



**Level 4 Diploma
Hospitality Management
(Accommodation
Management)**

(HC110-17)

Qualification

Level 4 Diploma in Hospitality Management (Accommodation Management) (HC110-17)

Title and level	GLH	TQT	Global Skills Qualification number
Level 4 Diploma in Hospitality Management (Accommodation Management)	196	590	HC110-17

Introduction

This document tells you what you need to do to deliver the qualifications:

The GSQ Level 4 Diploma in Hospitality Management is a qualification that is either assessed in a workplace or realistic work environment.

The Level 4 Diploma in Hospitality Management qualification is designed to develop students' advanced skills and techniques. You will learn the supervision techniques required to ensure that you are able to supervise your area of the hospitality industry and work closely with staff and managers to run a successful operation.

Candidate Entry Requirements

Candidates should not be entered for a qualification of the same type, content and level as that of a qualification they already hold.

It is recommended that candidates should have a minimum of a level 3 qualification in hospitality. However, experience of working in the industry at the level 3 standard will be adequate to ensure they have the potential to gain the qualification successfully.

Qualification Units

To achieve the **HC100-17 Level 3 Diploma in Hospitality Management**

Students must achieve **59** credits

22 credits from mandatory units, 14 credits from group A 8 credits from group B and a remaining 15 credits from A or B

Mandatory Units

All mandatory units must be achieved (22 Credits)

GSQ Unit code	Ofqual Unit Reference	Unit Title	Credit Value	GLH
519	Y/504/1057	Manage the performance of teams and individuals	6	16
520	D/504/1058	Work as part of a hospitality management team to achieve strategic goals	6	16
521	H/504/1059	Manage compliance with regulatory and legislative requirements in hospitality	6	28
523	A/615/8558	Manage own professional development within an organisation	4	20

Optional Group A

GSQ Unit code	Ofqual Unit Reference	Unit Title	Credit Value	GLH
524	H/504/1045	Manage purchasing costs in hospitality	9	39
525	J/504/1054	Manage the payroll costs of a hospitality team	8	30
526	K/504/1063	Manage staffing rotas for a hospitality team	6	18
527	L/504/1055	Manage feedback from customers of hospitality services	8	23
528	R/504/1056	Manage a team meeting	3	14
529	Y/504/1060	Recruit and select hospitality staff	8	29
530	K/504/1046	Devise and implement training and development plans	7	30
531	M/504/1047	Information systems management in hospitality	11	50
532	T/504/1048	Determine market opportunities for hospitality services	11	44
533	A/504/1049	Maximise sales and profit from hospitality services	10	47
534	M/504/1050	Manage operational aspects of hospitality premises refurbishment programmes	9	40
535	T/504/1051	Manage supplier contracts	7	36
536	A/504/1052	Manage hospitality functions	8	34
537	T/615/8560	Manage physical resources	3	25

538	J/617/8859	Implement change in own area of responsibility	6	25
539	A/617/8860	Managing grievance procedures	3	10
540	F/617/8861	Know how to follow disciplinary procedures	4	20
541	M/615/8556	Manage a budget for own area or activity of work	7	30
542	K/601/1524	Handle referred customer complaints	10	67
543	D/601/1228	Use customer service as a competitive tool	8	53
544	D/601/1231	Organise the promotion of additional services or products to customers	7	47
545	J/601/1238	Review the quality of customer service	8	53
546	H/615/8571	Manage the environmental impact of work activities	5	10
466	T/601/7214	Employment rights & responsibilities in the hospitality, leisure, travel and tourism sector	2	16

Optional Group B Accommodation Management

GSQ Unit code	Ofqual Unit Reference	Unit Title	Credit Value	GLH
560	K/504/1032	Implement and manage housekeeping procedures in hospitality	8	30
561	M/504/1033	Manage the security and privacy of hospitality guests	4	16
562	A/504/1035	Manage room availability to maximise revenue potential	5	18
563	T/504/1034	Monitor maintenance and repair work within a hospitality premises	6	19
564	F/504/1036	Manage the provision of additional services	4	13
565	J/504/1037	Manage the linen service	4	15
566	L/504/1038	Manage the supply of uniforms and housekeeping of staff areas	4	16

Total Qualification Time

Total Qualification Time (TQT) is the total amount of time, in hours, expected to be spent by a Learner to achieve a qualification. This includes both guided learning hours and hours spent in preparation, study and assessment.

Title and level	GLH	TQT
Level 4 Diploma in Hospitality Management (Accommodation Management)	196	590

Portfolio of evidence

To achieve this portfolio, you will need to produce a portfolio of evidence to show that you have the knowledge and skills in your chosen qualification. You will need to demonstrate the practical skills required and be observed by a competent tutor/assessor who will support you with evidence collection.

Your knowledge and understanding and practical skills will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Centre Requirements

As a minimum, it is expected that centres seeking approval for this qualification have a functioning facility where the candidates can work in a real life situation to be able to develop their skills or be employed in the industry.

Centre Staffing

Staff delivering these qualifications must be able to demonstrate that they meet the following occupational expertise requirements. They should:

- be occupationally competent or technically knowledgeable in the area[s] for which they are delivering training and/or have experience of providing training. This knowledge must be to the same level as the training being delivered
- have recent relevant experience in the specific area they will be assessing and continue to achieve a minimum 30 professional development hours per year
- have credible experience of providing training

Centre staff may undertake more than one role, e.g. tutor and assessor or internal quality assurer, but cannot internally quality assure their own assessments.

Tutors/Assessors and Internal Quality Assurer

Assessor/Internal Quality Assurer qualifications are valued as qualifications for Centre staff, but they are not currently a requirement for the qualifications.

Continual Professional Development (CPD)

Centres must support their staff to ensure that they have a current knowledge of the occupational area, that delivery, mentoring, training, assessment and verification is in line with best practice, and that it takes account of any national or legislative developments.

Qualification Structure

Unit 519 **Manage the performance of teams and individuals**

UAN: **Y/504/1057**

Level: 4

Credit value: 6

GLH: 16

Aim

This unit enables learners to gain the understanding and skills to make the best use of their teams and its members so that they can help to achieve the organisation's objectives. It covers agreeing objectives and setting out plans. It also involves monitoring and evaluating team members' work and providing feedback to them on their performance.

Achieving knowledge outcomes

Your knowledge and understanding will be assessed using some of the following methods

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Learning outcome 1 1. Be able to set objectives and work plans with teams and individuals	1.1 Facilitate the development of SMART objectives and work plans with team members 1.2 Confirm that the objectives, work plans and schedules meet: a) equal opportunities legislation b) team members' abilities and development needs c) organisational objectives
Learning outcome 2 2. Be able to communicate, manage and evaluate objectives and work plans	2.1 Present organisational objectives and work plans to team members 2.2 Complete documentation as required by an organisation 2.3 Confirm at appropriate intervals that team members understand and are committed to objectives and work plans 2.4 Provide advice to team members on how to achieve objectives 2.5 evaluate objectives and work plans regularly, taking into account individual, team and organisational changes 2.6 Monitor objectives and work plans to give equality of opportunity to all team members

Learning outcome 3 3. Be able to assess the performance of teams and individuals against objectives and work plans	3.1 Explain the purpose of monitoring and assessment of performance to teams and individuals 3.2 Give team members the opportunity to monitor and assess own performance against SMART objectives and work plans 3.3 Conduct assessments against agreed criteria at appropriate times 3.4 Ensure that performance assessments take account of team members' personal circumstances in line with organisational constraints
Learning Outcome 4 4. Be able to provide feedback to teams and individuals on performance in line with organisational guidelines	4.1 Provide feedback to team members, giving individuals an opportunity to respond 4.2 Manage poor performance and performance above expectation, in line with an organisation's guidelines 4.3 Agree actions for improved performance with team members
Learning outcome 5 5. Understand how to agree and set objectives and work plans with teams and individuals	5.1 Explain which factors to consider when developing objectives and work plans for the short, medium and long term which are realistic and achievable 5.2 Describe the types of issues that teams and individuals may need advice and guidance on how to achieve objectives 5.3 Identify methods that can be used to clearly communicate to team members 5.4 Explain the importance of following legal and organisational policy relating to equal opportunities when agreeing objectives and work plans 5.5 Explain the importance of consulting teams and individuals to encourage involvement in the development of their own objectives and work plans 5.6 Explain how to match objectives and work plans to teams and individuals' abilities and development needs 5.7 Identify organisational constraints that have an impact on objectives and work plans 5.8 Explain the implications for work planning when managing teams and individuals outside own area of responsibility 5.9 Explain the importance of accurately completing documentation and why copies should be retained
Learning outcome 6 6. Understand how to assess the performance of teams and individuals	6.1 Explain why it is important to monitor and assess the on-going performance of team members 6.2 Explain how to make fair and objective assessments when assessing team and individuals, taking into account their personal circumstances 6.3 Evaluate different methods of monitoring and assessment 6.4 Identify the key information needed to assess performance

	6.5	Identify the sources of obtaining key information, which can be validated for assessment purposes
	6.6	Explain how to enable team members to monitor and assess their own performance.
Learning outcome 7 7. Understand how to provide feedback to teams and individuals on performance	7.1	Evaluate methods for providing positive and negative feedback to teams and individuals
	7.2	Explain how to provide clear and accurate feedback in a way which demonstrates respect, confidentiality and acknowledges personal circumstances
	7.3	Evaluate methods to motivate team and individuals and gain their on-going commitment when providing feedback
	7.4	Explain the importance of providing constructive suggestions on how to improve performance giving teams and individuals the opportunity to suggest how they could improve their own performance

Unit 520 **Work as part of a hospitality management team to achieve strategic goals**

UAN: D/504/1058
Level: 4
Credit value: 6
GLH: 16

Aim

This unit enables learners to gain an understanding and the skills to contribute fully as part of the leadership team in their organisation. Learners will have to attend and contribute to leadership meetings, agree operational objectives in line with those of the organisation and be prepared to respond resourcefully to situations that threaten the achievement of these objectives.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Prepare for meetings in readiness to contribute to agenda items
1 Be able to participate in management team meetings	1.2	Present information, to meet the requirements of the meeting
	1.3	articulate opinions, risks and issues, representing the interests of others, ensuring that proposed steps for resolution are discussed
	1.4	Respond to information and opinions provided by colleagues
	1.5	Communicate information in a timely manner to the relevant people, in line with any communication protocol agreed at the meeting

