

Appendix O

HOSPITALITY, LODGING, AND TOURISM YOUTH APPRENTICESHIP

MANAGEMENT I UNIT 7

Unit 7: ALL Pathways

Management I Unit

Competency

1. Assist to coordinate work schedules, deadlines, and duty assignments

Performance Standard Condition

Competence will be demonstrated

- at the worksite and the classroom
- While assisting a worksite professional

Performance Standard Criteria

Performance will be successful when the learner:

- Determine amount of staff needed for services
- Schedule staff according to hours required according to employee status and service coverage required
- Schedule staff to minimize labor costs
- Incorporate coverage for vacations or leaves
- Communicate schedules to staff
- Maintain changes to master schedule with worksite professional

Learning Objectives

- Compare/contrast management of different organizational structures including independently owned, chain affiliated and corporations in the industry
- Describe some of the changes in the hospitality industry that have redefined management responsibilities
- Describe how budgeting is used to determine staffing levels
- Describe how labor hours are calculated for levels of booking/reservations/occupancy in hospitality
- Distinguish between fixed and variable staff positions to develop work schedules
- Define fixed labor and variable labor as it applies to various positions in hospitality
- Discuss how staff are scheduled in accordance with facility needs and staff needs
- Describe how staffing levels are determined

Comments:

Unit 7: ALL Pathways Management I Unit

Competency

2. Schedule training to be provided to staff

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom

Performance Standard Criteria

Performance will be successful when the learner:

- Determine type of training required per schedule and employee status
- Incorporate training time into scheduled work time/hours
- Ensure coverage for service while training is ongoing
- Communicate training schedules to staff
- Assist to maintain master training schedule with worksite professional

Learning Objectives

- Describe common required training programs to be provided to staff in the hospitality industry
- List common recurring training programs provided to staff
- List the purpose of staff training
- Describe the importance of regular staff training
- List any legal requirements for training in your facility
- Discuss how training & staff performance are related

Comments:

Unit 7: ALL Pathways Management I Unit

Competency

3. Assist to deliver training

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom
- While assisting a worksite professional

Performance Standard Criteria

Performance will be successful when the learner:

- Assist to arrange for training facility, instructor, materials and space as needed
- Become familiar with training objectives, goals and materials
- Assist instructor or worksite professional with training session(s)
- Assess staff training or collect training evaluations upon completion of training
- Document training, attendance, and any assessments
- Copy training document to staff personnel file

Learning Objectives

- List elements of successful staff training programs
- Discuss methods to ensure effective training for adults at worksites
- Compare methods for assessing learning during training
- Discuss documentation requirements for training and its purpose
- Explain effective and engaging methods of providing training in a formal setting
- Compare & contrast formal class room training with on the job mentor training
- Describe the purpose of pre- and post-assessments of training

Comments:

Unit 7: ALL Pathways Management I Unit

Competency

4. Maintain records pertaining to work assignments & staff training

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom

Performance Standard Criteria

Performance will be successful when the learner:

- Copy and file all pertinent training, duty assignment and time cards/hours worked information as required
- Maintain copies of materials for personnel files
- Maintain copies of materials for training files
- Maintain copies of materials for scheduling files

Learning Objectives

- Explain the purpose of staff training & working hours documentation
- Explain the importance of initial and ongoing training
- List required documentation maintained for staff in your facility for training and work hours
- Discuss different methods of hours worked/time tracking for wages
- Describe the record retention requirements for personnel training and hours worked documentation

Comments:

Unit 7: ALL Pathways Management I Unit

Competency

5. Obtain customer feedback from guests

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom

Performance Standard Criteria

Performance will be successful when the learner:

- Ensure regular feedback is obtained from customers
- Locate customer feedback information
- Note trends or patterns
- Use customer comments to guide customer satisfaction policies

