and improving workplace operations through targeted and regular observation and measurement
b) Planning and organising workflow to minimise wastage, effectively utilise all human and other resources and meet output targets
c) Maintaining workplace records to provide evidence of effective operation and any potential for improvement on the work management system
d) Solving problems and making decisions promptly, as required and within the bounds of authority and technical expertise

Evidence

- Ability to monitor effectively and respond to a range of common operational and service issues in the workplace.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- The roles and responsibilities of those involved in monitoring work operations
- Overview of leadership and management responsibilities
- Principles of work planning
- Typical work organisation methods appropriate to the industry sector
- Quality assurance principles
- Time management
- Principles of delegation
- Problem solving and decision making processes
- Industrial and/or legislative issues that affect short term work organisation as appropriate to industry sector
- Understanding of the role of staff involved in workplace monitoring
- Knowledge of quality assurance, principles of workflow planning, delegation and problem solving.

Range statement

- Problems may include but are not limited to difficult customer service situations; equipment breakdown/technical failure; delays and time difficulties.
- Workplace records may include but are not limited to staff records; regular performance reports.
Unit G8 - Implement Workplace Health, Safety and Security Procedures

Deals with the skills and knowledge required to implement health, safety and security procedures in the workplace. Team leaders and supervisors often carry out this competency. It covers:

a) Providing information on health, safety and security to all concerned staff to maintain a full understanding of the issue and organisational and other requirements
b) Co-ordinating staff participation in health, safety and security issues to reduce operational risks to all concerned staff, customers and others
c) Implementing and monitoring procedures for controlling hazards and risks in a cost-effective and clearly understandable manner
d) Implementing and monitoring health, safety and security training to ensure it meets planned objectives and impacts positively on the organisation overall
e) Maintaining health, safety and security records to legal and organisational requirements and to inform potential improvements to the system

Evidence

- Ability to monitor health, safety and security within the context of an established system where policies, procedures and programs exist.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Working knowledge of relevant national and local occupational health and safety legislation, specifically:
  - General duty of care
  - Requirements for record keeping
  - Provision of information and training
  - Regulations and codes of practice in relation to hazards in work area
  - Health and safety representatives and OH&S committees
  - Issue resolution
- Knowledge of specific organisation policy and procedures
- Knowledge of required Units of health and safety legislation

Range statement

Hazards and risks may include but are not limited to workplace sickness; fire; crowd-related risks; accidents; bomb scares; theft and armed robbery; deranged customers; equipment failure; weather emergencies; pests.
Unit G9 - Develop and Implement Operational Plans

Deals with the skills and knowledge required to implement the planning process within the workplace. It focuses the skills needed by frontline managers to develop and implement a range of planning initiatives and underpins a range of other leadership Units. It covers:

a) Developing operational plans that meet strategic objectives, are implementable, affordable and supported by management and other organisation stakeholders
b) Administering and monitoring operational plans Training Packages ensure their effectiveness and impact upon organisational outcomes
c) Conducting ongoing evaluation to constantly improve operational performance, staff motivation and cohesiveness and profitability

Evidence

- Ability to apply an integrated approach to operational issues
- Ability to develop a realistic plan that relates to a specific and “real” tourism and/or hospitality context. The plan should identify current and relevant industry and organisation issues, and clearly identify an implementation program.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Planning techniques
- Problem solving and decision making in specific relationship to development and implementation of operational plans
- Research skills in relation to a broad range of information from multiple sources and related to a broad range of issues
- Current internal and external environments impacting on the organisation
- Legal issues that impact on organisation operations as appropriate to the industry sector
- Knowledge and understanding of the following:
  - Legal issues which affect general operations within the sector
  - Current industry issues which affect general operations within the sector
  - Specific implementation and monitoring issues which may affect the plan

Range statement

Operational plans will be quite broad in nature and may include plans for a department within a large organisation; a small business; a specific project; introduction of a new product.
**Unit G10 - Establish and Maintain a Safe and Secure Workplace**

Deals with the management of health, safety and security in tourism and hospitality organisations. It covers:

a) Establishing and maintaining a framework for health safety and security which meets the organisation’s needs and legislative requirements
b) Establishing and maintaining participative arrangements for the management of health, safety and security to ensure all staff play an active role in OH&S
c) Establishing and maintaining procedures for identifying, assessing and controlling hazards and risks that are simple, clear and understood by all staff
d) Establishing and maintaining an occupational health and safety training program that meets the organisation’s needs and staff skill requirements
e) Establishing and maintaining a system for occupational health and safety records that accurately provide up-to-date data for planning and legislative requirements
f) Evaluating the organisation’s health, safety and security system to constantly improve its effectiveness

**Evidence**

- Ability to develop a framework for a health, safety and security system within a specific tourism or hospitality context. This should include the creation of procedures and processes to guide all facets of the system.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Detailed knowledge of relevant national and local occupational health and safety legislation as it affects workplace operations
- Knowledge of links between other management systems and procedures on health, safety and security
- Equal employment opportunity principles and occupational health and safety
- Other legal issues which impact on health and safety in particular industry contexts
- Knowledge of specific and relevant legislative requirements

**Range statement**

- Participative/consultative procedures are conducted by supervisory staff within the area of managerial responsibility.
- Monitoring of activities may include review of written reports; performance appraisal; auditing procedures.
- Hazards and risks may include but are not limited to workplace sickness; fire; crowd-related risks; accidents; bomb scares; theft and armed robbery; deranged customers; equipment failure; weather emergencies; pests.
Unit G11 - Develop and Update the Legal Knowledge Required for Business Compliance

Deals with the skills and knowledge required to ensure business compliance with legislation governing the tourism and hospitality industries. It covers:

a) Researching the legal information required for business compliance from reliable and relevant sources that provide sufficient and up-to-date information
b) Ensuring compliance with legal requirements by all facets of the organisation
c) Updating legal knowledge to ensure the latest requirements are known and appropriately interpreted

Evidence

- Particular focus should be placed on the application of legal knowledge to specific tourism and hospitality workplace situations and problems.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Knowledge of compliance provisions of the following areas of law as they relate to tourism/hospitality:
  - Contracts
  - Insurance
  - Consumer protection and trading requirements
  - Licensing
  - Industrial relations
  - Taxation
  - Equal employment opportunity and anti-discrimination
  - Statutory requirements for businesses
- Responsibilities/liabilities of managers and directors
- Research skills
- Understanding of the legislation that affects operations in a particular industry sector
- Knowledge of how to update information that applies to business operations

Range statement

Sources of legal information and informal/formal research may include but are not limited to reference books; media; industry and/or employer associations; industry journals; Internet; customers and suppliers; appointed legal experts.
Unit G12 - Roster Staff

Deals with the skills and knowledge required to develop staff rosters. Depending upon the sector and organisation, this may be carried out by a dedicated specialist staff, operational supervisors or managers. It covers:

a) Developing and implementing staff rosters that use human resources effectively and are sensitive to the fluctuations of the business and the needs of individual staff members
b) Maintaining staff records that accurately record all details of staff working hours, conditions and payment information

Evidence

- Ability to prepare a staff roster within the framework of established operations, systems and procedures in a tourism/hospitality context within organisation acceptable timeframes.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Various types of rosters
- Overview of software programs available for roster design
- Roster design
- In-depth knowledge of area of operation
- Impacts of industrial relations and employment opportunity issues on staff rostering
- Understanding of the factors which impact upon staff subject to changing rosters

Range statement

Rostering may be for an individual department; a whole organisation or a specific project.
**Unit G13 - Monitor Staff Performance**

Deals with the skills and knowledge required to monitor staff performance and includes skills in performance appraisal and counselling. It covers:

a) Providing performance feedback to staff to maintain work quality, motivate good performance and indicate where further training may be required
b) Recognising and resolving performance problems sensitively and with minimal disruption to the normal flow of work
c) Implementing performance appraisal systems that are fair, motivating and cost-effective

**Evidence**

- Ability to provide feedback in a supportive manner
- Ability to conduct a formal performance appraisal in accordance with established policies and systems.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Performance appraisal techniques and systems
- Knowledge of industrial relations and employment opportunity issues which impact on staff performance monitoring
- One-to-one coaching techniques

**Range statement**

This competency may apply to various staff in all tourism and hospitality sectors.
Unit G14 - Recruit and Select Staff

Deals with the skills and knowledge required to recruit and select staff within the framework of overall human resource plans. Depending upon the sector and organisation, these may be carried out by dedicated specialist staff, operational supervisors or managers. It covers:

a) Identifying recruitment needs from existing and projected business objectives and in full awareness of current skills base
b) Administering recruitment in a timely and cost-effective manner
c) Selecting staff against defined criteria, fairly and ensuring the best individuals available are recruited
d) Planning and organising induction programs that quickly bring new employees into full operational effectiveness with minimal disruption to normal workflow

Evidence

- Ability to establish accurate selection criteria for recruitment, conduct fair and effective interviews and make selections based on agreed criteria.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Interviewing techniques
- Purpose and content of induction programs
- Relevant legislation in relation to recruitment and selection of staff:
  - Equal employment opportunity principles
  - Anti-discrimination
  - National or local pay provisions or other organisation agreement issues
  - Dismissal procedures
- Understanding of recruitment administration systems and the legal environment in which recruitment takes place

Range statement

This competency applies to all tourism and hospitality sectors.
Unit G15 - Lead and Manage People

Deals with the skills and knowledge required to lead and manage teams of people in the workplace. It focuses on issues of leadership, motivation and teamwork. It covers:

a) Modelling high standards of performance and behaviour to motivate staff and provide a positive image of the organisation
b) Developing team commitment and co-operation among all staff to meet organisational objectives and promote a harmonious work environment
c) Managing team performance to ensure fully effective outcomes and high morale

Evidence

- Ability to build positive team spirit and effectively manage overall team performance within a specific tourism and hospitality context.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Nature of management and leadership
- Principles of teamwork
- Motivation and leadership
- Conflict resolution in specific relation to leaders
- Industrial relations issues in people management
- Equal employment opportunity principles
- Knowledge of leadership, motivation and people management principles

Range statement

Teams may be project-based permanent teams.
**Unit G16 - Manage Workplace Diversity**

Deals with the skills and knowledge required to provide leadership in a diverse workplace where customers and staff are from a wide range of backgrounds. It builds on the common core competency and reflects the importance of managing cross-cultural issues in the tourism and hospitality industry. It covers:

a) Encouraging respect for diversity in the workplace to promote harmonious working conditions and take advantage of the full range of skills and experience of all staff
b) Using diversity as an asset to create synergy and high performance outcomes
c) Dealing with problems arising from diversity issues sensitively, appropriately and in cognisance of the needs of individuals and the total organisation’s workforce

**Evidence**

- Ability to recognise and utilise specific diversity issues which apply to the tourism and hospitality industry and which contribute to the industry’s progress.

**Critical Skills and Essential knowledge:**

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Cross cultural communication skills
- Understanding of the role of leaders in encouraging effective cross cultural communication in the tourism and hospitality industries
- Knowledge of specific cultural issues that may apply in a particular industry context

**Range statement**

Diversity refers to diversity in its broadest sense and may be related to race; language; special needs; disabilities; family structure; gender; age; sexual preference.
Unit G17 - Manage Workplace Relations

Deals with the skills and knowledge required to manage workplace relations from an industrial relations perspective. It focuses on the skills needed by all managers. It covers:

a) Building a positive industrial relations climate that operates within the legal requirements on the organisation, builds trust and motivation in staff and reduces turnover and absenteeism.
b) Establishing and implementing formal industrial procedures that meets the needs of the organisation, are cost effective, sensitive to individual staff issues and maintains a productive workplace environment.

Evidence

- Ability to interpret industrial agreements
- Ability to develop procedures to handle industrial issues in the workplace.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- An overview of the national and relevant local industrial relations system
- The role of employee organisations in the tourism/hospitality industries
- The role of employer groups in the tourism/hospitality industries
- Provisions under relevant pay agreements
- Formal counselling and industrial dispute resolution procedures
- Knowledge of industrial relations issues and regulations as they apply to particular sectors

Range statement

Relevant parties should include employee and employer groups as appropriate to the industry sector.
Unit G18 - Provide Mentoring Support to Business Colleagues

Deals with the skills and knowledge required to act as a business mentor to other individuals in the industry. To achieve competence in this competency, significant workplace experience would generally be required. It covers:

a) Establishing a relationship with mentored that is positive, supportive and contributes to workplace performance
b) Offering mentoring support that is appropriate, sensitive and builds rapport and effectiveness

Evidence

- Ability to use knowledge and experience to assist another individual to achieve their agreed goals
- Application of effective communication styles.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- An understanding of mentoring, its role and potential benefits
- Communication in relation to listening, questioning and non verbal communication
- Knowledge and experience of the area of business in which the mentored operates
- Understanding of the role and benefits of mentoring in business

Range statement

- Mentors and mentored may work within the same or different organisations.
- The mentoring process may apply to any area of business/professional endeavour.
Unit G19 - Manage Quality Customer Service

Deals with the skills and knowledge required to manage customer service quality in the workplace. It covers:

a) Developing and implementing approaches to enhance customer service quality that are simple, effective and within the capacity of staff to implement
b) Monitoring and adjusting customer service to suit the objectives and business plans of the organisation, the capacity of staff and the requirements of a range of potential customers

Evidence

- Ability to develop pro-active approaches to the enhancement of customer service within a specific tourism/hospitality context.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Principles of quality assurance and its application to tourism and hospitality in a management context (not necessarily a formal quality management system)
- Industry and market knowledge as it applies to quality issues
- Competitive environment
- Overview of product development from a quality service perspective
- Knowledge of quality service principles

Range statement

Informal and formal research on customer needs may include but is not limited to talking to customers; qualitative or quantitative research; seeking feedback from service delivery colleagues; analysis of competitive environment; analysis of industry and market trends.
Unit G20 - Develop and Manage Marketing Strategies

Deals with the skills and knowledge required to develop and manage marketing strategies within a tourism and hospitality context. It covers:

a) Analysing the market from a variety of perspective’s using appropriate and reliable techniques and up-to-date sources of information
b) Preparing marketing strategies that are affordable, meet organisational objectives and reach the intended target audience
c) Implementing and monitoring marketing activities to ensure they are effective and understandable to the audience
d) Conducting ongoing evaluation to constantly improve marketing information and the organisational response

Evidence

- Ability to develop a marketing strategy for a specific tourism and/or hospitality product, service or organisation. Plans should identify current and relevant industry organisation marketing issues and include a detailed, realistic implementation program.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Market analysis and planning techniques
- Internal and external issues which impact on market planning
- Industry marketing and distribution networks
- Research skills
- Knowledge and understanding of specific implementation and monitoring issues

Range statement

Marketing strategies may be for a specific product or service (new or existing); a small/medium sized business organisation; a destination; a single event.
Unit G21 - Manage Finances within a Budget

Deals with the skills and knowledge required to take responsibility for budget management. Others may undertake budget development, and these skills are covered in the element Prepare and Monitor Budgets. It covers:

a) Allocating budget resources as available to a supported organisational objective or process
b) Monitoring financial activities against budget to ensure the budget can be met or adjusted as required
c) Identifying and evaluating options for improved budget performance from feedback and review of performance
d) Completing financial / statistical reports that fully informs management on performance against budget targets and their appropriateness for future allocation