Learning outcome 2 2. Be able to work interactively with the management team	2.1 Work with other members of the team to achieve organisational objectives 2.2 Work with the management team to achieve strategic goals 2.3 Participate in ad-hoc management team meetings as required
Learning outcome 3 3. Be able to recruit and develop team members	3.1 Confirm that the team's recruitment needs are: a) discussed and justified with the management team b) factored into the organisation's recruitment plans c) based on approved budgets 3.2 Monitor that own teams' training and development plans are aligned with other teams and with the organisation's objectives 3.3 Benchmark own team's performance against others teams to confirm that it is maintaining the organisation's standards 3.4 Seek advice on identified disparities in the team's performance from management colleagues
Learning outcome 4 4. Be able to take responsibility for the management team at periodic times	4.1 Clarify instructions from management team colleagues 4.2 Monitor the effective operation of work activities 4.3 Respond to queries and unplanned events in line with organisational policies and procedures 4.4 Develop reports of key activities
Learning outcome 5 5. Understand how to participate in management team meetings	5.1 Explain ways of preparing for potential agenda items to achieve the required result at meeting 5.2 Explain how to prioritise information in own area of responsibility to raise at meetings 5.3 Explain the importance of consulting members of own team that have an interest in agenda items 5.4 Explain the importance of setting objectives for a meeting 5.5 Explain the importance of articulating any issues and problems emerging from discussion 5.6 Outline how to help resolve problems that emerge during management meetings

	5.7 Explain why it is important to respond constructively to information and opinions provided by other people 5.8 Explain how to communicate decisions in an appropriate manner in line with communication protocol agreed at the meeting
Learning outcome 6 6. Understand how to work interactively with the management team	6.1 Describe the type of crisis management issues that require the suspension of normal duties to achieve resolution 6.2 Explain when management colleagues can assist in dealing with conflict within own team 6.3 Describe ways to offer assistance to management colleagues in a supportive and non-judgemental manner 6.4 Evaluate the organisation's procedures for managing large functions or events 6.5 Explain how to make contribution to management meetings, to address key priorities when they are called at short notice 6.6 Explain how to align team objectives with organisational objectives, cascading these appropriately through the team structure
Learning outcome 7 7. Understand how to review own team's performance	7.1 Assess the alignment of recruitment needs of own team with those of other teams, to support organisational objectives and budgets 7.2 Examine own team's performance through internal benchmarking 7.3 Identify ways to rectify discrepancies to improve own team's performance

Unit 521 **Manage compliance with regulatory and legislative requirements in hospitality**

UAN: H/504/1059
Level: 4
Credit value: 6
GLH: 28

Aim

This unit enables learners to gain the understanding and skills needed to understand legislative and regulatory requirements that can commonly be expected to govern hospitality management operations. Managers in hospitality will be expected to ensure that they and their teams comply with these requirements; that they are able to report on compliance and deal with external people, such as inspection staff, as and when required.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Select and justify methods to keep up to date with regulatory and legislative requirements in hospitality
1. Be able to keep up to date with regulatory and legislative requirements	1.2	Use selected methods to monitor new developments relating to regulatory and legislative requirements in hospitality
	1.3	Review relevance of current regulatory and legislative requirements for own area of responsibility

Learning outcome 2 2. Be able to monitor team member's compliance to regulatory and legislative requirements	2.1 Develop policies and procedures to ensure team members meet all regulatory and legislative requirements 2.2 Confirm the delivery of all regulatory and compliance training, including refresher training 2.3 Check that team members understand relevant regulatory and legislative requirements before working in related areas 2.4 Maintain records, as required by the guidelines for due diligence contained in relevant legislation and regulations 2.5 Evaluate team member's performance in relation to regulatory and legislative requirements
Learning outcome 3 3. Be able to plan for and action outcomes of regulatory and legislative inspections and compliance visits	3.1 Prepare for inspections and compliance visits ensuring that own area of responsibility meets requirements 3.2 Respond to issues raised by inspection and compliance visits 3.3 Report on areas that are not compliant to relevant colleagues 3.4 Propose changes that will improve compliance with regulatory and legislative requirements, as necessary
Learning outcome 4 4. Understand how to monitor an organisation's compliance to regulatory and legislative requirements	4.1 Explain the regulatory and legislative requirements relating to a hospitality organisation 4.2 Explain the sources of information that may be used to keep up to date with regulation and legislation that impacts the hospitality industry 4.3 Explain the consequences of non-compliance to regulatory and legislative requirements 4.4 Identify compliance matters that should be escalated, because of the potential impact on the organisation
Learning outcome 5 5. Understand how to manage team member's compliance to regulatory and legislative requirements	5.1 Evaluate methods for checking team members' understanding of relevant regulatory and legislative requirements 5.2 Explain own responsibility for the team's compliance with regulatory and legislative requirements 5.3 Explain consequences of not conveying compliance messages to team members 5.4 Identify methods to evaluate teams' performance in relation to regulatory and legislative requirements

Learning outcome 6 6. Understand how to plan for and action outcomes of regulatory and legislative inspections and compliance visits	6.1 Explain the key factors in preparing for inspections and compliance visits, in line with relevant criteria 6.2 Explain how to maintain future compliance when issues are raised at inspections and compliance visits 6.3 Evaluate the organisation's reporting process following inspection and compliance visits
--	--

Unit 523 **Manage own professional development within an organisation**

UAN: A/615/8558
Level: 4
Credit value: 4
GLH: 20

Aim

This unit is about managing your professional development in order to achieve your work objectives and your career and personal goals.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning. When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to assess own career goals and personal development	1.1 Identify own career and personal goals 1.2 Assess how own career goals affect work role and professional development
Learning outcome 2 2. Be able to set personal work objectives	2.1 Agree SMART (Specific, Measurable, Achievable, Realistic and Time-bound) personal work objectives in line with organisational objectives
Learning outcome 3 3. Be able to produce a personal development plan	3.1 Identify gaps between objectives set, own current knowledge and skills 3.2 Produce a development plan
Learning outcome 4 4. Be able to implement and monitor own personal development plan	4.1 Plan activities identified in own development plan 4.2 Explain how to monitor and review own personal development plan.

Unit 524 **Manage purchasing costs in hospitality**

UAN: **H/504/1045**

Level: 4

Credit value: 4

GLH: 39

Aim

This unit enables learners to gain the understanding and skills needed to cost effectively manage resources by developing and using systems and procedures for purchasing, receipt of delivery, storage, minimising waste and promoting sustainability.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to manage the supply of goods from suppliers	1.1 Negotiate with suppliers to maximise the potential for profit adhering to an organisation's quality criteria and procedures 1.2 Monitor the use of suppliers to meet organisational objectives 1.3 Evaluate purchasing costs against those of other potential suppliers 1.4 Identify resources that are cost effective to purchase in bulk
Learning outcome 2 2. Be able to manage the delivery of supplies	2.1 Develop a system for checking deliveries against orders ensuring discrepancies, including damage or defects, are reported as they occur 2.2 Ensure an organisation's procedures for using purchase orders

	are followed 2.3 Confirm that the team has the required knowledge to check delivered supplies for: a) quality points b) expiry date c) discrepancies 2.4 Monitor the correct storage of resources 2.5 Monitor the correct implementation of stock control procedures
Learning outcome 3 3. Be able to establish procedures to reduce waste and promote sustainability	3.1 Establish a system of waste management to minimise resource waste within own area of responsibility 3.2 Brief staff on how to use waste management systems 3.3 Develop procedures to promote sustainability amongst colleagues and customers
Learning outcome 4 4. Understand how to manage purchasing costs	4.1 Analyse the methods used for negotiating with suppliers to achieve required results, within limits of own responsibility 4.2 Explain how to maximise the advantages of economies of scale when purchasing resources 4.3 Evaluate the organisation's procedures for obtaining suitable recompense when terms and conditions for supplied resources are not met 4.4 Assess the essential procedures that need to be incorporated into a system for checking deliveries 4.5 Explain how to deal with discrepancies when monitoring invoices for accuracy 4.6 Explain the importance of dealing with damages, defects or discrepancies with existing resources as soon as possible 4.7 Explore current developments regarding suppliers to the hospitality industry

Unit 525 **Manage the payroll costs of a hospitality team**

UAN: **J/504/1054**

Level: 4

Credit value: 8

GLH: 30

Aim

This unit enables learners to gain understanding and the skills to manage payroll costs for their hospitality team, ensuring that staffing is as cost-effective as possible; kept within budget and meets operational needs.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning. When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to budget for required team staffing levels in line with legal requirements	1.1 Calculate the direct and indirect cost of employing staff, taking into account the cost of meeting legal obligations 1.2 Lead negotiations with recruitment agencies as necessary to meet operational needs, whilst remaining within budget 1.3 Manage the suitable balance of permanent, temporary and casual staff to reflect fluctuating levels of operational activity
Learning outcome 2 2. Be able to manage a team payroll	2.1 Confirm that the team provides documentation needed for a payroll to be processed accurately and on time 2.2 Monitor a system for gathering, recording, storing and retrieving payroll information

	2.3 Maintain the payroll system through regular review of payroll data and costs against: a) actual records of hours worked b) allocated staff budgets, identifying potential cost savings where appropriate 2.4 Manage discrepancies relating to the payroll system 2.5 Respond to payroll queries from team within limits of own responsibility 2.6 Prepare work-related management information about own team to inform organisational planning
Learning outcome 3 3. Understand how to plan for and review payroll costs	3.1 Evaluate different options available for employing staff 3.2 Explain how to identify potential cost savings in relation to staffing, without affecting staff morale or efficiency 3.3 Assess circumstances when it is necessary to use recruitment agencies to meet operational needs 3.4 Explain methods of negotiating with recruitment agents to achieve the best rate
Learning outcome 4 4. Understand how to monitor the operation of a payroll system	4.1 Analyse the key requirements for processing payroll, including the documentation required according to legal and organisational requirements 4.2 Explain the main differences in the payroll documentation requirements between the UK, EU and non-EU members of staff 4.3 Assess the implications for team and organisation of not meeting payroll cut-off dates 4.4 Assess the features of the payroll system that are essential to meet financial management requirements 4.5 Evaluate the organisation's procedure for dealing with payroll discrepancies 4.6 Assess the implications of not keeping personal data confidential 4.7 Explain the procedures for the security of personal data 4.8 Explain circumstances when payroll queries and problems should be referred to an alternative source of expertise

	4.9	Explain own responsibility for seeing all problems and queries through to resolution
--	-----	--

Unit 526 **Manage staffing rotas for a hospitality team**
UAN: **K/504/1063**
Level: 4
Credit value: 6
GLH: 18

Aim

This unit enables learners to gain understanding and the skills to produce staff rotas for their team to ensure that there is a sufficient level of skilled staff on duty to meet operational needs. The unit requires learners to develop clear and precise plans and rotas which take into account relevant legislation and contracts of employment.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to plan staffing rotas for own team	1.1 produce staffing rotas for own area of responsibility, that meet operational needs, including: a) accurate staff numbers b) appropriate levels of staff skill for hospitality services c) specification of work areas d) start and finish times e) annual leave and sick leave f) contingency to deal with unplanned situations or ad-hoc workloads 1.2 Plan scheduled activities for own team in a way that maximises productivity
---	---

	1.3 Schedule hours of work to adhere to relevant legislation, organisational policy and contracts of employment 1.4 Develop staffing plans and shift patterns for own team which allow for fluctuations in organisational activity demand
Learning outcome 2 2. Be able to produce rotas for own team	2.1 Produce rotas that are: a) clear for staff to understand and use b) equitable in the allocation of shifts c) reflective of individual needs and circumstances 2.2 Disseminate the rota in line with an organisation's policy 2.3 Communicate the rota to relevant people within the organisation
Learning outcome 3 3. Understand how to plan and produce staffing rotas for a hospitality team	3.1 Explain how legislation, organisational policy and contract terms and conditions affect the planning of staffing rotas 3.2 Select and justify the pool of skills needed to meet operational needs 3.3 Compare the skills required to meet operational needs to the skill-set of team members 3.4 Explain how to utilise the skills of individuals to benefit an organisation 3.5 Explain how to incorporate staff development time when planning rotas 3.6 Explain how to plan for fluctuations of organisational activity demand when developing staffing plans 3.7 Select and justify methods of contingency planning that will cope with unplanned staffing requirements 3.8 Explain the importance of being fair and impartial, when allocating work in rotas 3.9 Evaluate an organisation's procedures to manage unplanned absence

Unit 527 **Manage feedback from customers of hospitality services**

UAN: **L/504/1055**

Level: 4

Credit value: 8

GLH: 23

Aim

This unit enables learners to gain understanding and the skills to research and obtain customer feedback; analysing and implementing actions that will improve work processes and support managing staff performance.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to obtain customer feedback on hospitality services	1.1 Identify which features of hospitality services require customer feedback in order to meet an organisation's objectives 1.2 Develop systems to obtain customer feedback, in line with an organisation's requirements 1.3 Collect feedback from customers and staff
Learning outcome 2 2. Be able to analyse customer feedback on hospitality services	2.1 Analyse feedback from customers and staff 2.2 Match an organisation's customer profiles to feedback 2.3 Review feedback against organisational objectives

	2.4	select and justify improvements required to meet customers' needs in line with an organisation's objectives
Learning outcome 3 3. Be able to use customer feedback to improve work processes and staff performance	3.1 3.2 3.3	Check that staff understand the results of the feedback analysis Demonstrate how feedback is used to improve the work processes and staff performance Report actions taken as a result of customer feedback to the management team
Learning outcome 4 4. Understand how to obtain, analyse and implement actions in response to customer feedback	4.1 4.2 4.3 4.4 4.5 4.6	Explain an organisation's policy, procedures and systems for obtaining customer feedback Explain how to maximise the use of feedback to improve working processes and staff performance Select and justify research methods used to identify data sources which support the methodology and analysis Assess how qualitative and quantitative feedback can be used to inform analysis Explain the legal requirements relating to the use of customer information Identify when feedback received could be of importance to the wider organisation

Unit 528 **Manage a team meeting**

UAN: **R/504/1056**

Level: 3

Credit value: 3

GLH: 14

Aim

This unit enables learners to gain understanding and the skills to plan, organise and manage a meeting. These may be team meetings or other internal meetings involving colleagues and/or external participants.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning. When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Establish the purpose and objectives for the meeting
1. Be able to organise and manage meetings	1.2	Identify a cost effective venue that meets the requirements of the meeting
	1.3	Identify the role of required participants, advising them with sufficient notice of the time, location, content and purpose of the meeting
	1.4	Produce an agenda which covers the required objectives of the meeting, including flexibility to cover additional items as necessary
	1.5	Disseminate agenda and other relevant documentation to the appropriate persons, within specified deadlines

	1.6 Manage the meeting to time, adhering to allocated time slots for each item, adjusting times slots as necessary 1.7 Provide opportunities for all participants to have an opportunity to contribute 1.8 Summarise discussion points and confirm points of agreement 1.9 Allocate agreed action points with timescales to participants 1.10 Confirm that all decisions, action points and other minutes are recorded and distributed to all relevant stakeholders in the agreed timescale
Learning outcome 2 2. Be able to follow up the actions of a meeting to achieve objectives	2.1 Follow up on action points after the meeting confirming that they are implemented within the agreed time scale 2.2 Raise recurrent or serious themes with the management team when help is needed.
Learning outcome 3 3. Understand how to organise and manage meetings	3.1 Explain key facts when establishing the purpose of a meeting to meet required objectives 3.2 Explain how to set the agenda with sequence and timings that will achieve the objectives of the meeting 3.3 Explain how to prepare self to lead a meeting 3.4 Explain what materials will assist in leading a meeting 3.5 Understand how to run a meeting to achieve the required objectives 3.6 Explain how to keep agenda items to their respective time slots and when flexibility should be applied 3.7 Describe methods of dealing with internal and external disruptions 3.8 Identify potential barriers to effective communication 3.9 Describe how to give participants opportunities to contribute to the meeting 3.10 Explain the limits of own authority when making decisions at meetings
Learning outcome 4 4. Understand how to follow up the actions of a meeting to achieve objectives	4.1 Evaluate an organisation's procedures for disseminating minutes and action points 4.2 Explain the consequence of not following up on agreed action points

	4.3	Explain when issues should be raised arising from meetings with management team
Learning outcome 5 5. Understand how own performance can be improved at future meetings	5.1 5.2 5.3	Identify ways to obtain feedback on own performance at meetings Explain ways to use feedback obtained to improve own performance Explain the importance of self-reflection of own performance at meetings

Unit 529 **Recruit and select hospitality staff**

UAN: **Y/504/1060**

Level: 4

Credit value: 8

GLH: 29

Aim

This unit enables learners to gain understanding and the skills to recruit and select people; having identified a justified need for additional staff. It involves taking a fair and objective approach to recruitment and selection to ensure that the right person is appointed. As recruitment and selection can be a very expensive and time-consuming process the unit also assesses the learner's understanding of addressing staff turnover.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to identify the need for hospitality staff	1.1 Identify any shortfalls in the skills, knowledge, understanding and experience of teams and individuals through regular review 1.2 Evaluate options for identifying ways to address shortfalls in the team
Learning outcome 2 2. Be able to prepare to recruit and select hospitality staff	2.1 Develop job descriptions and person specifications relevant to job roles identified for recruitment 2.2 Agree the stages in the recruitment and selection process, with colleagues including: a) the appropriate methods to use

	b) the associated timings c) who will be involved 2.3 Review information on vacancies to ensure it is clear, accurate and in line with legislation before roles are advertised
Learning outcome 3 3. Be able to manage the recruitment and selection process of hospitality team members	3.1 Utilise specialist expertise in relation to recruiting, selecting and retaining team members 3.2 Recruit staff ensuring the process: a) is objective b) complies with relevant anti-discrimination legislation 3.3 Confirm the appropriate checks are made to ensure applicants have the necessary legal permission to work in the country in which the role is based 3.4 Manage the use of recruitment agencies to ensure correct procedures are in place before selecting agency staff 3.5 Manage the use of probationary periods
Learning outcome 4 4. Be able to evaluate the recruitment, selection and retention of team members	4.1 Evaluate the effectiveness of the recruitment and selection process in relation to recent appointments in own area 4.2 Identify areas for improvement in the recruitment and selection process 4.3 Evaluate own management performance including its impact on staff retention 4.4 Conduct exit interviews to identify reasons for staff turn over 4.5 Employ methods to address staff turnover problems, within own area of responsibility 4.6 Share methods for addressing staff turnover with the management team
Learning outcome 5 5. Understand how to identify the need for additional hospitality team members	5.1 Review the workload in own area of responsibility to identify any shortfall with the team 5.2 Determine the different options for addressing identified shortfalls 5.3 Explain the key content requirements for job descriptions and person s specifications 5.4 Explain why it is important to give clear, accurate and legally compliant information on vacancies to potential applicants

Learning outcome 6 6. Understand how to manage the recruitment and selection process	6.1 Evaluate sources of specialist expertise in relation to recruitment, selection and retention 6.2 Explain the importance of recruiting team members with the personality and attitude to complement an organisation's value and culture 6.3 Explain the documentation required by applicants which prove their right to work in the country in which the role is based 6.4 Explain the different stages in the recruitment and selection process, including who to consult 6.5 Evaluate different recruitment and selection methods 6.6 Explain the implications of using agencies to fulfil staffing needs 6.7 Explain how to ensure the selection process meets the requirements of anti-discrimination legislation 6.8 Outline how to judge whether applicants meet the stated vacancy requirements 6.9 Explain how to use references to assist in the selection process 6.10 Explain how judicious use of probationary periods can benefit the recruitment process
Learning outcome 7 7. Understand how to evaluate the loss and retention of team members	7.1 Explain the importance of understanding why staff leave 7.2 Explain how to measure staff turnover 7.3 Compare the causes and effects of high and low staff turnover 7.4 Select and justify measures which can be employed to address staff turnover problems

Unit 530 **Devise and implement training and development plans**

UAN: **K/504/1046**

Level: 4

Credit value: 7

GLH: 30

Aim

The unit enables learners to gain understanding and the skills to devise and implement training and development plans for their team members, balancing the development needs with the skills and knowledge required to achieve the organisation's objectives.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to identify training needs in relation to an organisation's aims and objectives	1.1 Evaluate existing training that takes place in an organisation 1.2 Establish the scope of the available training budget 1.3 Analyse opportunities to identify and implement generic training 1.4 Establish links with training providers to deliver generic training in line with requirements 1.5 Implement a training needs analysis with team members to jointly agree the skills and knowledge that need to be further developed
Learning outcome 2	2.1 Devise development plans for individual team members by identifying with them:

2. Be able to produce and implement personal development plans with team members	a) ways of achieving both their short-term and long-term aims b) the most suitable training, that will fulfil their training needs 2.2 Monitor the training process to ensure it takes place in a timely and organised manner 2.3 Implement regulatory training to ensure it complies with legal requirements and is conducted within the required timescales
Learning outcome 3 3. Be able to monitor staff training and identify the need for further development	3.1 Maintain records of training that has taken place 3.2 Obtain feedback on staff training 3.3 Evaluate the short and long-term effects of the training, including the benefits to an organisation 3.4 Make recommendations for improvements to training based on the outcomes of evaluation 3.5 Agree further support and training required with teams and individuals.
Learning outcome 4 4. Understand how to identify training needs in relation to the organisation's aims	4.1 Explain the importance of reviewing provision that is already in place within an organisation when identifying training needs 4.2 Identify key components to a training needs analysis process 4.3 Explain how the training needs of individual team members must relate to organisational aims
Learning outcome 5 5. Understand how to produce and implement personal development plans with team members	5.1 Explain the importance of producing development plans with team members that are achievable, relevant and time and cost effective 5.2 Explain the importance of checking that regulatory training is carried out in line with legal requirements 5.3 Explain how to allocate the training budget to areas where it is most needed 5.4 Explain how to ensure team members understand the importance of taking responsibility for agreed personal development 5.5 Compare the advantages and disadvantages of using external training providers to deliver certain types of training

	5.6 Describe methods of identifying the learning outcomes of different types of training 5.7 Evaluate how different types of training can meet an organisation's and individual's aims 5.8 Explain why it is important to consider the long-term benefits as well as the short-term benefits of training
--	--

Unit 531 **Information systems management in hospitality**

UAN: **M/504/1047**
Level: 4
Credit value: 11
GLH: 50

Aim

This unit enables learners to gain understanding and the skills to use a variety of management information systems. These are likely to be computerised systems, although other types of system may be in use. Learners will also manage their team's use of systems, ensuring training takes place which promotes methodical and secure working methods.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to manage information systems to meet operational needs	1.1	Use information systems in line with the organisation's requirements
	1.2	Confirm that the relevant training is provided to team members
	1.3	Manage information systems to comply with regulatory requirements
	1.4	Utilise information systems to procure information that supports the analysis of performance
	1.5	Manage the use of information systems to help the effective planning of the workforce
Learning outcome 2	2.1	Evaluate the suitability of existing information systems to meet

2. Be able to evaluate information systems to meet operational needs	operational needs 2.2 Review the latest developments relating to information systems in the hospitality industry 2.3 Propose improvements to an organisation's information systems to the relevant people
Learning outcome 3 3. Understand how to manage information systems to meet operational needs	3.1 Explain the relevant legislation regarding the use of confidential information 3.2 State to whom confidential information is accessible 3.3 Explain how to maintain records to comply with legislative and regulatory requirements 3.4 Explain the importance of training when new information systems are implemented 3.5 Explain how to use information systems in a methodical manner and the impact on efficiency 3.6 Explain the importance of restricted access to an organisation's systems 3.7 Explain methods of analysing data drawn from management information systems 3.8 Explain how to deal with different information system faults 3.9 Identify when changes and improvements can be effected within limits of own authority 3.10 Identify who should be notified when changes and improvements are effected

Unit 532 **Determine market opportunities for hospitality services**

UAN: **T/504/1048**

Level: 5

Credit value: 11

GLH: 44

Aim

This unit enables learners to gain understanding and the skills needed for strategic planning when ascertaining what services the organisation should be offering and where the most commercially viable opportunities exist for its future success.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Obtain qualitative feedback on an organisation's service offer
1. Be able to determine market opportunities for hospitality services based on research and analysis	1.2	Obtain structured quantitative customer feedback on service offer
	1.3	Identify which aspects of existing service offer could be modified for improved profitability and quality
	1.4	Conduct market analysis to assess an organisation's service offer in the context of the wider hospitality market
	1.5	Develop competitor profiles using a SWOT analysis
	1.6	Use outcomes of qualitative and quantitative feedback to produce a SWOT analysis for an organisation.

Learning outcome 2 2. Be able to interpret the analysis to determine market opportunities for hospitality services	2.1 Interpret the outcomes of the SWOT analysis to establish a realistic assessment of market opportunities 2.2 Identify gaps in the provision of local hospitality services, which align to an organisation's strategic objectives and brand image, from which it could profit 2.3 Develop opportunities which meet the needs of an organisation's existing and potential target markets 2.4 Prioritise opportunities, taking into account ease of implementation, ROI and alignment with existing service offer 2.5 Confirm that an organisation is adequately resourced to offer a new and modified service
Learning outcome 3 3. Be able to prepare for the implementation of new and modified hospitality services	3.1 Consult with the management team to reach conclusions regarding the provision of new and modified services 3.2 Identify success factors for new and modified services that fall within own area of responsibility 3.3 Produce a project plan for the successful launch of new and modified services
Learning outcome 4 4. Understand how to research and analyse data to help determine market opportunities for hospitality services	4.1 Explain the differences and benefits between qualitative and quantitative feedback 4.2 Explain how to obtain structured quantitative customer feedback on an organisation's existing service offer 4.3 Explain how to obtain detailed market research analysis for the hospitality industry
Learning outcome 5 5. Understand how to interpret the analysis to determine market opportunities in line with an organisation's objectives	5.1 Describe the benefits of conducting a SWOT analysis 5.2 Explain how to weight the outcomes of a SWOT analysis in order of relative importance 5.3 Explain the profitability and customer satisfaction levels for an organisation's existing service offer 5.4 identify an organisation's chief competitors 5.5 Evaluate the hospitality services available in the local area 5.6 Explain an organisation's strategic objectives, brand image and existing target market 5.7 Explain how to calculate ROI

	5.8	Explain the impact on resources that the provision of a new and modified hospitality service would make
Learning outcome 6 6. Understand how to prepare for the implementation of new or modified hospitality services	6.1 6.2 6.3 6.4	Explain how to make an effective contribution to an organisation's decision-making process for new and modified services Identify the factors that will define the success of new and modified services Explain how to develop a project plan which takes account of all necessary resources and deadlines Explain the limits of own authority for planning and managing an organisation's service offer

Unit 534 **Maximise sales and profit from hospitality services**

UAN: **A/504/1049**
Level: 5
Credit value: 10
GLH: 47

Aim

This unit enables learners to gain the understanding and skills needed to maximise sales and profits and is relevant to all hospitality managers. One of the most important elements of the role is that the team make the most of sales opportunities and when doing so, maximise profit margins, without affecting the customer experience. Managers are required to ensure staff are trained and able to do this effectively.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Obtain current data on an organisations existing sales and profitability
1. Be able to obtain information that can help maximise sales and profit	1.2	Obtain qualitative and quantitative data which describes factors that impact on sales and profitability including: a) known competitor activity b) trends c) customer behaviour d) costs e) return on Investment f) sales targets g) sales volume

		h) changing market conditions i) possible responses to competitor behaviour
Learning outcome 2 2. Be able to implement strategies for maximising sales and profit	2.1 2.2 2.3 2.4 2.5 2.6 2.7	Determine actions to be taken to maximise sales and profit, based on data findings Confirm actions to be taken to maximise sales and profit with the management team Maintain relationships with suppliers in order to maximise buying power and reduce purchasing costs Develop strategies for: a) minimising waste b) saving energy c) maximising the profit potential of high performing products Establish contingency plans to manage risks that may arise from actions to maximise profit Manage training of own team to ensure opportunities to up sell and maximise profits are taken advantage of Meet own sales and profit targets with the aim of exceeding them
Learning outcome 3 3. Be able to analyse strategies for maximising sales and profit	3.1 3.2	Evaluate the relative impact of strategies taken to maximise sales and profits Make recommendations for future strategies based on evaluation outcomes
Learning outcome 4 4. Understand how to obtain information that can help develop strategies to maximise sales and profit	4.1 4.2 4.3	Explain why it is critical to ensure that data used to inform decision-making is accurate and up to date Analyse information to identify opportunities which maximise sales and profit Explain how to run a break-even analysis
Learning outcome 5 5. Understand how to agree and implement strategies for maximising sales and profit	5.1 5.2 5.3 5.4 5.5	Explain the process for agreeing actions with the management team Explain ways to obtain the best deal from suppliers Identify an organisation's policies related to product pricing strategies Explain the impact that consumer protection legislation has upon product pricing strategies Explain strategies to minimise waste and excess energy usage

	5.6 Explain how minimising waste and excess energy usage contributes to profit margins 5.7 Explain methods used to ensure teams and individuals are trained to recognise and take advantage of opportunities to up sell and maximise profits 5.8 Explain strategies which will maximise the sale of high performing products 5.9 Explain the importance of protecting return on investment 5.10 Explain how to conduct a risk analysis 5.11 Explain the strategic planning needed to meet profit targets for own area 5.12 Explain why it is important to be aware of any action needed by suppliers and others within an organisation when implementing strategies
Learning outcome 6 6. Understand how to analyse strategies for maximising sales and profit	6.1 Explain the importance of monitoring and evaluating the impact of actions taken to maximise sales and profits 6.2 Explain how to use evaluation data to inform future decision making

Unit 534 **Manage operational aspects of hospitality premises refurbishment programmes**

UAN: **M/504/1050**

Level: 4

Credit value: 9

GLH: 40

Aim

This unit enables learners to gain understanding and the skills to manage refurbishment programmes. Managers may not be responsible for décor or construction decisions, but they will have the responsibility of implementing those decisions.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Identify areas of the establishment both within and outside own area of responsibility which are in need of general refurbishment
1. Be able to plan refurbishment programmes	1.2	Calculate a refurbishment budget
	1.3	Plan refurbishment designs, in line with limits of own responsibility
	1.4	Obtain quotations for refurbishment as required
	1.5	Inform the management team and other potentially affected staff of the planned refurbishment
	1.6	Ensure that refurbishment work takes account of relevant legislation
	1.7	Ensure procedures are in place to enable external contractors to work,

		while maintaining the security of private and secure areas
Learning outcome 2 2. Be able to oversee refurbishments	2.1 2.2 2.3 2.4	Manage the refurbishment work in own area of responsibility to minimise disruption, without compromising the quality and speed of completion Monitor the adherence to timelines and refurbishment plans Minimise disruption to guests and team member's work during refurbishment work Check the adherence of completed refurbishment work to the initial plans
Learning outcome 3 3. Be able to evaluate refurbishments	3.1 3.2 3.3	Evaluate the success of the refurbishment project Communicate the outcome of the refurbishment project to the leadership team Provide recommendations for potential improvements in the way refurbishments are managed
Learning outcome 4 4. Understand how to plan refurbishments	4.1 4.2 4.3 4.4 4.5	Explain the quality and condition points which may indicate the need for large-scale refurbishment Identify the various elements that need to be factored into a refurbishment budget Explain how refurbishment plans should be designed to meet organisational standards and customer expectations and cause minimum disruption to guests Identify levels of business activity which help to decide the best time to undertake a refurbishment programme Explain how to obtain reasonable quotes for refurbishment within limits of own authority
Learning outcome 5 5. Understand how to oversee refurbishments	5.1 5.2 5.3 5.4	Explain how to ensure the security of areas off-limit to contractors during refurbishment work Identify the relevant legislation that governs safe working practices for refurbishment work Explain how to keep refurbishment programmes to the planned timescales explain how to deal with problems relating to refurbishment work promptly, minimising disruption

	5.5	Identify checks that must be made to assess the satisfactory completion of refurbishment work
Learning outcome 6	6.1	Explain how to evaluate the success of a refurbishment project
6. Understand how to evaluate refurbishments	6.2	Explain how to use evaluation data to inform future refurbishment projects

Unit 535 **Manage supplier contracts**

UAN: **T/504/1051**

Level: 4

Credit value: 7

GLH: 36

Aim

This unit enables learners to gain understanding and the skills to research, source, negotiate and agree managing contracts with suppliers and contractors. The unit includes monitoring of suppliers contracts and costs.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Identify the resources needed to satisfy operational requirements
1. Be able to initiate contracts with suppliers and contractors to meet identified organisational needs	1.2	Establish the purchasing budget for each resource
	1.3	Research potential suppliers for each resource
	1.4	Promote invitations to tender to a range of potential suppliers
	1.5	Evaluate tenders against established criteria
	1.6	Select suppliers based on the closest fit to an organisation's requirements

	1.7	Negotiate contracts that maximise the potential for profit whilst adhering to an organisation's quality criteria
Learning outcome 2 2. Be able to manage supplier/contractor contracts	2.1 2.2 2.3 2.4 2.5 2.6	Identify where it is cost effective for groups of resources to be supplied together Implement arrangements for resources to be supplied together Oversee contracts with suppliers to ensure they are consistent and meet both legal and organisational requirements Establish service level agreements that are clear and acceptable to an organisation and a supplier Maintain supplier relationships to achieve the outcomes required by an organisation Monitor compliance with contracts, taking into account legal, regulatory and organisational requirements
Learning outcome 3 3. Be able to evaluate the success of contractual arrangements for the future benefit of an organisation	3.1 3.2 3.3	Evaluate the success of contractual arrangements on a regular basis Re-negotiate contract terms to the benefit of an organisation, without detriment to the supplier relationship Report on supplier contracts to management team, identifying possible synergies with other areas of an organisation
Learning outcome 4 4. Understand how to initiate contracts with suppliers/contractors	4.1 4.2 4.3 4.4 4.5 4.6 4.7	Compare different types of supplier contracts and agreements Explain when it is appropriate to have different types of supplier contracts and agreements Explain own authority to select suppliers on an organisation's preferred list and with those which are not Explain the importance of clearly communicating requirements and specifications when establishing supplier contracts Explain the key points to consider when evaluating tenders Explain why it is important to invite a range of potential suppliers to bid for contracts Explain the different types of information and sources of information that can be used to evaluate contracts

Learning outcome 5 5. Understand how to manage supplier/contractor contracts	5.1 Identify the basic legal, regulatory and organisational requirements governing supplier contracts 5.2 Explain the benefits of productive working relationships with suppliers 5.3 Explain how to balance the maintenance of good supplier relationships with achieving the best terms for an organisation 5.4 Evaluate which groups of resources could be best supplied together within one contract 5.5 Evaluate different methods of monitoring contract compliance 5.6 Explain how to select the most appropriate method of monitoring contract compliance for an organisation and contractor 5.7 Explain the importance of using a service level agreement 5.8 Explain the process for dealing with supplier disputes 5.9 Identify to whom supplier disputes should be referred when outside the limits of own authority 5.10 Identify how to utilise other supplier relationships within an organisation
Learning outcome 6 6. Understand how to evaluate suppliers in line with an organisation's requirements	6.1 Explain why it is important to evaluate and report on suppliers strengths and areas for improvement 6.2 Explain how to raise the need for improvements with suppliers

Unit 536 **Manage hospitality functions**

UAN: **A/504/1052**

Level: 4

Credit value: 8

GLH: 34

Aim

This unit enables learners to gain understanding and the skills to manage a successful function through careful planning, operating and evaluation. The unit is aimed at duty managers or conference organisers who need to show that they are able to plan and review; communicate effectively with the internal or external customers; use resources effectively; solve problems; keep accurate documentation and meet all customer expectations.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1 Obtain information on the specific requirement of the function
1. Be able to manage the organisation of a hospitality function	1.2 Establish procedures to meet the agreed requirements of the function
	1.3 Conduct checks prior to the function, to confirm that the: a) venue meets the agreed specification b) equipment and materials required for the function are available and on site at the required time

	c) food preparation and service takes account of specified requirements (eg allergies) d) function and associated activities, comply with relevant legislation e) customers and team members are aware of relevant legislation 1.4 Co-ordinate with customers and other departments to confirm details of the function 1.5 Check that customers have full schedules and costing for the function 1.6 Establish a system to inform the customers of any changes of plan prior to the function
Learning outcome 2 2. Be able to monitor the function	2.1 Monitor the function to make sure it is running to plan 2.2 Assess that the function is meeting customer requirements 2.3 Check that records of agreements made with internal and external suppliers are being maintained 2.4 Maintain information that will assist with planning and running of future functions
Learning outcome 3 3. Be able to evaluate the success of a function	3.1 Review feedback from customers, team members and other colleagues 3.2 Investigate problems and areas for improvement, distinguishing problems that were unavoidable and those resulting from systemic or individual fault 3.3 Make recommendations to avoid problems being repeated and to improve future functions 3.4 Establish a system to maintain records of evaluation 3.5 Report the findings to the management team
Learning outcome 4 4. Understand how to plan a function	4.1 Explain how to minimise the inconvenience of a function that has the potential for causing a disturbance 4.2 Explain how to calculate function schedules and costings 4.3 Describe the essential information required to plan different types of functions 4.4 Explain methods for dealing with customers' special requirements

	4.5 Explain the process to select appropriate suppliers 4.6 Explain how to manage suppliers' contracts to benefit an organisation, within the limit of own responsibility 4.7 Explain how to ensure that staff and contractors have the right skills and knowledge to fulfil their responsibilities 4.8 Outline key considerations when arranging food and beverages for functions 4.9 Explain how to use the outcomes of risk assessment
Learning outcome 5 5. Understand how to monitor a function	5.1 Describe requirements of managing staff at a function 5.2 Describe factors that can influence the ambience of functions 5.3 Identify ways of anticipating problems and requests from customers during a function 5.4 Identify the health and safety and other legal requirements that can affect the running of a function 5.5 Explain why certain legal requirements must be communicated to customers 5.6 Explain how to determine a procedure to evacuate the premises safely in the event of an emergency 5.7 Explain the importance of having qualified first aiders in the team 5.8 Explain how to carry out an inspection of equipment used during functions 5.9 Outline the procedure for dealing with loss or damage to equipment 5.10 Evaluate an organisation's procedures for maintaining records during functions
Learning outcome 6 6. Understand how to evaluate a function	6.1 Explain the process of evaluating different types of functions 6.2 Explain how to deal with different types of problems including those that are one-off and unavoidable and those that are systematic and individual 6.3 Explain how to deal with confidential material in evaluation reports

Unit 537 **Manage physical resources**

UAN: **T/615/8560**

Level: 4

Credit value: 3

GLH: 25

Aim

This unit will ensure that learners are able to identify, obtain, manage and review the use of physical resources. The unit also ensures learners are able to take the environmental impact of resource use into consideration.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Understand the importance of sustainability when using physical resources	1.1	Explain the importance of using sustainable resources
	1.2	Explain the potential impact of resource use on the environment
	1.3	Explain how to use resources effectively and efficiently
	1.4	Describe actions one can take to minimise any adverse environmental impact of using physical resources
Learning outcome 2 2. Be able to identify resource requirements for own area of responsibility	2.1	Consult with colleagues to identify their planned activities and corresponding resource needs
	2.2	Evaluate past resource use to inform expected future demand
	2.3	Identify resource requirements for own

		area of responsibility.
Learning outcome 3	3.1	Submit a business case to procure required resources
3. Be able to obtain required resources for own area of responsibility	3.2	Review and agree required resources with relevant individuals
	3.3	Explain an organisation's processes for procuring agreed resources
Learning outcome 4	4.1	Monitor the quality of resources against required specifications
4. Be able to monitor and review the quality and usage of resources in own area of responsibility	4.2	Identify differences between actual and planned use of resources and take corrective action
	4.3	Analyse the effectiveness and efficiency of resource use in own area of responsibility
	4.4	Make recommendations to improve the effectiveness and efficiency of resource use

Unit 538 **Implement change in own area of responsibility**

UAN: **J/617/8859**
Level: 4
Credit value: 6
GLH: 25

Aim

This unit helps learners to implement and evaluate a plan for change in their area of Responsibility.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Understand how to implement change in own area of responsibility	1.1 Explain the main models and methods for managing change
Learning outcome 2 2. Be able to involve and support others through the change process	2.1 Communicate the benefits of and reasons for change and how they relate to business objectives 2.2 Implement and agree a plan to support change
Learning outcome 3 3. Be able to implement and monitor a plan for change in own area of responsibility	3.1 Apply SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives with individuals and teams to plan for change 3.2 Assess opportunities and barriers to change

	3.3	Review action plans and activities according to identified opportunities and barriers to change
--	-----	---

Unit 539 **Managing grievance procedures**

UAN: **A/617/8860**

Level: 4

Credit value: 3

GLH: 10

Aim

This unit is about initiating and following organisational grievance procedures in response to a concern, problem or complaint raised by team members.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Understand how to prevent potential grievances	1.1 Identify situations that are likely to lead to grievances in an organisation 1.2 Explain how to prevent potential grievances
Learning outcome 2 2. Understand an organisation's grievance policy and procedure and deal with concerns raised by individuals informally	2.1 Explain an organisation's grievance policy and procedure 2.2 Identify the circumstances where a concern may be dealt with informally 2.3 Explain the methods used to deal informally with concerns.
Learning outcome 3 3. Understand how to follow grievance procedures	3.1 Explain how to follow an organisation's written grievance procedure 3.2 Explain the importance of communicating grievance procedures

	3.3 Identify how to seek advice and guidance from specialists or colleagues when dealing with grievances 3.4 Explain how to record and store information throughout the grievance process
--	---

Unit 540 **Know how to follow disciplinary procedures**

UAN: **F/617/8861**

Level: 4

Credit value: 4

GLH: 20

Aim

This unit is about initiating and following organisational disciplinary procedures in response to misconduct or unsatisfactory performance of team members.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to understand performance expectations of an organisation	1.1 Explain an organisation's required standards of conduct and performance 1.2 Explain an organisation's formal disciplinary procedure
Learning outcome 2 2. Be able to identify and use communication methods to assess potential cases of misconduct or unsatisfactory performance	2.1 Explain how to identify when an individual's performance falls below organisational standards 2.2 Identify communication methods used to gather information on potential cases of misconduct or unsatisfactory performance
Learning outcome 3 3. Be able to know how to informally with cases of minor misconduct or unsatisfactory performance	3.1 Identify the differences between misconduct, gross misconduct and unsatisfactory performance and how each should be handled

	3.2 Evaluate whether a case of misconduct or unsatisfactory performance can be dealt with informally 3.3 Assess methods available to improve performance or behaviour 3.4 Explain the importance of recording informal disciplinary proceedings
Learning outcome 4 4. Be able to follow an organisation's formal disciplinary procedure	4.1 Explain the importance of seeking advice and guidance from specialists prior to taking action 4.2 Explain when to follow formal disciplinary procedures 4.3 Assess the importance of communicating disciplinary procedures to individuals 4.4 Explain how to record and store information throughout the disciplinary process

Unit 541 **Manage a budget for own area or activity of work**

UAN: **M/615/8556**
Level: 5
Credit value: 7
GLH: 30

Aim

This unit helps learners to prepare a budget, address variance and monitor a budget for own area of activity or work.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Be able to prepare a budget for own area of responsibility	1.1 Evaluate information on resource requirements for own area of activity or work 1.2 Produce a draft budget 1.3 Communicate the final budget with relevant stakeholders
Learning outcome 2 2. Be able to manage a budget	2.1 Analyse variances between planned and actual expenditure 2.2 Provide information on performance to relevant stakeholders 2.3 Explain how to take corrective action within the limits of own authority, in response to budget variances and developments

	2.4	Explain proposed revisions to budget and obtain agreement where actions are beyond the scope of own authority
Learning outcome 3 3. Understand how to supervise practices for handling payments	3.1 3.2 3.3	Review performance against budget Assess improvements for future budget planning and management Monitor budget performance and implement changes within the limits of own authority or obtain agreement

Unit 542 **Handle referred customer complaints**

UAN: **K/601/1524**

Level: 4

Credit value: 10

GLH: 67

Aim

However effectively customer service is organised, customers make complaints from time to time. In some organisations, it is simply a matter of procedure for all complaints to be handled by particular people. Sometimes, front-line staff or supervisors can deal with these complaints; often however more senior staff must deal with the complaint. This is either because of the severity of the complaint and its implications for the organisation, or because the customer will accept the solution only if it is dealt with at a senior level. This may require someone with the authority and influence to adapt existing policies and procedures to find an acceptable solution. It is also important for this person to explore patterns and trends in significant complaints and recommend changes to policies and procedures to avoid repetition.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Collect all the available information on the nature of the complaint and identify and analyse the organisational implications of the complaint
1. Investigate referred customer complaints	1.2	Take personal responsibility for dealing with the complaint subject to the limits of their authority
	1.3	Keep their customer informed about what steps are being taken to deal with the customer's complaint

	1.4	Follow the correct procedures if their customer wishes to escalate the complaint even higher or if the complaint has wider implications for the organisation
Learning outcome 2 2. Take action to deal with referred customer complaints	2.1 2.2 2.3 2.4	Identify a range of possible solutions that balance customer expectations and the organisation's service offer Liaise with their customer and colleagues to negotiate an acceptable solution Agree a solution that adapts current policies and procedures within their own authority and furthers their organisation's aims and objectives Implement the agreed solution and liaise with their customer to ensure that the customer is satisfied with the action that has been taken
Learning outcome 3 3. Identify repeated customer complaints and recommend changes to policies and procedures	3.1 3.2 3.3 3.4 3.5 3.6	Identify patterns and trends in customer complaints Analyse trends in customer complaints Identify solutions acceptable to their customers that fit the organisation's service offer Identify possible changes to customer service policies and procedures Consider the benefits and drawbacks of each possible change in terms of balancing customer service and organisational aims Select an option for change and follow organisational procedures to ensure that their recommendations come to the attention of decision makers
Learning outcome 4 4. Understand how to handle referred customer complaints	4.1 4.2 4.3 4.4 4.5	Explain the importance of minimising customer complaints and dealing with them effectively and promptly when they occur Explain their organisation's complaints procedures and the limits of their authority Describe the procedures they must follow if a complaint is likely to be escalated or have wider implications Describe the types of complaints that could have wider implications for their organisation Explain why it is important to communicate with their customer

	at all stages of the complaints procedure
4.6	Explain how to devise solutions that balance customer expectations and organisational aims
4.7	Explain why it is important to identify and present to the customer a range of possible options
4.8	Explain why it may be necessary sometimes to adapt organisational policies and procedures to provide a solution acceptable to their customer and how they could justify this
4.9	Research how to identify trends and patterns in customer complaints and solutions
4.10	Describe how to explore the implications of these patterns and trends for their organisations policies and procedures
4.11	Explain how to recommend changes to organisational policies and procedures

Unit 543 **Use customer service as a competitive tool**

UAN: **D/601/1228**

Level: 3

Credit value: 8

GLH: 53

Aim

Customer service contributes to an organisation's competitive position. Customers of many organisations have choice about the services or products they use and who supplies them. Often the technical features and cost of the service or product are almost identical. If this is the case, the quality of the customer service offered makes all the difference about which supplier the customer chooses. This unit is about how the learner can play their part in ensuring that their organisation makes the best possible use of the competitive advantage that can be gained from offering superior customer service. It covers how the learner can use customer service as a tool to compete effectively with other providers of similar services and product. The unit is not for a learner whose organisation does not compete actively with others.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Develop their own and colleagues' understanding of the services and products offered by their organisation
1. Organise customer service to gain a competitive advantage	1.2	Define their organisation's service offer and the ways in which it compares with those of their competitors
	1.3	Set an example for colleagues and present an image to their customers that reinforces their organisation's service offer

	1.4	Encourage customer service actions that create and develop customer loyalty
Learning outcome 2 2. Deliver a competitive service	2.1 2.2 2.3 2.4 2.5 2.6 2.7 2.8	Take positive actions and encourage colleagues to take actions that provide individual customers with added value within their organisation's service offer Remind customers about their service offer and the extra benefit it provides over those of their competitors Offer additional technical advice to customers within their organisation's service offer Show awareness of the financial implications of any added value actions that they or their colleagues might offer Meet customer service targets to ensure that customers see the benefit of dealing with them rather than with a competitor Re-direct customers to other service providers without offence when their expectations cannot be met by the organisation's service offer Ensure that customers who have shown a previous interest in repeat and additional services are reminded of this Encourage colleagues to offer complementary services and products when customer satisfaction indicates that customers would be interested in them
Learning outcome 3 3. Understand how to use customer service as a competitive tool	3.1 3.2 3.3 3.4 3.5 3.6	Identify the factors that lead to customers' belief that they are enjoying value for money Describe the services and products offered by their organisation Describe the services and products offered by competitors Identify the features and benefits of services and products that are seen by customers as added value explain the purpose of adding non-chargeable items to the service offer in order to impress customers and develop customer loyalty Explain how to portray a positive image that reinforces their organisation's competitive position

	3.7 Explain their organisation's customer service targets and cost implications of added value actions to improve the organisation's competitive position 3.8 Describe complementary services and products that may be of interest to their customers
--	---

Unit 544 **Organise the promotion of additional services or products to customers**

UAN: **D/601/1231**

Level: 3

Credit value: 7

GLH: 47

Aim

This unit is about expanding and extending the learner's relationship with customers by persuading them to make use of the additional services and products offered by the organisation. The services or products will only remain viable if they are used by customers. This unit covers the way customer service is organised to promote additional use of the organisation's services or products, by communicating with customers and then delivering those services or products effectively. It is also about the learner monitoring their successes and failures and recognising the best way to approach customers with additional services or products in the future.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Offer additional services or products to customers
1. Offer additional services or products	1.2	Identify the benefits of offering additional services or products for customers and the organisation
	1.3	Explain the features and benefits of additional services or products to customers
	1.4	Identify ways of encouraging customers to ask about additional services or products

Learning outcome 2 2. Organise support to promote use of additional services or products	2.1 Discuss with others ways of promoting additional services or products to customers 2.2 Implement procedures to ensure that customers interested in additional services or products are dealt with promptly 2.3 Promote services or products which will suit customers but which are supplied from outside their own area of the organisation 2.4 Help customers to access services or products which are supplied outside of their own area of the organisation
Learning outcome 3 3. Monitor the promotion of additional services or products	3.1 Devise methods to inform customers about additional services or products 3.2 Use different methods to inform customers about additional services and products and record successes and failures against each method 3.3 Use their record of successes and failures to identify the best approach for offering additional services or products 3.4 Share information with others regarding the best approach to take when offering additional services or products to customers
Learning outcomes 4 4. Understand how to organise and promote services or products to customers	4.1 Describe their organisation's procedures and systems for encouraging the use of additional services or products 4.2 Explain how the use of additional services or products will benefit their customers 4.3 Describe the main factors that influence customers to use their services or products 4.4 Explain how to introduce additional services or products to customers outlining their benefits, overcoming reservations and agreeing to provide the additional services or products 4.5 Describe how to give appropriate, balanced information to customers about services or products

Unit 545 **Review the quality of customer service**

UAN: **J/601/1238**

Level: 4

Credit value: 8

GLH: 53

Aim

People managing customer service need to know how effectively it is being delivered. Without this information, they have no way of knowing if their customers are satisfied and are likely to remain loyal. They also need to know what to do to improve customer service to meet and exceed customer expectations.

This unit is about planning how to measure standards of customer service by collecting and analysing information. The learner must develop conclusions and recommendations and then report their findings to relevant people. Most of all, this unit is about approaching the review of customer service quality systematically and making full use of the findings.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Plan how to measure customer service	1.1	Identify the features of customer service delivery that affect customer satisfaction
	1.2	Plan how they will monitor the features of customer service delivery that affect customer satisfaction
	1.3	Plan how they will analyse the information they have collected
Learning outcome 2	2.1	Implement their plans for monitoring customer service processes and outcomes

2. Collect and analyse information on customer service	2.2 Analyse the monitoring information they have collected 2.3 Compare the conclusions of their analysis with the criteria they identified 2.4 Adapt their plans if the agreed methods of collecting and analysing information are not proving effective 2.5 Communicate the results of their measurement of customer service to colleagues 2.6 Agree actions to improve customer service that result from their measurements and analysis
Learning outcome 3 3. Understand how to review the quality of customer service	3.1 Explain the importance of measuring the quality of customer service 3.2 Explain which aspects of the customer service process affect customer satisfaction 3.3 Explain how to select the criteria they will use for measurement of customer service 3.4 Explain how to construct representative samples 3.5 Describe the types of information collection methods they could use 3.6 Describe methods of analysing information on the quality of service 3.7 Explain how to identify recommendations that flow from their measurement of customer service 3.8 Explain the procedures for making recommendations on customer service improvements within their organisation

Unit 544 **Manage the environmental impact of work activities**

UAN: **H/615/8571**

Level: 4

Credit value: 5

GLH: 10

Aim

This unit is about the learner managing work activities and resources in their area of responsibility, in order to minimise the negative, and maximise the positive, impact they may have on the environment. It involves organising work activities and the use of resources efficiently, understanding their impact on the environment and finding ways to reduce their negative and increase their positive impact. Advice from environmental specialists may be needed when carrying out this function. This Unit is particularly recommended for first line, and middle, managers.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1 1. Understand the legal requirements and environmental policies that impact on own area of responsibility	1.1	Explain the legal requirements that impact on own area of responsibility
	1.2	Explain the environmental policies that impact on own area of responsibility
Learning outcome 2 2. Understand how to assess the impact of work activities on the environment and how this can be minimised	2.1	Explain what specialist advice is available to manage the environmental impact of work activities
	2.2	Explain how to assess the impact of work activities and resources on the environment

	2.3	Explain how to minimise the environmental impact of work activities
Learning outcome 3 3. Be able to assess and report on the environmental impact of work activities in own area of responsibility	3.1 3.2	Assess the environmental impact of work activities and resource use Produce a report on the environmental impact of work activities and resource use, with recommendations for improvement
Learning outcome 4 4. Be able to organise work activities and resource use to minimise environmental impact	4.1 4.2	Adapt the use of resources in own area of responsibility to reduce environmental impact Organise activities in own area of responsibility to reduce environmental impact
Learning outcome 5 5. Be able to promote ongoing improvement in environmental performance	5.1 5.2	Establish means by which individuals can identify and report opportunities for improving environmental performance Communicate environmental benefits resulting from changes to work activities

Unit 466 **Employment rights & responsibilities in the hospitality, leisure, travel and tourism sector**

UAN: **T/601/7214**
Level: 2
Credit value: 2
GLH: 16

Aim

Successful assessment of the unit proves that the candidate has achieved the National Occupational Standard to understand employment rights and responsibilities.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	State importance of having employment rights and responsibilities
1. Know employer and employee rights, responsibilities and own organisational procedures	1.2	State employer and employee rights and responsibilities under employment law, including Disability Discrimination Act, Health & Safety and other relevant legislation
	1.3	Describe organisational procedures for health & safety, including documentation
	1.4	Describe organisational procedures for equality & diversity, including documentation
	1.5	Identify sources of information and advice on employment rights and

		responsibilities, including Access to Work and Additional Learning Support
Learning outcome 2	2.1	Describe the role played by own occupation within organisation and industry
2. Know factors that affect own organisation and occupation	2.2	Describe career pathways available to them
	2.3	State types of representative body related to the industry, their main roles and responsibilities and their relevance to the industry
	2.4	Identify sources of information and advice on own industry, occupation, training and career
	2.5	Describe principles, policies and codes of practice used by own organisation and industry
	2.6	Describe issues of public concern that affect own organisation and industry

Unit 560 **Implement and manage housekeeping procedures in hospitality**

UAN: **K/504/1032**

Level: 4

Credit value: 8

GLH: 30

Aim

This unit enables learners to gain the understanding and skills needed to implement and manage housekeeping procedures to ensure the housekeeping team maintain organisational standards in public areas, guest rooms, conference rooms and offices, where applicable. Procedures must be robust, in that they meet not only organisational but also regulatory requirements, in particular health & safety legislation. This may take the form of a service level agreement or similar quality standard within the organisation, which the housekeeping team will be expected to achieve. This unit is likely to be suitable for executive housekeepers, housekeeping managers, or similar roles.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	develop a housekeeping service level agreement, in consultation with other departments, which meets an organisation's requirements
1. Be able to plan and implement housekeeping procedures	1.2	Confirm that the housekeeping team is trained to meet an organisation's standards and regulatory requirements
	1.3	Develop contingency procedures to deal with housekeeping problems
	1.4	Present operational procedures so that the housekeeping team can easily use them

	1.5 Establish procedures for the procurement of housekeeping supplies 1.6 Establish a system which maintains appropriate stock levels of housekeeping supplies 1.7 Develop safe procedures for the handling of contaminated linen and potentially hazardous objects
Learning outcome 2 2. Be able to monitor housekeeping procedures to meet an organisation's standards and needs	2.1 Apply systematic methods for checking the work of the housekeeping team 2.2 Manage, in liaison with relevant colleagues, the preparation and availability of: a) meeting and conference rooms b) guest rooms 2.3 Manage the cleaning of public areas within own limits of responsibility 2.4 Evaluate the team's performance levels and ability to multitask against those of competitors, where possible 2.5 Review regulation and legislation with the team as specified by organisational procedures 2.6 Confirm that an organisation's housekeeping standards are being met 2.7 Review expected usage of housekeeping supplies against actual usage 2.8 Report on the performance of the housekeeping team and the relative success of procedures to senior management
Learning outcome 3 3. Understand how to implement housekeeping procedures	3.1 Explain an organisation's own and regulatory requirements which affect the housekeeping service 3.2 Explain how to develop clear plans and procedures across a variety of areas 3.3 Evaluate an organisation's procurement of supplies for housekeeping services 3.4 Explain how to maintain stock levels for housekeeping supplies 3.5 Explain safe working practices for dealing with contaminated linen and potentially hazardous objects 3.6 Outline an organisation's requirements for room turnaround times 3.7 Explain how to plan a housekeeping team's working patterns to meet room servicing times

	3.8 Explain the impact of the housekeeping procedures not meeting the organisation's needs in terms of room standards and availability 3.9 Explore how the latest developments in the housekeeping industry may influence the development of procedures, including: a) technology b) health and safety c) employment practice d) environmental good practice 3.10 Explain ways to check a team's understanding of regulatory requirements, including health and safety, hazardous waste and food safety 3.11 Evaluate an organisation's waste management policy
Learning outcome 4 4. Understand how to manage housekeeping procedures to meet organisational standards and needs	4.1 Evaluate methods of managing supervisory staff to ensure housekeeping standards are achieved 4.2 Explain how to monitor the appropriate use of chemicals and cleaning procedures 4.3 Explain the realistic rooms-per-day targets that a housekeeping team can be set to meet the organisation's needs 4.4 Identify key factors about a housekeeping team's performance that need to be discussed with senior management

Unit 561 **Manage the security and privacy of hospitality guests**

UAN: **M/504/1033**

Level: 4

Credit value: 4

GLH: 16

Aim

This unit enables learners to gain the understanding and skills needed to manage the housekeeping team to make guests' security and privacy a top priority. Procedures must be robust, in that they meet both organisational and regulatory requirements. Guests expect their room to be as secure and private as their own home and the housekeeping team has a key responsibility to ensure this happens.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Implement the recruitment of housekeeping staff having confirmed that thorough reference checks have been conducted
1. Be able to manage a team to protect guest security and privacy	1.2	Confirm that team members are trained to understand their responsibilities: a) regarding guest belongings and data b) when dealing with increased levels of security and privacy
	1.3	Monitor the observance of protocols by a housekeeping team
	1.4	Confirm that a housekeeping team:

	a) respects the privacy of guests when seeking access to rooms b) do not leave rooms in a manner that could compromise guest security or privacy 1.5 Monitor staff performance with regard to security and privacy procedures 1.6 Review guest security and privacy procedures at team meetings
Learning outcome 2 2. Be able to manage guest security and privacy in accordance with organisational and legal requirements	2.1 Develop procedures for dealing with potential threats to guest security 2.2 Implement procedures to deal with lost property enquiries, complying with relevant data protection 2.3 Implement security and regulatory procedures when managing the disposal of lost property 2.4 Deal with any issues regarding the secure storage of guests' high-value items 2.5 Confirm that confidential data is disposed of in accordance with an organisation's and regulatory requirements
Learning outcome 3 3. Understand how to manage guest security and privacy in accordance with legislation, regulations and an organisation's procedures	3.1 Evaluate an organisation's procedures relating to: a) governing guests' personal information b) guests' security and privacy c) returning lost property to guests d) disposal of lost property and the timelines related to this e) key and door pass control f) disposal of confidential data 3.2 Evaluate threats to guest security within an organisation 3.3 Explain the increased security measures and need for privacy that a Very Important Person (VIP) may require 3.4 Explain how to deal with issues relating to high-value guest items 3.5 Explain how to deal with reported security and privacy breaches 3.6 Identify the key people that must be contacted following breaches in guest security or privacy 3.7 Explain the actions which should be taken following breaches in guest security or privacy

Learning outcome 4 4. Understand how to manage a team to protect guest security and privacy	4.1 Identify the limit of own responsibilities and that of a housekeeping team with regard to guest data and property 4.2 Identify the key elements that should be included in guest security and privacy training 4.3 Explain ways to confirm that privacy and security procedures are being followed
---	---

Unit 562 **Manage room availability to maximise revenue potential**

UAN: **A/504/1035**

Level: 4

Credit value: 5

GLH: 18

Aim

This unit enables learners to gain the understanding and skills to manage business objectives relating to the availability of rooms. 'Rooms' can include bedrooms, function rooms, meeting rooms and any other type of room which falls under the housekeeping team's remit. This is done by managing the work of the housekeeping team in a way that complements business activity and maximises the use of high-value accommodation wherever possible.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Develop a standard for room 'turnaround' times, which meets an organisation's requirements
1. Be able to monitor room availability to maximise revenue potential	1.2	Benchmark the team's average room 'turnaround' standard against recognised industry and organisational standards
	1.3	Estimate room requirements on a daily and long term basis
	1.4	Respond to the particular needs of large group bookings
	1.5	Manage room turnaround by confirming that allocated rooms

	take priority 1.6 Manage essential room maintenance in a way which minimises disruption to room availability 1.7 Maintain room availability by confirming an adequate supply of resources
Learning outcome 2 2. Be able to monitor staff to ensure room availability which maximises revenue potential	2.1 Develop contingency plans to address unexpected changes to anticipated demand at short notice and ensure team flexibility to meet changing requirements 2.2 Measure the use of temporary staff to meet business demands 2.3 Monitor a team's performance against room turnaround targets whilst confirming the organisation's standards are not compromised by tight deadlines 2.4 Analyse a team's performance in terms of rooms serviced per day against the agreed standard 2.5 Report on a team's performance against room targets and the success of procedures to senior management.
Learning outcome 3 3. Understand how to manage room availability to maximise revenue potential	3.1 Explain organisational and regulatory requirements that affect the housekeeping service 3.2 Explain industry practice and standards for the management of room availability 3.3 Analyse how a budget impacts on securing resources 3.4 Evaluate how the housekeeping budget and resources impact on maximizing room availability 3.5 Explain how to benchmark the team's performance against that of competitors 3.6 Explain how to plan the team's workloads to meet organisational 'turnaround' times without compromising standards 3.7 Explain why certain rooms take precedence for turnaround and the impact on revenue if they did not 3.8 Describe when it is appropriate to employ temporary staff 3.9 Explain how to manage the closure of rooms for essential maintenance in a

	way which minimises disruption to room availability 3.10 Identify key factors about a team's performance that need to be discussed with senior management
--	---

Unit 563 **Monitor maintenance and repair work within a hospitality premises**

UAN: **T/504/1034**

Level: 4

Credit value: 6

GLH: 19

Aim

This unit enables learners to gain the understanding and skills to manage the maintenance and repair of the organisation's property. The work may be internal or external, in either public or private areas of the property. They may deal with internal staff or external contractors and the procedures used are likely to reflect that difference.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Confirm that rooms closed for maintenance work do not impact on business activity
1. Be able to plan maintenance and repair work in an organisation	1.2	Identify staff in the organisation who have responsibility for property, maintenance and repair
	1.3	Develop the team to identify and prioritise maintenance and repair issues
	1.4	Confirm that a team can differentiate between: a) maintenance and replacement

	b) minor issues they can deal with and other issues that require outside assistance 1.5 Implement a system of fault notification, with both the team and management colleagues 1.6 Identify when a maintenance issue is systematic 1.7 Manage maintenance and repair issues within the limits of own responsibility and budget 1.8 Identify issues beyond the limits of own responsibility with the senior management team 1.9 Consult stakeholders on key decisions, providing information to support decision making
Learning outcome 2 2. Be able to monitor arrangements for maintenance and repair work in an organisation	2.1 Implement a schedule to manage regular maintenance of guest rooms, aligning it to the peaks and troughs of business activity 2.2 Monitor maintenance activities required by legislation 2.3 Develop energy-saving and recycling policies to reduce the need for maintenance and replacement 2.4 Respond to emergency maintenance issues, which directly impact customers 2.5 Oversee large-scale refurbishment programmes with the management team 2.6 Confirm that health and safety and insurance measures are in place during maintenance and repair work 2.7 Review the effectiveness of maintenance and repair procedures and associated costs, to identify where improvements can be made
Learning outcome 3 3. Be able to manage the use of external contractors	3.1 Evaluate the cost of using internal expertise against the cost of employing external contractors 3.2 Arrange to use of external contractors, when it is established that a problem cannot be dealt with internally 3.3 Use negotiating techniques when dealing with external contractors that will meet the needs of the organisation
Learning outcome 4 4. Understand how to monitor the maintenance and repair work for an organisation	4.1 Explain relevant health and safety legislation governing items which require regular maintenance checks

	4.2	Review an organisation's standards for both guest rooms and public areas
	4.3	Explain how energy-saving working methods can be incorporated into maintenance plans
	4.4	Explain how recycling and energy-saving measures can increase the lifespan of equipment and resources
	4.5	Analyse the impact of room closures on an organisation's planned activities
	4.6	Explain how to decide when it is more cost effective to replace equipment than repair it
	4.7	Analyse the expected standard lifespan of equipment and resources under normal conditions
	4.8	Explain how to maintain good relationships with guests when a maintenance issue disrupts their stay
	4.9	Explain when external contractors are needed to conduct maintenance and repair work
	4.10	Explain the limits of own authority when negotiating with contractors
	4.11	State the health, safety and insurance measures that need to be in place during maintenance and repair work
	4.12	Assess how to balance the needs of an organisation and guests when prioritising maintenance work

Unit 564 **Manage the provision of additional services**

UAN: **F/504/1036**

Level: 4

Credit value: 4

GLH: 13

Aim

This unit enables learners to gain the understanding and skills to manage, additional services in an organisation. These may include, but are not limited to, plants & flowers, window cleaning, maintenance of leisure facilities, cleaning of public areas. It is often necessary to liaise with external contractors to deliver these services, operating within an agreed budget.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Identify additional services for which the team will have responsibility
1. Be able to identify and plan for additional services	1.2	Develop a schedule for the provision and maintenance of additional services, taking into account available resources and the organisation's priorities
	1.3	Identify ad-hoc internal issues that may require the time of the housekeeping staff
	1.4	Calculate the cost of the provision and maintenance of additional services to the overall budget

Learning outcome 2 2. Be able to monitor additional services	2.1 Implement negotiations with external contractors to set key performance indicators 2.2 Monitor the work of both internal staff and external contractors in relation to additional services 2.3 Minimise potential risks relating to the effective delivery of additional service, in line with the organisation's standards and regulatory requirements 2.4 Implement actions to improve the provision of additional services, identified as necessary through the monitoring process
Learning outcome 3 3. Understand how to identify and plan for additional services	3.1 Explain how to identify additional services which require personal management responsibility 3.2 Analyse whether available resources are sufficient for the delivery of additional services 3.3 Explain how to prioritise the provision of additional services, according to the organisation's needs 3.4 Explain the type of additional minor issues the team can reasonably be expected to deal with during the course of their duties 3.5 Explain how to manage the budget for additional services, within the context of the overall budget
Learning outcome 4 4. Understand how to manage additional services	4.1 Explain how to negotiate with potential external providers to achieve the most cost effective option 4.2 Explain how to deal with issues and disputes relating to the provision of additional services, in a way that maintains the organisation's image and standards 4.3 Evaluate the organisation's quality standards for additional services 4.4 Explain the regulatory requirements relating to the provision of additional services 4.5 Analyse risks in relation to the provision of additional services 4.6 Explain how to avoid unacceptable levels of risk 4.7 Evaluate possible improvements to the provision of additional services

Unit 565 **Manage the linen service**

UAN: **J/504/1037**

Level: 4

Credit value: 4

GLH: 14

Aim

This unit enables learners to gain the understanding and skills needed to manage the linen service of their organisation, whether this is done through an in-house laundry service, or by an external laundry company. It involves managing linen stock levels, maintaining a high level of linen quality and training a team to achieve this. As this is often one of the highest costs of a hospitality organisation, effective management of budgets and supplier relationships are also crucial.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Maintain par-stock levels of linen, sufficient to cover peak occupancy rates and contingencies
1. Be able to monitor a linen service	1.2	Manage the day-to-day performance of the laundry contractor, linen room and on-premises laundry
	1.3	Develop procedures for handling contaminated linen
	1.4	Liaise with other departments to assess their need for linen
	1.5	Manage the laundry contract in liaison with relevant departments
	1.6	Implement regular stock-takes of linen

	1.7 Evaluate the stock-taking process 1.8 Manage the cost-effective purchasing of replacement linen stock and related items, in line with an organisation's purchasing guidelines
Learning outcome 2 2. Be able to manage the linen service team	2.1 Confirm that staff understand the safe use of: a) machinery b) cleaning supplies c) chemicals d) manual handling e) waste management 2.2 Confirm that staff are trained to identify and deal with evidence of contamination 2.3 Delegate supervisory responsibilities to key members of staff within a team 2.4 Resource the in-house linen provision to meet requirements
Learning outcome 3 3. Be able to manage a system for the delivery of linen	3.1 Provide staff with clear criteria for accepting or rejecting linen 3.2 Monitor the percentage of rejected linen, taking action to reduce the amount where it exceeds service level agreements and an organisation's guidelines 3.3 Establish a system for staff to report stock discrepancies 3.4 Respond to major problems with the linen service that are identified
Learning outcome 4 4. Understand how to manage the delivery of linen to ensure required quality	4.1 Evaluate the organisation's linen par-stock levels, calculating the typical laundry costs per item 4.2 Evaluate the terms and conditions of linen contracts in meeting an organisation's needs 4.3 Explain an organisation's guidelines on the regulations governing the safe use of chemicals used in the laundry service 4.4 Analyse the operational effectiveness of the laundry provision 4.5 Explain methods to negotiate with suppliers 4.6 Describe the process for dealing with problems relating to linen discrepancies 4.7 Explain how to manage the different requirements other departments may have for linen stock 4.8 Evaluate how turn-around times for the linen service, including dry cleaning, meet an organisation's needs

	4.9 Describe the measures to take to keep linen service within agreed budgets and meeting profit and loss targets 4.10 Identify ways in which linen stock-takes can be improved to benefit an organisation
--	--

Unit 566 **Manage the supply of uniforms and housekeeping of staff areas**

UAN: **L/504/1038**

Level: 4

Credit value: 4

GLH: 16

Aim

This unit enables learners to gain the understanding and skills to manage the supply and maintenance of staff uniforms and staff areas/accommodation.

Knowledge of outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Projects
- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies
- Professional discussion

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

When a criterion has been orally questioned and achieved, your assessor will record this evidence in written form or by other appropriate means. There is no need for you to produce additional evidence as this criterion has already been achieved.

Some knowledge and understanding outcomes may require you to show that you know and understand how to do something. If you have practical evidence from your own work that meets knowledge criteria, then there is no requirement for you to be questioned again on the same topic.

Learning outcome 1	1.1	Confirm that uniforms supplied to staff meet an organisation's guidelines and colleagues requirements
1. Be able to monitor the supply and upkeep of staff uniforms	1.2	Manage the supply of uniforms that require separate laundry and storage
	1.3	Confirm that staff deal with orders of new uniforms to meet staff members' needs within the agreed time
	1.4	maintain a stock control system, which logs and accounts for all issued uniforms
	1.5	Plan a contingency system that accommodates extra demand for uniforms at short notice
	1.6	Establish guidelines for the replacement of uniforms, which can

	1.7	be communicated to staff Manage the laundry of uniforms, to provide adequate clean supplies at all times
Learning outcome 2 2. Be able to monitor the housekeeping of staff areas	2.1 2.2 2.3	Manage a team to maintain the regular housekeeping of staff areas and facilities Manage the security of staff areas, confirming that access is restricted to current employees only Establish a system for the maintenance of staff areas
Learning outcome 3 3. Understand how to manage the provision and upkeep of staff uniforms	3.1 3.2 3.3 3.4 3.5	Evaluate the cost effectiveness of an organisation's policy for staff uniforms Explain the cost implication of incorrectly laundering uniforms Evaluate how par stock levels and delivery turnaround times meet uniform demand Explain the key features of the contingency plan which will deal with unusual levels of demand for uniforms Identify ways for minimising the need for replacement uniforms
Learning outcome 4 4. Understand how to manage the housekeeping of staff areas	4.1 4.2 4.3 4.4 4.5 4.6	Identify the limits of a team's responsibility for the housekeeping of staff accommodation Identify how to deal with issues with the upkeep of staff areas and facilities Explain how to enforce that only current employees have access to staff areas according to the organisation's policy Explain how to deal with identified equipment defects and faults Evaluate the system used for the regular maintenance of staff areas Explain under what circumstances management colleagues need to be involved in the maintenance of staff areas