Learning Objectives

- Describe the purpose of customer feedback
- Discuss different methods to determine customer feedback
- Identify basic components of a survey
- Compare & contrast surveys for obtaining customer feedback
- Discuss ways customers are encouraged to complete feedback information
- List the responsibilities managers have in fostering quality service

Comments:

Unit 7: ALL Pathways Management I Unit

Competency

6. Assist to investigate root causes of customer complaints

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom
- While assisting a worksite professional

Performance Standard Criteria

Performance will be successful when the learner:

- Record pertinent factual information regarding complaint
- Investigate potential causes of complaint
- Determine action to be taken with worksite professional

Learning Objectives

- Describe several hospitality operational needs
- Describe capabilities and limitations of the hospitality operation
- Explain the importance of follow up after customer complaints
- List common steps to follow when determining the cause of a complaint
- Discuss the use complaint information in making product or service improvement
- Role-play customer dissatisfaction scenarios

Comments:

Unit 7: ALL Pathways Management I Unit

Competency

7. Assist to create an improvement plan with management

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom
- While assisting a worksite professional

Performance Standard Criteria

Performance will be successful when the learner:

- Select a condition to improve
- Identify people or departments that are influenced by the problem
- Define the problem objectively using data if possible
- State the improvement desired using quantifiable data if possible
- Set a target date
- Use cause/effect methods to isolate potential sources of the problem condition
- Brainstorm possible solutions
- Evaluate solutions based on cost-benefit analysis
- Choose a solution
- Implement solution
- Monitor results

Learning Objectives

- Explain how problems are identified for improvement
- Discuss why objective data for problem identification & solution effectiveness are important
- Compare and contrast cause and effect methods for evaluating problems
- Describe the rules of brainstorming
- Explain the importance of improvement follow up & evaluation

Comments:

Unit 7: ALL Pathways Management I Unit

Competency

8. Assist to develop methods to maximize customer experience

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom
- While assisting a worksite professional

Performance Standard Criteria

Performance will be successful when the learner:

- Research customer feedback
- Analyze each service area in your facility
- Determine ways to ensure a more pleasant experience
- Develop security measures to increase safety
- Create a solution for guests/customers exposed to a health hazard
- Suggest ways to manage guests/customers facing a threat

Learning Objectives

- Assess the importance of customer satisfaction
- Devise strategies for maximizing customer satisfaction
- List opportunities to maximize the customer experience
- Outline safety and security issues for individuals and groups in multiple environments to minimize risks

Comments:

Unit 7: ALL Pathways Management I Unit

Competency

9. Arrange for necessary maintenance and repair work

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom

Performance Standard Criteria

Performance will be successful when the learner:

- Receive maintenance & repair order
- Arrange for repair service from internal sources or call pre-selected contractors for service work
- Monitor timeframe and quality of work to be completed
- Receive notice of work completion
- Inform worksite professional of work completion
- Assist to evaluate operation/quality of work completed
- Forward for payment if needed

Learning Objectives

- Explain how the physical appearance and functionality of a facility impacts the customer experience
- Discuss the importance of having a select list of pre-approved vendors for servicing calls
- Compare costs of maintaining an on-site maintenance repair department to using outside contracted vendors
- List ways to evaluate work quality
- Describe how a facility monitors repair turn-around time
- Explain how contracts are used to safeguard both the contractor and the facility

Comments:

Unit 7: ALL Pathways

Management I Unit

Competency

10. Requisition or purchase items

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom

Performance Standard Criteria

Performance will be successful when the learner:

- Order items needed
- Arrange for any specialized transport or transport conditions if needed
- Receive notice of items when delivered
- Verify items received match items ordered
- Verify items are correct, for correct amounts and undamaged
- Resolve any discrepancies with shipping company
- Forward invoices for payment

Learning Objectives

- Explain the process for ordering and receiving items at your facility
- Discuss the importance of verifying items received
- Explain methods for obtaining reconciliation on orders not complete or that are damaged
- Describe how vendors are chosen to provide needed items for a business
- Discuss the bidding process for necessary business items
- List typical documentation files necessary in planning & purchasing
- Discuss the billing process