Evidence

- Ability to monitor income and expenditure in accordance with the budget, and to identify ways of improving budget performance.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Knowledge and understanding of budgets, specifically the different types of budget, how a budget is structured and how to interpret a budget
- Knowledge of internal and external auditing requirements
- Knowledge of legislative requirements in specific relation to disbursement of funds and record keeping
- Financial reporting procedures
- Understanding of the main types of budget that apply in the industry (as per range statement)
- Knowledge of basic budget principles and accounting/auditing/legislative/reporting requirements

Range statement

- Budgets may include but are not limited to cash budgets; departmental budgets; budgeted profit and loss and balance sheets; wages budgets; project budgets; purchasing budgets; sales budgets; cash flow budgets; budgets for a small business.
- Financial/statistical reports may relate to daily, weekly, monthly transactions and reports; break-up by department; occupancy; sales performance; commission earnings; sales returns; commercial account activity.
Unit G22 - Prepare and Monitor Budgets

Deals with the skills and knowledge required to prepare and monitor budgets. It covers:

a) Preparing budget information for the intended audience in a clear and accurate manner
b) Preparing budgets that meet organisational needs, are realistic, achievable and supported by the organisation stakeholders
c) Monitoring and reviewing budgets as required ensuring they are cost effective and appropriate to the business needs and operational objectives

Evidence

- Ability to prepare a range of realistic and accurate budgets within the context of a tourism or hospitality workplace
- Ability to analyse and consider the internal and external factors that impact on the budget development process.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Accounting principles and practices in specific relation to budget preparation
- Budget preparation techniques
- Business documentation presentation
- Negotiation skills in specific relation to budgetary planning
- Research skills
- Understanding of the technical budget preparation process and accounting procedures that must be followed

Range statement

Budgets may include but are not limited to cash budgets; departmental budgets; budgeted profit and loss and balance sheets; wages budgets; project budgets; purchasing budgets; sales budgets; cash flow budgets; budgets for a small business.
Unit G23 - Manage Financial Operations

Deals with the skills and knowledge required to manage the day-to-day financial operations within a tourism or hospitality organisation. It is not intended to cover specialist accounting skills that are undertaken by qualified accountants. It covers:

a) Developing approaches to financial management that are legal supportable, effective and capable of implementation
b) Developing and monitoring financial procedures and systems in a timely and efficient manner
c) Preparing and monitoring accounts accurately, as required and according to accounting conventions
d) Making pricing decisions based upon sound information and organisational objectives and marketing plans
e) Monitoring financial performance constantly to ensure maximum use of resources and meeting agree targets and budgets
f) Forecasting financial needs of specific projects accurately utilising all relevant information sources and expertise
g) Preparing financial proposals for specific projects that fully inform decision-makers and cover all potential risks and options
h) Preparing financial reports that accurately inform management on performance and meet legal and other accounting requirements

Evidence

- Ability to integrate the financial management activities of a business with overall business operations.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- General knowledge of legislative requirements to be met by all organisations
- Knowledge of specific financial regulations and requirements appropriate to industry sector
- Taxation issues
- Overview of economic issues which affect financial performance
- Overview of computerised accounting packages available in the marketplace
- Understanding of the total financial management process within a business
- Knowledge of financial control, reporting and monitoring systems

Range statement

Financial operations may be for a department within a large organisation or a small business.
Unit G24 - Manage Physical Assets

Deals with the skills and knowledge required to manage the physical assets of a tourism or hospitality organisation. It does not include specialist skills but focuses on the need for mainstream managers to pro-actively plan for and manage the acquisition and maintenance of physical assets that are crucial to business success. It covers:

a) Developing strategies for systematic maintenance, repair and purchase of physical assets to maximise their effective use and cost benefit to the organisation
b) Monitoring the performance of physical assets in the workplace for intended purpose, planned output and operational cost effectiveness
c) Co-ordinating financing of physical assets according to organisation needs, finance principles and capacity to be paid

Evidence

- Ability to plan for and manage the acquisition, maintenance and replacement of physical assets within a specific tourism and hospitality workplace.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Overview of financing options for asset acquisition
- Laws governing different types of physical assets
- Environmental standards and requirements
- Planning
- Understanding of the financial and legal issues that impact on the management of physical assets

Range statement

- Physical assets management may be performed in whole or in part using external agencies and expertise.
- Physical assets may include but are not limited to buildings; equipment; fixtures, fittings and furnishings; vehicles; gardens; pools; rides and games.
Unit G25 - Manage and Purchase Stock

Deals with the skills and knowledge required to establish stock control and stock purchasing systems within a tourism or hospitality context. It covers:

a) Establishing and implementing an order and supply process that meets organisational requirements, workflow, orders and financial capacity
b) Establishing and implementing stock control systems that are effective, well understood and minimise wastage while maximising production output at all times
c) Developing optimum supply arrangements that are cost effective, meet all potential demand deadlines while providing a consistent established quality

Evidence

- Ability to develop and stock purchasing and control systems within a specific tourism or hospitality context.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Methods of stock valuation
- Methods of yield testing
- Planning
- Supplier and market knowledge

Range statement

- Stock may include but is not limited to food and beverage; linen; housekeeping supplies; stationery; cleaning agents and chemicals; general stores.
- Data for establishing stock control systems may include but is not limited to yield tests; historical sales figures; stocktake figures.
- Stock control systems may include but are not limited to integrated point of sale systems; imprest; ledgers; bin cards; stock taking systems; stock valuation systems; stock reporting systems.
Unit G26 - Monitor and Maintain Computer Systems

Deals with the skills and knowledge required to monitor and maintain computer systems within the workplace. It does not apply to specialist computer staff but to hospitality team leaders, supervisors and managers who also play a role in ensuring computer equipment meets business needs. It covers:

a) Monitoring effectiveness of computer equipment against its intended purpose, suitability and skill levels of operating staff
b) Purchasing hardware and software that meets organisational requirements in a cost-effective manner that can be utilised as required by relevant staff
c) Maintaining computer equipment and systems in full operational condition at all times and within the capacity of the equipment and the operators

Evidence

- Ability to monitor and maintain computer systems in the workplace.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- Sources of information and advice on computer systems
- Computer security and filing systems
- Key factors in achieving productivity and efficiency from computer systems
- Current technology options as appropriate to industry sector
- Knowledge and understanding of the important role of computer equipment with specific emphasis on tourism and hospitality contexts
- Current knowledge of the broad technological environment
- Knowledge of systems to maintain the effectiveness of computer systems

Range statement

Computer equipment may include but is not limited to screens; hard drives; printers; scanners; back-up systems.
Unit G27 - Develop and Implement A Business Plan

Deals with the skills and knowledge required for strategic business planning and management. It covers:

a) Preparing a business plan that meets management requirements, uses all relevant sources of information and promotes and enhances the opportunities of the organisation to meet and extend its operational objectives
b) Implementing the business plan across the whole organisation in a coherent and effective manner
c) Monitoring the business plan for effectiveness and enhancing and amending as required to maintain maximum operational outcomes

Evidence
- Ability to develop and implement a business plan.

Critical Skills and Essential knowledge:

To demonstrate competence, evidence of skills and knowledge in the following areas is required:

- In-depth knowledge of business planning techniques
- Broad legal and business liability issues as appropriate to the industry context
- Economic issues which impact on business performance
- Tourism and hospitality industry knowledge including current trends, structures and government policies
- Internal and external business environments as appropriate to the industry context
- Communication and leadership skills
- Research skills
- Ability to develop and implement a business plan within a specific tourism and hospitality workplace. An integrated approach is required.
- Knowledge of all the items covered in the Evidence and the ability to apply that knowledge to a specific industry context

Range statement

- A business plan is prepared using recognised business planning techniques to include consideration of the following mission statement; business objectives; current and potential product; industry environment; external business environment; market analysis; marketing strategy; operational strategy; management and organisational structure; labour requirements and skills; financial plan and projections; action plan and schedule; evaluation techniques; industry ethics; liability and legal issues; environmental considerations; quality management.
- A business plan may be for a new small business venture; an existing small business; a division or department of a large organisation; a new product development initiative.