Comments:

Unit 7: ALL Pathways

Management I Unit

Competency

11. Monitor inventory levels

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom

Performance Standard Criteria

Performance will be successful when the learner:

- Verify re-order points for common items in your facility
- Use established re-order procedures to notify when items are at re-order points
- Check inventory periodically to verify re-order points are not exceeded
- Order items as needed

Learning Objectives

- Explain the purpose of re-order points
- Define industry management terms including yield, yield management, no-show, discount inventory control, overbooking and spoilage as they apply to food, items, or customer inventory in the hospitality industry
- Discuss common inventory control methods
- Explain inventory control and monitoring in terms of business costs

Comments:

Unit 7: ALL Pathways

Management I Unit

Competency

12. Monitor parking and security services

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom

Performance Standard Criteria

Performance will be successful when the learner:

- Anticipate needs for parking and security by noting special occasions at your facility
- Review policies and procedures for different parking & security scenarios
- Consult with worksite professional to determine need for scheduling more staff on special occasions
- Regularly review reports related to security and parking issues at your facility
- Note any trends or patterns

Learning Objectives

- Discuss the costs associated with security functions
- Describe specific security concerns in the hospitality business
- Explain how common security issues are handled in the hospitality industry
- Explain how parking issues can impact a customer experience

Comments:

Unit 7: ALL Pathways

Management I Unit

Competency

13. Assist to create promotional message to target a specific market

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom
- While assisting a worksite professional

Performance Standard Criteria

Performance will be successful when the learner:

- Study the objectives, policies and needs of target customers
- Analyze details of the targeted customers
- Study consumer preference reports
- Analyze product information to identify product features and benefits that meet targeted preferences
- Cooperate with advertising teams, sales managers, and designers to create a promotional message

Learning Objectives

- Explain the role of marketing in the hospitality, lodging, and tourism industry
- Explain the role of promotion as a marketing function
- Explain types of promotion
- Identify key information to aid in targeting or modifying products for your audience
- Describe the potential individual, group, cultural, and situational factors that influence a consumer's decision to buy
- Research discretionary factors that influence hospitality & tourism decisions to create customer options
- Identify economic, social, and health/safety factors influencing travel decisions

Comments:

Unit 7: ALL Pathways

Management I Unit

Competency

14. Assist to develop promotional materials such as advertisements, coupons, brochures and web-based designs

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom
- While assisting a worksite professional

Performance Standard Criteria

Performance will be successful when the learner:

- Determine advertising medium to be used
- Estimate the cost of advertising space or time
- Identify the optimum cost effective media – online and offline - to reach the target markets
- Prepare sample advertisements within the selected medium for presentation

Learning Objectives

- Compare & contrast various forms of advertisements & promotional materials
- Compare & contrast various types of media for advertisements
- Research appealing methods of presentation for your type of product or service
- List factors that should be taken into account when designing an advertisement
- What are elements of a good advertisement
- Give examples of how to modify advertisements depending on the audience
- Explain the bidding and contract approval process with media agencies
- List options for advertisement artwork
- Identify the parts of a print advertisement

Comments:

Unit 7: ALL Pathways

Management I Unit

Competency

15. Present a promotional or improvement plan to management

Performance Standard Condition

Competence will be demonstrated

- at the worksite and classroom

Performance Standard Criteria

Performance will be successful when the learner:

- Research a target audience
- Create a promotional message to appeal to the specific target audience
- Develop a low-cost promotional material that targets the specific market
- Prepare a sample
- Present the sample to management
- Explain how the promotional material targets the specific market
- Explain how the material is different from other promotional materials used

Learning Objectives

- Discuss methods for presenting at meetings
- List voice qualities that are effective in verbal presentations
- Describe methods for organizing a verbal presentation
- List features of presentations to include in the introduction, the explanation and the closing

Comments: