

**THE REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**HOUSEKEEPING MANAGER**

**LEVEL 6**



TVET CDACC

P.O. BOX 15745-00100

NAIROBI

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# **FOREWORD**

The provision of quality education and training is fundamental to the Government’s overall strategy for socio-economic development. Quality education and training will contribute to achievement of

Kenya’s development blueprint, Vision 2030 and Sustainable Development Goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution of Kenya 2010 and this resulted in the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of the TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry-led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programmes.

These reforms demand that industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency-based curriculum for Housekeeping Management. These Occupational Standards will also be the basis for assessment of an individual for competence certification.

It is my conviction that these Occupational Standards will play a great role towards development of competent human resource for the Hospitality sector’s growth and development.

**PRINCIPAL SECRETARY, VOCATIONAL AND TECHNICAL TRAINING, MINISTRY OF EDUCATION**

# **PREFACE**

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a high-quality life to all its citizens by the year 2030”. Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET in order to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labour force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC), in conjunction with Hospitality Sector Skills Advisory Committee (SSAC) have developed these Occupational Standards for Housekeeping Management. These standards will be the basis for development of competency based curriculum for Housekeeping Management.

The occupational standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to the Council Members, Council Secretariat, Hospitality SSAC, expert workers and all those who participated in the development of these Occupational Standards.

**CHAIRPERSON,**

**TVET CDACC**

# **ACKNOWLEDGEMENT**

These Occupational Standards were developed through combined effort of various stakeholders from private and public organizations. I am thankful to the management of these organizations for allowing their staff to participate in this course. I wish to acknowledge the invaluable contribution of industry players who provided inputs towards the development of these Standards.

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to Hospitality Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these Standards.

I thank all the individuals and organizations who participated in the validation of these Standards.

I acknowledge all other institutions which in one way or another contributed to the development of these Standards.

**CHAIRPERSON**

**HOSPITALITY SECTOR SKILLS ADVISORY COMMITTEE**

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# **ABBREVIATIONS AND ACRONYMS**

CBET Competency Based Education and Training

CDACC Curriculum Development Assessment and Certification Council

EMS Environmental Management Standards

ICT Information Communication Technology

KCSE Kenya Certificate of Secondary Education

KNQA Kenya National Qualifications Authority

NOS National Occupation Standard

OS Occupational Standard

OSHA Occupation Safety and Health Act

RPL Recognition of Prior Learning

SOPs Standard Operating Procedures

SSAC Sector Skills Advisory Committee

TVET Technical and Vocational Education and Training

# **KEY TO UNIT CODE**

**HOS/OS/HK/BC/01/ 6/A**

Industry or sector

Occupational standards

Occupational area

Type of competency

Competency number

Competency level

Version control

# **OVERVIEW**

The Housekeeping Management Level 6 qualification consists of competencies that an individual must achieve to manage accommodation services. It consists of managing guest experience; front office operations and revenue performance. It also involves managing laundry and linen operations; facilities and property repairs and maintenance as well as performing administrative duties.

The Units of Competency Comprising Housekeeping Management Level 6 qualification includes the following:

**BASIC UNITS OF COMPETENCY**

|  |  |
| --- | --- |
| HOS/OS/HK/BC/01/6/A | Demonstrate communication Skills |
| HOS/OS/HK/BC/02/6/A | Demonstrate numeracy Skills |
| HOS/OS/HK/BC/03/6/A | Demonstrate digital literacy |
| HOS/OS/HK/BC/04/6/A | Demonstrate entrepreneurial skills |
| HOS/OS/HK/BC/05/6/A | Demonstrate employability skills |
| HOS/OS/HK/BC/06/6/A | Demonstrate environmental literacy |
| HOS/OS/HK/BC/07/6/A | Demonstrate occupational safety and health practices |

**CORE UNITS OF COMPETENCIES**

|  |  |
| --- | --- |
| HOS/OS/HK/CR/01/6/A | Manage guest experience |
| HOS/OS/HK/CR/02/6/A | Manage front office operations |
| HOS/OS/HK/CR/03/6/A | Manage accommodation department revenue performance |
| HOS/OS/HK/CR/04/6/A | Manage housekeeping operations |
| HOS/OS/HK/CR/05/6/A | Manage laundry and linen operations |
| HOS/OS/HK/CR/06/6/A | Perform housekeeping department administrative duties |
| HOS/OS/HK/CR/07/6/A | Manage facilities, property repairs and maintenance |

# **BASIC UNITS OF COMPETENCY**

# **DEMONSTRATE COMMUNICATION SKILLS**

**UNIT CODE:** HOS/OS/HK/BC/01/6/A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate communication skills. It involves meeting communication needs of clients and colleagues, developing communication strategies, establishing and maintaining communication pathways, conducting interviews, facilitating group discussion and representing the organization.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Meet communication needs of clients and colleagues | 1. Specific communication needs of clients and colleagues are identified and met based on workplace requirements 2. Different communication approaches are identified and applied according to clients’ needs 3. Conflict is identified and addressed as per the standards of the organization |
| 1. Develop communication strategies | * 1. Strategies for effective internal and external dissemination of information are developed as per organization’s requirements   2. Special communication needs are considered in developing strategies according workplace procedures   3. ***Communication strategies*** are analyzed, evaluated and revised based the workplace needs |
| 1. Establish and maintain communication pathways | * 1. Pathways of communication are established as per organization policy   2. Pathways are maintained and reviewed according to organization procedures |
| 1. Promote use of communication strategies | * 1. Information is provided to all areas of the organization as per strategy requirements   2. Effective communication techniques are articulated and modeled according work requirements   3. Personnel are given guidance about adapting communication strategies as per organization procedures |
| 1. Conduct interview | 1. A range of appropriate communication strategies are employed in ***interview situations*** based on the workplace requirements 2. Records of interviews are made and maintained in accordance with organizational procedures 3. Effective questioning, listening and nonverbal communication techniques are used as per needs |
| 1. Facilitate group discussion | 1. Mechanisms to enhance ***effective group interaction*** are identified and implemented according to workplace requirements 2. Strategies to encourage group participation are identified and used as per organizations’ procedures 3. Meetings objectives and agenda are set and followed based on workplace requirements 4. Relevant information is provided and feedback obtained according to set protocols 5. Evaluation of group communication strategies is undertaken in accordance with workplace guidelines 6. Specific communication needs of individuals are identified and addressed as per individual needs |
| 1. Represent the organization | 1. 7Relevant presentation are researched and presented based on internal or external communication forums requirements 2. Presentation is delivered in a clear and sequential manner as per the predetermined time 3. Presentation is made as per appropriate media 4. Difference views are respected based on workplace procedures 5. Written communication is done as per organizational standards 6. Inquiries are responded according to organizational standard |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Communication strategies may include but not limited to: | * Language switch * Comprehension check * Repetition * Asking confirmation * Paraphrase * Clarification request * Translation * Restructuring * Approximation * Generalization |
| 1. Effective group interaction may include but not limited to: | * Identifying and evaluating what is occurring within an interaction in a nonjudgmental way * Using active listening * Making decision about appropriate words, behavior * Putting together response which is culturally appropriate * Expressing an individual perspective * Expressing own philosophy, ideology and background and exploring impact with relevance to communication |
| 1. Situations may include but not limited to: | * Establishing rapport * Eliciting facts and information * Facilitating resolution of issues * Developing action plans * Diffusing potentially difficult situations |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Active listening
* Interpretation
* Negotiation
* Writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Communication process
* Dynamics of groups
* Styles of group leadership
* Key elements of communications strategy

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Developed communication strategies to meet the organization requirements and applied in the workplace 2. Established and maintained communication pathways for effective communication in the workplace 3. Used communication strategies involving exchanges of complex oral information |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Direct observation 2. Oral questioning 3. Written texts |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **DEMONSTRATE NUMERACY SKILLS**

**UNIT CODE:** HOS/OS/HK/BC/02/6/A

**UNIT DESCRIPTION**

This unit describes the competencies required to demonstrate numeracy skills. It involves; applying a wide range of mathematical calculations for work; applying ratios, rates and proportions to solve problems; estimating, measuring and calculating measurement for work; using detailed maps to plan travel routes for work; using geometry to draw and construct 2D and 3D shapes for work; collecting, organizing and interpreting statistical data; using routine formula and algebraic expressions for work and using common functions of a scientific calculator.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range.*** |
| 1. Apply a wide range of mathematical calculations for work | * 1. Mathematical information embedded in a range of workplace tasks and texts is extracted as per workplace procedures.   2. Mathematical information is interpreted and comprehended as per job specifications   3. A range of mathematical and problem solving processes are selected and used as per job specification   4. Different forms of fractions, decimals and percentages are flexibly used as per SOPs   5. Calculation performed with positive and negative numbers as per SOPs   6. Numbers are expressed as powers and roots and are used in calculations as per SOPs   7. Calculations done using routine formulas as per SOPs   8. Estimation and assessment processes are used to check outcome as per workplace procedures   9. Mathematical language is used to discuss and explain the processes, results and implications of the task as per workplace procedures |
| 1. Use and apply ratios, rates and proportions for work | * 1. Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts as per SOPs   2. Mathematical information related to ratios, rate and proportions is analysed as per SOPs   3. Problem solving processes are used to undertake the task as per workplace procedures   4. Equivalent ratios and rates are simplified as per SOPs   5. Quantities are calculated using ratios, rates and proportions as per SOPS   6. Graphs, charts or tables are constructed to represent ratios, rates and proportions as per SOPs   7. The outcomes reviewed and checked as per job specifications   8. Information is record using mathematical language and symbols as per workplace procedures |
| 1. Estimate, measure and calculate measurement for work | * 1. Measurement information embedded in workplace texts and tasks are extracted and interpreted as per job specifications   2. Appropriate workplace measuring equipment are identified and selected as per job specifications   3. Accurate measurements are estimated and made as per SOPs   4. The area of ***2D shapes*** including compound shapes are calculated as per SOPs   5. The volume of 3D shapes is calculated using relevant formulas as per SOPs   6. Sides of right angled triangles are calculated using Pythagoras’ theorem as per SOPs   7. conversions are perform between units of measurement as per job specification   8. Problem solving processes are used to undertake the task as per workplace Procedures   9. The measurement outcomes are reviewed and checked as per workplace procedures   10. Information is recorded using mathematical language and symbols appropriate for the task as per workplace procedures |
| 1. Use detailed maps to plan travel routes for work | * 1. Different types of maps are identified and interpreted as per job requirements   2. Key features of maps are identified as per job requirements   3. Scales are identified and interpreted as per job requirements   4. Scales are applied to calculate actual distances   5. Positions or locations are determined using directional information as per job requirements   6. Routes are planned by determining directions and calculating distances, speeds and times as per job requirements   7. Information is gathered and identified and relevant factors related to planning a route checked as per job requirements   8. Relevant equipment is select and checked for accuracy and operational effectiveness as per job requirements   9. Task is planned and recorded using specialized mathematical language and symbols appropriate for the task as per job requirements |
| 1. Use geometry to draw 2D shapes and construct 3D shapes for work | * 1. A range of 2D shapes and 3D shapes and their uses in work contexts is identified as per job specifications   2. Features of 2D and 3D shapes are named and described as per job specifications   3. Types of angles in 2D and 3D shapes are identified as per job specifications   4. Angles are drawn, estimated and measured using geometric instruments as per job requirements   5. Angle properties of 2D shapes are named and identified as per SOPs   6. Angle properties are used to evaluate unknown angles in shapes as per SOPs   7. Properties of perpendicular and parallel lines are applied to shapes as per SOPs   8. Understanding and use of symmetry is demonstrated as per SOPs   9. Understanding and use of similarity is demonstrated as per SOPs   10. The workplace tasks and mathematical processes required are identified as per workplace procedures   11. 2D shapes is drawn for work as per job specification   12. 3D shapes is constructed for work as per job specification   13. The outcomes are reviewed and checked as per workplace procedures   14. Specialized mathematical language and symbols appropriate for the task are used as per SOPs |
| 1. Collect, organize, and interpret statistical data for work | * 1. Workplace issue requiring investigation are identified as per workplace procedures   2. Audience / population / sample unit is determined as per workplace procedures as per workplace procedures   3. Data to be collected is identified as per workplace procedures   4. Data collection method is selected as per workplace procedures   5. Appropriate statistical data is collected and organized as per SOPs   6. Data is illustrated in appropriate formats as per SOPs   7. The effectiveness of different types of graphs are compared as per SOPs   8. The summary statistics for collected data is calculated as per SOPs   9. The results / findings are interpreted as per SOPs   10. Data is checked to ensure that it meets the expected results and content as per workplace procedures   11. Information from the results including tables, graphs and summary statistics is extracted and interpreted as per workplace procedure   12. Mathematical language and symbols are used to report results of investigation as per workplace procedure |
| 1. Use routine formula and algebraic expressions for work | * 1. Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated as per SOPs   2. Simple algebraic expressions and equations are developed as per job specification   3. Operate on algebraic expressions as per job requirement   4. Algebraic expressions are simplified as per job requirement   5. Substitution into simple routine equations is done as per SOPs   6. Routine formulas used for work tasks are identified and comprehended as per SOPs   7. Routine formulas are evaluate by substitution as per SOPs   8. Routine formulas transposed as per SOPs   9. Appropriate formulas are identified and used for work related tasks as per workplace procedures   10. Outcomes are checked and result of calculation used as per workplace procedures |
| 1. Use common functions of a scientific calculator for work | * 1. Required numerical information to perform tasks is located as per job specification   2. The order of operations and function keys necessary to solve mathematical calculation are determined as per job specification   3. Function keys on a scientific calculator are identified and used as per SOPs   4. Estimations are referred to check reasonableness of problem solving process as per workplace procedures   5. Appropriate mathematical language, symbols and conventions are used to report results as per workplace procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. 2D shapes may include but not limited may include but not limited to: | * Triangles * Square * Rectangle * Triangle |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Measuring
* Logical thinking
* Computing
* Drawing of graphs
* Applying mathematical formulas
* Analytical

**Required knowledge**

The individual needs to demonstrate knowledge of:

* Types of common shapes
* Differentiation between two dimensional shapes / objects
* Formulae for calculating area and volume
* Types and purpose of measuring instruments
* Units of measurement and abbreviations
* Fundamental operations (addition, subtraction, division, multiplication)
* Rounding techniques
* Types of fractions
* Different types of tables and graphs
* Meaning of graphs, such as increasing, decreasing, and constant value
* Preparation of basic data, tables & graphs

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Developed communication strategies to meet the organization requirements and applied in the workplace 2. Established and maintained communication pathways for effective communication in the workplace 3. Used communication strategies involving exchanges of complex oral information |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE DIGITAL LITERACY**

**UNIT CODE:** HOS/OS/HK/BC/03/6/A

**UNIT DESCRIPTION**

This unit describes competencies required to demonstrate digital literacy. It involves, identifying computer software and hardware, applying security measures to data, hardware, and software in automated environment, applying computer software in solving task, applying internet and email in communication at workplace, applying desktop publishing in official assignments and preparing presentation packages.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify appropriate computer software and hardware | * 1. Concepts of ICT are determined in accordance with computer equipment   2. Classifications of computers are determined in accordance with manufacturers specification   3. Appropriate computer software is identified according to manufacturer’s specification   4. Appropriate computer hardware is identified according to manufacturer’s specification   5. Functions and commands of operating system are determined in accordance with manufacturer’s specification |
| 1. Apply security measures to data, hardware, software in automated environment | * 1. ***Data security and privacy are classified*** in accordance with the prevailing technology   2. ***Security threats*** reidentified ***and control measures*** are applied in accordance with laws governing protection of ICT   3. Computer threats and crimes are detected in accordance to Information Management security guidelines   4. Protection against computer crimes is undertaken in accordance with laws governing protection of ICT |
| 1. Apply computer software in solving tasks | * 1. ***Word processing concepts*** are applied in resolving workplace tasks, report writing and documentation as per the job requirements   2. ***Word processing utilities*** are applied in accordance with workplace procedures   3. Worksheet layout is prepared in accordance with work procedures   4. Worksheet is built and data manipulated in the worksheet in accordance with workplace procedures   5. Continuous data manipulated on worksheet is undertaken in accordance with work requirements   6. Database design and manipulation is undertaken in accordance with office procedures   7. Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures |
| 1. Apply internet and email in communication at workplace | * 1. Electronic mail addresses are opened and applied in workplace communication in accordance with office policy   2. Office internet functions are defined and executed in accordance with office procedures   3. ***Network configuration*** is determined in accordance with office operations procedures   4. Official World Wide Web is installed and managed according to workplace procedures |
| 1. Apply Desktop publishing in official assignments | * 1. Desktop publishing functions and tools are identified in accordance with manufactures specifications   2. Desktop publishing tools are developed in accordance with work requirements   3. Desktop publishing tools are applied in accordance with workplace requirements   4. Typeset work is enhanced in accordance with workplace standards |
| 1. Prepare presentation packages | * 1. Types of presentation packages are identified in accordance with office requirements   2. Slides are created and formulated in accordance with workplace procedures   3. Slides are edited and run-in accordance with work procedures   4. Slides and handouts are printed according to work requirements |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Appropriate computer hardware may include but not limited to: | Collection of physical parts of a computer system such as:   * Computer case, monitor, keyboard, and mouse * All the parts inside the computer case, such as the hard disk drive, motherboard and video card |
| 1. Data security and privacy may include but not limited to: | * Confidentiality of data * Cloud computing * Integrity -but-curious data surfing |
| 1. Security and control measures may include but not limited to: | * Counter measures against cyber terrorism * Risk reduction * Cyber threat issues * Risk management * Pass-wording |
| 1. Security threats may include but not limited to: | * Cyber terrorism * Hacking |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical skills
* Interpretation
* Typing
* Communication
* Computing (applying fundamental operations such as addition, subtraction, division and multiplication)
* Using calculator
* Basic ICT skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Software concept
* Functions of computer software and hardware
* Data security and privacy
* Computer security threats and control measures
* Technology underlying cyber-attacks and networks
* Cyber terrorism
* Computer crimes
* Detection and protection of computer crimes
* Laws governing protection of ICT
* Word processing;
* Functions and concepts of word processing.
* Documents and tables creation and manipulations
* Mail merging
* Word processing utilities
* Spread sheets;
* Meaning, formulae, function and charts, uses and layout
* Data formulation, manipulation and application to cells
* Database;
* Database design, data manipulation, sorting, indexing, storage retrieval and security
* Desktop publishing;
* Designing and developing desktop publishing tools
* Manipulation of desktop publishing tools
* Enhancement of typeset work and printing documents
* Presentation Packages;
* Types of presentation Packages
* Creating, formulating, running, editing, printing and presenting slides and handouts
* Networking and Internet;
* Computer networking and internet.
* Electronic mail and world wide web
* Emerging trends and issues in ICT;
* Identify and integrate emerging trends and issues in ICT
* Challenges posed by emerging trends and issues

**EVIDENCE** **GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified and controlled security threats   2. Detected and protected computer crimes   3. Applied word processing in office tasks   4. Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures   5. Opened electronic mail for office communication as per workplace procedure   6. Installed internet and World Wide Web for office tasks in accordance with office procedures   7. Integrated emerging issues in computer ICT applications   8. Applied laws governing protection of ICT |
| 1. Resource Implications | The following resources should be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Oral questioning   3. Written test   4. Portfolio of Evidence   5. Interview   6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE ENTREPRENEURIAL SKILLS**

**UNIT CODE :** HOS/OS/HK/BC/04/6/A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate understanding of entrepreneurship. It involves demonstrating understanding of an entrepreneur, entrepreneurship, and self-employment, identifying entrepreneurship opportunities, creating entrepreneurial awareness, applying entrepreneurial motivation, developing business innovative strategies and developing business plan.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT** | **PERFORMANCE CRITERIA** |
| 1. Demonstrate understanding of an Entrepreneur | 1. Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship 2. ***Types of entrepreneurs*** are identified as per principles of entrepreneurship 3. Ways of becoming an Entrepreneur are identified as per principles of Entrepreneurship 4. ***Characteristics of Entrepreneurs*** are identified as per principles of Entrepreneurship 5. Factors affecting Entrepreneurship development are explored as per principles of Entrepreneurship |
| 1. Demonstrate understanding of Entrepreneurship and self-employment | 1. Entrepreneurship and self-employment are distinguished as per principles of entrepreneurship 2. Importance of self-employment is analysed based on business procedures and strategies 3. ***Requirements for entry into self-employment*** are identified according to business procedures and strategies 4. Role of an Entrepreneur in business is determined according to business procedures and strategies 5. Contributions of Entrepreneurs to National development are identified as per business procedures and strategies 6. Entrepreneurship culture in Kenya is explored as per business procedures and strategies 7. Born or made Entrepreneurs are distinguished as per entrepreneurial traits |
| 1. Identify Entrepreneurship opportunities | 1. Sources of business ideas are identified as per business procedures and strategies 2. Business ideas and opportunities are generated as per business procedures and strategies 3. Business life cycle is analysed as per business procedures and strategies 4. Legal aspects of business are identified as per procedures and strategies 5. Product demand is assessed as per market strategies 6. Types of ***business environment*** are identified and evaluated as per business procedures 7. Factors to consider when evaluating business environment are explored based on business procedure and strategies 8. Technology in business is incorporated as per best practice |
| 1. Create entrepreneurial awareness | 1. ***Forms of businesses*** are explored as per business procedures and strategies 2. Sources of business finance are identified as per business procedures and strategies 3. Factors in selecting source of business finance are identified as per business procedures and strategies 4. ***Governing policies*** on Small Scale Enterprises (SSEs) are determined as per business procedures and strategies 5. Problems of starting and operating SSEs are explored as per business procedures and strategies |
| 1. Apply entrepreneurial motivation | 1. ***Internal and external motivation*** factors are determined in accordance with motivational theories 2. Self-assessment is carried out as per entrepreneurial orientation 3. Effective communications are carried out in accordance with communication principles 4. Entrepreneurial motivation is applied as per motivational theories |
| 1. Develop innovative business strategies | 1. Business innovation strategies are determined in accordance with the organization strategies 2. Creativity in business development is demonstrated in accordance with business strategies 3. ***Innovative business strategies*** are developed as per business principles 4. Linkages with other entrepreneurs are created as per best practice 5. ICT is incorporated in business growth and development as per best practice |
| 1. Develop Business Plan | 1. Identified Business is described as per business procedures and strategies 2. Marketing plan is developed as per business plan format 3. Organizational/Management plan is prepared in accordance with business plan format 4. Production/operation plan in accordance with business plan format 5. Financial plan is prepared in accordance with the business plan format 6. Executive summary is prepared in accordance with business plan format 7. Business plan is presented as per best practice |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Types of entrepreneurs may include but not limited to: | * Innovators * Imitators * Craft * Opportunistic * Speculators |
| 1. Characteristics of Entrepreneurs may include but not limited to: | * Creative * Innovative * Planner * Risk taker * Networker * Confident * Flexible * Persistent * Patient * Independent * Future oriented * Goal oriented |
| 1. Requirements for entry into self-employment may include but not limited to | * Technical skills * Management skills * Entrepreneurial skills * Resources * Infrastructure |
| 1. Internal and external motivation may include but not limited to: | * Interest * Passion * Freedom * Prestige * Rewards * Punishment * Enabling environment * Government policies |
| 1. Business environment may include but not limited to: | * External * Internal * Intermediate |
| 1. Forms of businesses may include but not limited to: | * Sole proprietorship * Partnership * Limited companies * Cooperatives |
| 1. Governing policies may include but not limited to: | * Increasing scope for finance * Promoting cooperation between entrepreneurs and private sector * Reducing regulatory burden on entrepreneurs * Developing IT tools for entrepreneurs |
| 1. Innovative business strategies may include but not limited to: | * New products * New methods of production * New markets * New sources of supplies * Change in industrialization |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical
* Management
* Problem-solving
* Root-cause analysis
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Decision making
* Business communication
* Change management
* Competition
* Risk
* Net working
* Time management
* Leadership
* Factors affecting entrepreneurship development
* Principles of Entrepreneurship
* Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
* Conflict resolution
* Health, safety and environment (HSE) principles and requirements
* Customer care strategies
* Basic financial management
* Business strategic planning
* Impact of change on individuals, groups and industries
* Government and regulatory processes
* Local and international market trends
* Product promotion strategies
* Market and feasibility studies
* Government and regulatory processes
* Local and international business environment
* Relevant developments in other industries
* Regional/ County business expansion strategies

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | 1. Assessment requires evidence that the candidate: 2. Distinguished entrepreneurs and businesspersons correctly 3. Identified ways of becoming an entrepreneur appropriately 4. Explored factors affecting entrepreneurship development appropriately 5. Analysed importance of self-employment accurately 6. Identified requirements for entry into self-employment correctly 7. Identified sources of business ideas correctly 8. GeneratedBusiness ideas and opportunities correctly 9. Analysed business life cycle accurately 10. Identified legal aspects of business correctly 11. Assessed product demand accurately 12. Determined Internal and external motivation factors appropriately 13. Carried out communications effectively 14. Identified sources of business finance correctly 15. Determined Governing policy on small scale enterprise appropriately 16. Explored problems of starting and operating SSEs effectively 17. Developed Marketing, Organizational/Management, Production/Operation and Financial plans correctly 18. Prepared executive summary correctly 19. Determined business innovative strategies appropriately 20. Presented business plan effectively |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | 1. Written tests 2. Oral questions 3. Third party report 4. Interviews 5. Portfolio of Evidence |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **DEMONSTRATE EMPLOYABILITY SKILLS**

**UNIT CODE:** HOS/OS/HK/BC/05/6/A

**UNIT DESCRIPTON**

This unit covers competencies required to demonstrate employability skills. It involves conducting self-management, demonstrating interpersonal communication, critical safe work habits, leading a workplace team, planning and organizing work, maintaining professional growth and development, demonstrating workplace learning, problem solving skills and managing ethical performance.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Conduct self-management | 1. Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 2. Emotional intelligence is demonstrated as per workplace requirements. 3. Individual performance is evaluated and monitored according to the agreed targets. 4. Assertiveness is developed and maintained based on the requirements of the job. 5. Accountability and responsibility for own actions are demonstrated based on workplace instructions. 6. Self-esteem and a positive self-image are developed and maintained based on values. 7. Time management, attendance and punctuality are observed as per the organization policy. 8. Goals are managed as per the organization’s objective 9. Self-strengths and weaknesses are identified based on personal objectives |
| 1. Demonstrate interpersonal communication | 1. Writing skills are demonstrated as per communication policy 2. Negotiation and persuasion skills are demonstrated as per communication policy 3. Internal and external stakeholders’ needs are identified and interpreted as per the communication policy 4. Communication networks are established based on workplace policy 5. Information is shared as per communication policy |
| 1. Demonstrate critical safe work habits | * 1. Stress is managed in accordance with workplace policy.   2. Punctuality and time consciousness is demonstrated in line with workplace policy.   3. Personal objectives are integrated with organization goals based on organization’s strategic plan.   4. ***Resources*** are utilized in accordance with workplace policy.   5. Work priorities are set in accordance to workplace goals and objectives.   6. Leisure time is recognized and utilized in line with personal objectives.   7. ***Drugs and substances of abuse*** are identified and avoided based on workplace policy.   8. HIV and AIDS prevention awareness is demonstrated in line with workplace policy.   9. Safety consciousness is demonstrated in the workplace based on organization safety policy.   10. ***Emerging issues*** are identified and dealt with in accordance with organization policy. |
| 1. Lead a workplace team | 1. Performance targets for the ***team*** are set based on organization’s objectives 2. Duties are assigned in accordance with the organization policy. 3. ***Forms of communication*** in a team are established according to organization’s policy. 4. Team performance is evaluated based on set targets as per workplace policy. 5. Conflicts are resolved between team members in line with organization policy. 6. Gender related issues are identified and mainstreamed in accordance workplace policy. 7. Human rights and fundamental freedoms are identified and respected as Constitution of Kenya 2010. 8. Healthy relationships are developed and maintained in line with workplace. |
| 1. Plan and organize work | 1. Work plans are prepared based on activities and budget. 2. Assigned tasks are interpreted and expectations identified as per the workplace instructions. 3. Task occupational safety and health requirements are identified and observed regulations. 4. Work resources are identified, mobilized, allocated and utilized based on organization work plans. 5. Work activities are monitored and evaluated in line with work plans and workplace policy. 6. Work plans are reviewed based on target and available resources. |
| 1. Maintain professional growth and development | * 1. Personal training needs are identified and assessed in line with the requirements of the job.   2. ***Training and career opportunities*** are identified and utilized based on job requirements.   3. Resources for training are mobilized and allocated based organizations and individual skills needs.   4. Licensees and certifications relevant to job and career are obtained and renewed as per policy.   5. Work priorities and personal commitments are balanced and managed based on requirements of the job and personal objectives.   6. Recognitions are sought as proof of career advancement in line with professional requirements. |
| 1. Demonstrate workplace learning | * 1. Learning opportunities are sought and managed based on job requirement and organization policy.   2. Improvement in performance is demonstrated based on courses attended.   3. Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job   4. Time and effort is invested in learning new skills based on job requirements   5. Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy.   6. New systems are developed and maintained in accordance with the requirements of the job.   7. Awareness of personal role in workplace ***innovation*** is demonstrated based on requirements of the job. |
| 1. Demonstrate problem solving skills | * 1. Creative, innovative and practical solutions are developed based on the problem   2. Independence and initiative in identifying and solving problems is demonstrated based on requirements of the job.   3. Team problems are solved as per the workplace guidelines   4. Problem solving strategies are applied as per the workplace guidelines   5. Problems are analyzed and assumptions tested as per the context of data and circumstances |
| 1. Manage ethical performance | * 1. Policies and guidelines are observed as per the workplace requirements   2. Self-worth and professionalism is exercised in line with personal goals and organizational policies   3. Code of conduct is observed as per the workplace requirements   4. Integrity is demonstrated as per legal requirement |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Drug and substance abuse may include but not limited to: | Commonly abused   * Alcohol * Tobacco * Miraa * Over-the-counter drugs * Cocaine * Bhang * Glue |
| 1. Feedback may include but not limited to: | * Verbal * Written * Informal * Formal |
| 1. Relationships may include but not limited to: | * Man/Woman * Trainer/trainee * Employee/employer * Client/service provider * Husband/wife * Boy/girl * Parent/child * Sibling relationships |
| 1. Forms of communication may include but not limited to: | * Written * Visual * Verbal * Non verbal * Formal and informal |
| 1. Team may include but not limited to: | * Small work group * Staff in a section/department * Inter-agency group |
| 1. Personal growth may include but not limited to: | * Growth in the job * Career mobility * Gains and exposure the job gives * Net workings * Benefits that accrue to the individual as a result of noteworthy performance |
| 1. Personal objectives may include but not limited to: | * Long term * Short term * Broad * Specific |
| 1. Trainings and career opportunities may includes but not limited to | * Participation in training programs * Serving as Resource Persons in conferences and workshops |
| 1. Resource may include may but not limited to: | * Human * Financial * Technology |
| 1. Innovation may include but not limited to: | * New ideas * Original ideas * Different ideas * Methods/procedures * Processes * New tools |
| 1. Emerging issues may include but not limited to: | * Terrorism * Social media * National cohesion * Open offices |
| 1. Range of media for learning may include but not limited to: | * Mentoring * peer support and networking * IT and courses |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Interpersonal
* Communication
* Critical thinking
* Organizational
* Negotiation
* Monitoring
* Evaluation
* Record keeping
* Problem solving
* Decision Making
* Resource utilization
* Resource mobilization

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Work values and ethics
* Company policies
* Company operations, procedures and standards
* Occupational Health and safety procedures
* Fundamental rights at work
* Workplace communication
* Concept of time
* Time management
* Decision making
* Types of resources
* Work planning
* Organizing work
* Monitoring and evaluation
* Record keeping
* Gender mainstreaming
* HIV and AIDS
* Drug and substance abuse
* Professional growth and development
* Technology in the workplace
* Innovation
* Emerging issues

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   * 1. Conducted self-management   2. Demonstrated interpersonal communication   3. Demonstrated critical safe work habits   4. Demonstrated the ability to lead a workplace team   5. Planned and organized work   6. Maintained professional growth and development   7. Demonstrated workplace learning   8. Demonstrated problem solving skills   9. Demonstrated the ability to manage performance ethically |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **DEMONSTRATE ENVIRONMENTAL LITERACY**

**UNIT CODE:** HOS/OS/HK/BC/06/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to demonstrate environmental literacy. It involves, controlling environmental hazard and environmental pollution, demonstrating sustainable resource use, evaluating current practices in relation to resource usage, identifying environmental legislations/conventions for environmental concerns, implementing specific environmental programs, monitoring activities on environmental protection/Programs , analyzing resource use and developing resource conservation plans

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Control environmental hazard | 1. Storage methods for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 2. Disposal methods of hazardous wastes are followed according to environmental regulations and OSHS. 3. ***PPE*** is used according to OSHS. |
| 1. Control environmental Pollution | * 1. Environmental pollution ***control measures*** are implemented in accordance with international protocols.   2. Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999   3. Methods for minimizing noise pollution is complied with based on Noise and Excessive Vibration Pollution and Control Regulations, 2009 |
| 1. Demonstrate sustainable resource use | * 1. Methods for minimizing wastage are complied with based on organizational waste management guide   2. Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)   3. Methods for economizing and reducing resource consumption are practiced as per the Constitution of Kenya 2010 Article 69 . |
| 1. Evaluate current practices in relation to resource usage | * 1. Information on resource efficiency systems and procedures are collected and provided as per work groups/sector   2. Current resource usage is measured and recorded as per work group   3. Current purchasing strategies are analyzed and recorded according to industry procedures.   4. Current work processes to access information and data is analyzed following enterprise protocol. |
| 1. Identify environmental legislations/conventions for environmental concerns | 1. Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact 2. Industrial standard/environmental practices are described according to the different environmental concerns |
| 1. Implement specific environmental programs | 1. Programs/Activities are identified according to organizations policies and guidelines. 2. Individual roles/responsibilities are determined and performed based on the activities identified. 3. Problems/constraints encountered are resolved in accordance with organizations’ policies and guidelines 4. Stakeholders are consulted based on company guidelines |
| 1. Monitor activities on Environmental protection/Programs | 1. Activities are periodically monitored and Evaluated according to the objectives of the environmental program 2. Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations 3. Data gathered are analyzed based on Evaluation requirements 4. Recommendations are submitted based on the findings 5. Management support systems are set/established to sustain and enhance the program 6. Environmental incidents are monitored and reported to 7. concerned/proper authorities |
| 1. Analyze resource use | 1. All resource consuming processes are Identified as per the organizational work plan 2. Quantity and nature of resource consumed is determined based on processes 3. Resource flow is analyzed as per different parts of the process. 4. Wastes are classified according to NEMA regulations on waste management. |
| 1. Develop resource Conservation plans | 9.1. Efficiency of use/conversion of resources is determined according to industry protocol.  9.2. Causes of low efficiency of use of resources are Determined based on industry protocol.  9.3. Plans for increasing the efficiency of resource use are developed based on findings. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. PPE may include but not limited to | * + Mask   + Gloves   + Goggles   + Safety hat   + Overall * Hearing protector |
| 1. Control measures may include but not limited to | * Methods for minimizing or stopping spread and ingestion of airborne particles * Methods for minimizing or stopping spread and ingestion of gases and fumes * Methods for minimizing or stopping spread and ingestion of liquid wastes |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Measuring
* Recording
* Analytical
* Monitoring
* Communication
* Writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* PPEs
* Environmental regulations
* OSHS
* Pollution
* Waste management
* Principle of 3Rs
* Types of resources
* Techniques in measuring current usage of resources
* Environmental hazards
* Regulatory requirements

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Controlled environmental hazard   2. Controlled environmental pollution   3. Demonstrated sustainable resource use   4. Evaluated current practices in relation to resource usage   5. Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns.   6. Described industrial standard environmental practices according to the different environmental issues/concerns.   7. Resolved problems/ constraints encountered based on management standard procedures   8. Implemented and monitored environmental practices on a periodic basis as per company guidelines   9. Recommended solutions for the improvement of the program   10. Monitored and reported to proper authorities any environmental incidents |
| 1. Resource Implications | The following resources should be provided:   * 1. Workplace with storage facilities   2. Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags)   3. PPE, manuals and references   4. Legislation, policies, procedures, protocols and local ordinances relating to environmental protection   5. Case studies/scenarios relating to environmental Protection |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   * 1. Observation   2. Oral questioning   3. Written test   4. Portfolio of Evidence   5. Interview   6. Third party report |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES**

**UNIT CODE:** HOS/OS/HK/BC/07/6/A

**UNIT DESCRIPTION**

This unit specifies the competencies required to demonstrate occupational health and safety practices. It involves identifying workplace hazards and risks, identifying and implementing appropriate control measures to hazards and risks and implementing OSH programs, procedures and policies/guidelines.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify workplace hazards and risk | 1.1 ***Hazards*** in the workplace are identified ***based their indicators***  1.2 Risks and hazards are evaluated based on legal requirements.  1.3 ***OSH concerns*** raised by workers are addressed as per legal requirements. |
| 1. Control OSH hazards | 2.1 Hazard prevention ***and control measures*** are implemented as per legal requirement.  2.2 Risk assessment is conductedand a risk matrix developed based on likely impact.  2.3 ***Contingency measures***, including ***emergency procedures*** during workplace ***incidents and emergencies*** are recognized and established in accordance with organization procedures. |
| 1. Implement OSH programs | 3.1 Company OSH program are identified, evaluated and reviewed based on legal requirements.  3.2 Company OSH programs are implemented as per legal requirements.  3.3 Workers are capacity built on OSH standards and procedures as per legal requirements  3.4 ***OSH-related records*** are maintained as per legal requirements. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Hazards may include but not limited to: | * Physical hazards – impact, illumination, pressure, noise, * vibration, extreme temperature, radiation * Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects * Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors * Ergonomics * Psychological factors – over exertion/ excessive force,   awkward/static positions, fatigue, direct pressure,   * varying metabolic cycles * Physiological factors – monotony, personal relationship, work out cycle * Safety hazards (unsafe workplace condition) –confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris * Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work) |
| 1. Indicators may include but not limited to: | * Increased of incidents of accidents, injuries * Increased occurrence of sickness or health complaints/ symptoms * Common complaints of workers related to OSH * High absenteeism for work-related reasons |
| 1. OSH concerns may include but not limited to: | * Workers’ experience/observance on presence of work hazards * Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) * Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines |
| 1. Safety gears /PPE (Personal Protective Equipment) may include but not limited to: | * Arm/Hand guard, gloves * Eye protection (goggles, shield) * Hearing protection (ear muffs, ear plugs) * Hair Net/cap/bonnet * Hard hat * Face protection (mask, shield) * Apron/Gown/coverall/jump suit * Anti-static suits * High-visibility reflective vest |
| 1. Appropriate risk controls   may include but not limited to: | * Appropriate risk controls in order of impact are as follows: * Eliminate the hazard altogether (i.e., get rid of the dangerous machine) * Isolate the hazard from anyone who could be harmed (i.e., keep the machine in a closed room and operate it remotely; barricade an unsafe area off) * Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) * Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage) * Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users) * Use personal protective equipment (i.e., wear * gloves and goggles when using the machine) |
| 1. Contingency measures may include but not limited to: | * Evacuation * Isolation * Decontamination * (Calling designed) emergency personnel |
| 1. Incidents and emergencies may include but not limited to: | * Chemical spills * Equipment/vehicle accidents * Explosion * Fire * Gas leak * Injury to personnel * Structural collapse * Toxic and/or flammable vapors emission. |
| 1. OSH-related Records may include but not limited to: | * Medical/Health records * Incident/accident reports * Sickness notifications/sick leave application * OSH-related trainings obtained |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Interpersonal
* Presentation
* Risk assessment
* Evaluation
* Critical thinking
* Problem solving
* Negotiation

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* General OSH Principles
* Occupational hazards/risks recognition
* OSH organizations providing services on OSH evaluation and/or work environment measurements (WEM)
* National OSH regulations; company OSH policies and protocols
* Systematic gathering of OSH issues and concerns
* General OSH principles
* National OSH regulations
* Company OSH and recording protocols, procedures and policies/guidelines
* Training and/or counseling methodologies and strategies

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified hazards in the workplace based their indicators 2. Evaluated workplace hazards based on legal requirements. 3. Addressed OSH concerns raised by workers as per legal requirements. 4. Implemented hazard prevention and control measures as per legal requirement. 5. Conducted risk assessment as per legal requirement. 6. Developed risk matrix based on likely impact. 7. Recognized and established contingency measures in accordance with organization procedures. 8. Identified, evaluated and reviewed company OSH program based on legal requirements. 9. Implemented company OSH programs as per legal requirements. 10. Capacity built workers on OSH standards and procedures as per legal requirements 11. Maintained OSH-related records as per legal requirements. |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **CORE UNITS OF LEARNING**

# **MANAGE GUEST EXPERIENCE**

**UNIT CODE:** HOS/OS/HK/CR/01/6/A

**Unit Description**

This unit describes the competencies required to manage guest experience. It involves coordinating market research and coordinating guest communication. It also entails handling guest’s feedback and enhancing guest’s experience to leave a lasting impression.

It applies in the Hospitality sector.

**Elements and Performance Criteria**

| **ELEMENT**  These describe the key outcomeswhich make the workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Coordinate market research | 1. ***Tools for market research*** are developed as per acceptable market research techniques and service delivery targets 2. Market research is conducted as per acceptable market research techniques and workplace policy 3. Collected data and information is analyzed and reported based ***acceptable research standard*** and within confidentiality limits 4. Market research report is evaluated and implemented as per SOPs and workplace policy 5. Guest expectations are concretized based on market research findings |
| 1. Coordinate guest communication | 1. ***Guests’ communication collaterals*** are prepared as per workplace policy and SOPs 2. ***Modes of communication*** with guests are established and implemented based on workplace policy and SOPs 3. Communication synergies are coordinated as per workplace policy and SOPs |
| 1. Handle guest’s feedback | 1. Standard operating procedures are developed/revised to meet guest expectations and best practices 2. ***Tools for collection of guests’ feedback*** are developed and implemented as per accepted market research techniques 3. Feedback from the guests is obtained, analyzed and reported/published as per workplace policy 4. Guests’ feedback report is acted upon or escalated as per SOPs and workplace policy 5. Handling of escalated guests’ feedback is monitored as per workplace 6. ***Compensation of guest experience*** is conducted as per workplace policy and SOPs 7. Satisfaction of the guest is assessed based on future experience with the guest |
| 1. Enhance guest’s experience products analyses | 1. ***Guests’ special requests*** are obtained and analyzed as per workplace policy 2. Guest special requests are handled as per workplace policy and SOPs 3. ***Activities to enhance guest experience*** are recommended based on guest preference, status, and duration of stay and workplace policy |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range**  May include but is not limited to: |
| --- | --- |
| 1. Tools for Know Your Customer (KYC) research | * Questionnaires * Interview guides |
| 1. Acceptable research standard | * Case study * Events sampling * Content analysis * Computer simulations |
| 1. Guests’ communication collaterals | * Cards * Letters * Forms * Electronic |
| 1. Modes of communication | * Emails * Social media * Letters * Telephone * Short messaging services * Face-to-face |
| 1. Tools for collection of guests’ feedback | * Questionnaires * Telephone * Electronic devices * Interview guides |
| 1. Compensation of guest experience | * Free nights * Complimentary meals * Flower bouquet * Room upgrades * Airport transfers |
| 1. Guests’ special requests | * Extra bed Baby sitting * Room upgrades * Scenic visits * Game drive |
| 1. Activities to enhance guest experience | * In-car check-in * Wi-Fi services Tours * Park exercises * CSR activities * Dances * Yoga * Aerobics * Swimming |

**Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication skills
* Negotiation skills
* Decision making
* Problem solving
* Leadership
* Inter-personal
* Analytical skills
* Critical thinking
* Entrepreneurial skills
* Foreign language skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Front office techniques
* Reservations and bookings techniques
* Basic accounting
* Determination of room rates
* Planning
* Guest services/relations
* Computing
* Customer care
* Negotiation techniques
* Report writing
* Public relations

**Evidence Guide**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Developed market research tools 2. Acceptable market research is conducted 3. Analyzed and reported collected data and information 4. Evaluated and implemented market report 5. Developed and documented tools for collection of guests’ feedback 6. Documented and disseminated guest’s feedback 7. Maintained records of guests experience compensation 8. Demonstrated understanding of handling guests’ special requests 9. Maintained record of activities for enhancing guest experience |
| 2. Resource Implications | The following resources should be provided:  2.1. An operational accommodation facility with a continuous flow of guests |
| 3. Methods of  Assessment | Competency may be assessed through:  3.1. Observation  3.2. Oral questioning  3.3. Projects  3.4. Written tests  3.5. Third party report  3.6. Portfolio of evidence |
| 4. Context of  Assessment | Competency may be assessed on-the-job, off the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment. |
| 5. Guidance information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. | |

# **MANAGE FRONT OFFICE OPERATIONS**

**UNIT CODE:** HOS/OS/HK/CR/02/6/A

**Unit Description**

This unit describes the competencies required to manage front office operations. It involves managing guest check-in and check-out, establishing a management strategy, evaluating reports, coordinating guest services and maintaining guest accounts and databases.

It applies in the Hospitality sector.

**Elements and Performance Criteria**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomeswhich make the workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| * 1. Manage guest check-in and check-out | 1. Room rates are negotiated based on ***market trends***, workplace policy and ***room category*** 2. Guest arrival is coordinated as per workplace policy and SOPs 3. Guest check-in are coordinated as per SOPs and workplace policy 4. Guest check-out are coordinated as per SOPs and workplace policy 5. Guest farewell is coordinated as per workplace policy |
| * 1. Establish front office management strategy | 1. SWOT (Strengths, Weaknesses, Opportunity and Threats) analysis is conducted as per international standards 2. Identified strengths and opportunities are explored as per SOPs 3. Identified weaknesses and threats are mitigated as per internationally acceptable standards, workplace policy and SOPs 4. PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis is conducted as per international standards 5. Goals and objectives for rooms’ division are developed based on SMART (Specific, Measureable, Achievable, Realistic and Time-bound) approach 6. Front office management strategy is documented disseminated on based workplace policy and best practices 7. Front office management strategy is implemented as per workplace policy and best practices 8. Front office strategy is reviewed based on workplace policy |
| * 1. Evaluate front office reports | 1. Preparation of rooms status and night audit reports is coordinated as per workplace policy 2. Front office reports are received and evaluated as per workplace policy 3. Night audit report is disseminated as per workplace policy 4. Room status report is updated as per workplace policy |
| * 1. Coordinate guest services | 1. Handling of guest luggage is coordinated as per workplace policy 2. Laundry services for guests are coordinated as per SOPs 3. Handling and disposal of lost and found items is coordinated as per SOPs 4. Guest complaints and compliments are addressed as workplace policy 5. Guest special requests are managed as per SOPs |
| * 1. Maintain guest accounts and database | 1. Guest reservations are coordinated as per SOPs 2. Development of guest rooms’ revenue reports is coordinated as per workplace policy 3. Development and maintenance of guest database is coordinated as per workplace policy 4. Reconciliation of guests’ accounts is overseen as per workplace policy 5. Expenditure of rooms’ division petty cash is managed as per workplace policy |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance

|  |  |
| --- | --- |
| **Variable** | **Range**  May include but is not limited to: |
| 1. Market trends | * High season * Low season |
| 1. Room category | * Deluxe * Standard * Superior * Suite |
| 1. **Rooms status** | * Occupied * Vacant dirty/check- out * Vacant clean * Vacant clean inspected * Out-of-service * Out-of-order * Arrival * Pick-up * Day room * VIP * VVIP |
| 1. Laundry services | * Express * Dry cleaning * Pressing * In-house * Contract * Washing * Starching |
| 1. Guest special requests | * Extra pillows Extra bed * Baby cot * Extra guest |

**Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication skills
* Negotiation skills
* Reservations handling skills
* Decision making
* Problem solving
* Leadership
* Inter-personal
* Analytical skills
* Critical thinking
* Entrepreneurial skills
* Foreign language skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Customer care
* Front office techniques
* Reservations and bookings techniques
* Basic accounting
* Determination of room rates
* Planning
* Guest services/relations
* Computing
* Front office operations
* Negotiation techniques
* Report writing
* Public relations

**Evidence Guide**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:  1.1. Negotiated room rates for profitability of the institution  1.2. Coordinated guest arrival and check-in for a positive first impression  1.3. Coordinated guest check-out and farewell activities  1.4. Developed and implemented a management strategy for the facility  1.5. Promptly analysed facility reports and gave feedback  1.6. Promptly disseminated night audit report for action  1.7. Guest services are adequately coordinated for guest satisfaction  1.8. Coordinated guest reservations for seamless check-in  1.9. Coordinated maintenance of guest accounts and database for future reference  1.10. Guests’ accounts were reconciled to guests’ satisfaction  1.11. Utilization of facility petty cash was well managed to avoid under and overages |
| 2. Resource Implications | The following resources should be provided:  2.1. An operational accommodation facility with a busy front office department |
| 3. Methods of  Assessment | Competency may be assessed through:   1. Observation 2. Oral questioning 3. Interview 4. Written tests 5. Third party report 6. Portfolio of evidence |
| 4. Context of  Assessment | Competency may be assessed on-the-job, off the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment. |
| 5. Guidance information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **MANAGE ACCOMMODATION DEPARTMENT REVENUE PERFORMANCE**

**UNIT CODE:** HOS/OS/HK/CR/03/6/A

**Unit Description**

This unit describes competencies required to manage accommodation department revenue performance. It involves preparing departments’ budget estimates, organizing and coordinating market research activities and assessing department revenue performance. It also entails developing and implementing strategy for revenue improvement.

It applies in the Hospitality sector.

**Elements and Performance Criteria**

| **ELEMENT**  These describe the key outcomeswhich make the workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Prepare accommodation department’ budget estimate | 1. ***Operational requirements*** are identified based on operation plan and tasks to be performed 2. Number of guests to be received is forecasted based on market trends 3. Approximate number of rooms to be occupied is forecasted based on the institution capacity 4. ***Other facilities’ revenue streams*** are identified and established based on the organizational structure |
| 1. Organize and coordinate market survey | 1. Competitors are identified based on Market Penetration Index (MPI), Average Daily Room Rates (ADR) and ***institution rating*** 2. ***Methods of information gathering*** are established based on market research approaches 3. Information and data collection tools are developed based on method of information gathering adopted 4. Field data and information gathering are conducted based on method agreed upon 5. Data and information are analyzed using acceptable statistical procedures 6. Market research findings are reported and recommendations provided based on the findings 7. Budget estimates are established based on the research findings |
| 1. Assess departments’ revenue performance | 1. Budget is apportioned based on targets to be achieved 2. Work performance progress is monitored based on set targets 3. Performance shortfalls are addressed based on established performance improvement plans 4. Periodic revenue performance is reviewed based on profit and loss analysis report 5. Revenue performance is documented as per workplace policy |
| 1. Develop and implement strategy for revenue improvement | 1. SWOT (Strengths, Weaknesses, Opportunity and Threats) analysis is conducted as per international standards 2. Identified strengths and opportunities are explored as per SOPs 3. Identified weaknesses and threats are mitigated as per internationally acceptable standards, workplace policy and SOPs 4. PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis is conducted as per international standards 5. Objectives for revenue improvement are developed based on SMART (Specific, Measureable, Achievable, Realistic and Time-bound) approach 6. Strategy is documented based on workplace policy and best practices 7. Strategy for revenue improvement is implemented as per workplace policy and best practices |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range**  May include but is not limited to: |
| 1. Operational requirements | * Human resource * Capital * Materials * Supplies * Tools * Equipment |
| 1. Other institution revenue streams | * Laundry * Business Centre * Telephone * Car wash * Fitness Centre * Saloon |
| 1. Institution rating | * 1 star * 2 star * 3 star * 4 star * 5 star |
| 1. Methods of gathering information | * Interviews * Facilitated sessions * Literature review * Questionnaires * Interview guides * Documents review guides |

**Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication skills
* Inter-personal skills
* Negotiation skills
* Report writing
* Evaluation
* Analytical
* Problem solving
* Decision making
* Critical thinking
* Leadership skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Customer care
* Budgeting
* Performance assessment
* Market research
* Marketing mix
* Market segmentation
* Data collection and analysis
* Basic strategic planning
* Basic accounting
* Revenue streams recognition

**Evidence Guide**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:  1.1. Identified operational requirements and tasks accurately  1.2. Established number of guests to be received and rooms to be sold objectively  1.3. Identified other institutional revenue streams objectively  1.4. Accurately identified institutions forming the competitive set  1.5. Established appropriate and applicable information gathering methods  1.6. Developed information and data collection tools appropriate to the methods  1.7. Coordinated field data and information gathering smoothly  1.8. Analysed data and information using acceptable statistical procedures  1.9. Reported field survey findings and gave appropriate recommendations based on the findings  1.10. Established budget estimates based on the research findings  1.11. Apportioned budget based targets to be achieved  1.12. Monitored work performance progress based on set targets  1.13. Addressed performance shortfalls based on established Performance Improvement Plans (PIPs)  1.14. Reviewed revenue performance periodically based on profit and loss analysis report  1.15. Documented institution revenue performance  1.16. Conducted SWOT analysis based on international standards  1.17. Conducted PEST analysis based on international standards  1.18. Developed SMART objectives for revenue improvement  1.19. Documented revenue improvement strategy  1.20. Demonstrated an understanding of implementation of the strategy |
| 2. Resource Implications | The following resources should be provided:  2.1. A fully operational institution offering accommodation services, amongst other services |
| 3. Methods of  Assessment | Competency in this unit may be assessed through:   1. Observation 2. Written tests 3. Oral questioning 4. Third party reports 5. Interviews 6. Case studies 7. Project 8. Portfolio of evidence |
| 4. Context of  Assessment | Competency may be assessed on-the-job, off the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment. |
| 5. Guidance information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **MANAGE HOUSEKEEPING OPERATIONS**

**UNIT CODE:** HOS/OS/HK/CR/04/6/A

**Unit Description**

This unit specifies the competencies required to manage housekeeping operations in an institution. It involves approving housekeeping resource requirements; supervising housekeeping staff and overseeing housekeeping services. It also entails monitoring and evaluating housekeeping resource utilization and compliance with laws and regulations.

It applies in the Hospitality sector.

**Elements and Performance Criteria**

| **ELEMENT**  These describe the key outcomeswhich make the workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. 1. Approve housekeeping resource requirements | 1. ***Operational budgets*** are evaluated and approved based on overall departmental objectives 2. Organizational structure for housekeeping department is evaluated and approved based on tasks to be performed 3. Housekeeping tools, equipment, materials and supplies requisitions are approved based on tasks to be carried out 4. Spring cleaning/deep cleaning programmes are approved based on the scope of work 5. Staff induction, orientation, mentorship and capacity building requisition are approved based on Training Needs Assessment reports and workplace human resource policy 6. Contracts for outsourced services are approved as per workplace policy |
| 1. 2. Oversee housekeeping services | 1. Execution of ***housekeeping operations*** 2. is overseen as per workplace policy and SOPs 3. ***Housekeeping décor*** and soft furnishing upgrading is approved based on workplace policy and best practices 4. Guest’s lost and found items are recorded and secured as per workplace policy and SOPs 5. Cleanliness of Public Areas (PA) and guestrooms is inspected as per workplace policy and SOPs 6. Unusual incidents are managed in line with workplace policy and SOPs |
| 1. Supervise housekeeping staff | 1. Housekeeping staff are capacity built in line with human resource policy Housekeeping duties and 2. responsibilities are assigned based on job description 3. Mechanisms for control of 4. housekeeping operations are established as per workplace policy 5. Housekeeping resources are allocated based on tasks to be performed 6. Challenges facing housekeeping staff are handled based on human resource policy |
| 1. Monitor and evaluate housekeeping resource utilization | 1. Mechanisms to control of utilization of housekeeping resources are developed and implemented based on workplace policy 2. Housekeeping inventory is maintained, monitored and updated as per workplace policy 3. Room status reports are obtained, evaluated and monitored as per workplace policy 4. Contracts for outsourced services are managed as per workplace policy and agreed targets |
| 1. 5. Comply with laws and regulations | 5.1. ***Occupational safety and health requirements*** are adhered to in line with law  5.2. ***Environmental legislations and regulations*** are complied with in line with law |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range**  May include but is not limited to: |
| --- | --- |
| 1. Operational budget | * Guest amenities Cleaning supplies * Cleaning materials * Printing supplies * Linen * China ware |
| 1. Housekeeping tools | * Squeegees Brooms * Mops * Scrubbers * Buckets |
| 1. Housekeeping equipment | * Vacuum cleaner * Scrubbing machines * Carpet extractor * Heat blowers * Foam generator |
| 1. Housekeeping materials | * Dusters * Glass cloths * Cleaning agitators * Sponges |
| 1. Housekeeping supplies | * Reagents * Stain removers * Air fresheners * Wood preservatives * Window cleaner |
| 1. Outsourced services | * Laundry services Logistics * Cleaning * Pest and rodent control * Flowers * Equipment servicing |
| 1. Housekeeping operations | * Shampooing Scrubbing * Crystallization * Polishing * Buffing * Mopping * Dusting |
| 1. Housekeeping décor | * Window curtains Bed skirting * Floral arrangements * Cushions * Floor rugs * Mural * 3D décor * Lighting |
|  | * Bathrooms * Washrooms * Restaurant * Dining * Offices * Lounge |
| 1. Public areas | * Corridors * Staircases * Back area * Dining * Offices * Lounge * Corridors |

**Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Organization skills
* Planning skills
* Analytical skills
* Communication skills
* Negotiation skills
* Inter-personal skills
* Management skills
* Cleaning skills
* Decision making skills
* Problem solving skills
* Critical thinking
* Financial skills
* Computer skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Housekeeping functions
* Cleaning tools, materials, supplies and equipment
* Housekeeping linen management
* Flower arrangements
* Institution décor
* Cleaning methods and procedures
* Household pests and their control
* Managing household waste
* Legal aspects of housekeeping
* Customer care
* Resource utilization control mechanisms
* Health, safety and security in housekeeping
* Record keeping

**Evidence Guide**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:  1.1. Evaluated and approved operational budgets, organizational structure, materials and supplies for housekeeping department  1.2. Demonstrated understanding of management of contractual agreements  1.3. Developed mechanisms for control of utilization of housekeeping resources  1.4. Documented approval of staff induction, orientation, mentorship and capacity building programmes  1.5. Demonstrated understanding of housekeeping operations  1.6. Demonstrated understanding of housekeeping décor and soft lite rehabilitation  1.7. Maintained records of guest’s lost and found items  1.8. Maintained cleanliness inspection reports  1.9. Demonstrated understanding of unusual incidents and their management  1.10. Established mechanisms for control of utilization of housekeeping resources  1.11. Maintained, monitored and updated housekeeping inventory  1.12. Obtained, evaluated and monitored room status reports  1.13. Demonstrated understanding of Occupational Safety and Health  (OSHA) and environmental legislations and requirements |
| 2. Resource Implications | The following resources must be provided:  2.1. A fully functional institution with a vibrant housekeeping department |
| 3. Methods of  Assessment | Competency may be assessed through:  3.1. Observation  3.2. Written tests  3.3. Interviewing  3.4. Oral questioning  3.5. Case studies  3.6. Third party reports |
| 4. Context of  Assessment | Competency may be assessed on-the-job, off the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment. |
| 5. Guidance information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **MANAGE LAUNDRY AND LINEN OPERATIONS**

**UNIT CODE:** HOS/OS/HK/CR/05/6/A

**Unit Description**

This unit describes the competencies required to manage laundry and linen operations. It involves approving laundry and linen department resource requirements and overseeing laundry and linen department services. It also entails monitoring and evaluating laundry and linen department resource utilization and compliance with laws and regulations.

It applies in the Hospitality sector.

**Elements and Performance Criteria**

| **ELEMENT**  These describe the key outcomeswhich make the workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Approve laundry and linen department resource requirements | 1. ***Operational budgets*** are evaluated and approved based on overall departmental objectives 2. Organizational structure for the laundry department is developed, evaluated and approved based on tasks to be performed 3. Laundry tools, machines, equipment, materials and supplies requisitions are approved based on tasks to be carried out 4. Staff induction and capacity building resource requisition is approved based on Training Needs Assessment reports and workplace human resource policy 5. Service contracts are approved as per workplace policy |
| 1. Oversee laundry and linen services | Execution of laundry and linen operations is overseen as per workplace policy and SOPs  Functions of laundry and linen department are coordinated with functions of other institution departments as per workplace policy  Guests’ lost and found items are recorded and secured as per workplace policy and SOPs  Liaison with internal and external customers is done in line with  workplace policy |
| 1. Monitor and evaluate laundry and linen department resource utilization | Mechanisms to control of utilization of laundry and linen resources are developed and implemented based on workplace policy  Laundry and linen inventories par stock are developed, maintained, monitored and updated as per workplace policy  Productivity and revenue reports are obtained and evaluated as per workplace policy and SOPs  Service contracts are managed as per workplace policy and agreed TORs |
| 1. Comply with relevant laws and regulations | Occupational safety and health requirements are adhered to in line with law  Environmental legislations and regulations are compiled in line with law |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range**  May include but is not limited to: |
| --- | --- |
| 1. Operational budget | * Dry cleaning supplies * Cleaning materials * Printing supplies * Detergents |
| 1. Laundry tools | * Squeegees * Brooms * Mops * Scrubbers * Buckets * Brushes |
| 1. Laundry equipment | * Washing machines * Dry cleaning machines * Pressing machines * Dryers * Spotting tables * Flatwork ironing machines * Weighing scales |
| 1. Laundry materials | * Dusters * Cleaning agitators * Sponges |
| 1. Laundry supplies | * Bleaches * Softeners * Starch * Sours * Boosters * Water * Steam * Electricity * Stain removers |
| 1. Service contracts | * Chemical supply * Maintenance contract * Service contracts |
| 1. Laundry operations | * Washing * Ironing * Pressing * Sorting * Receiving * Recording * Spotting * Folding * Drying * Storage * Dispatch |
| 1. Occupational safety and health legislations | * OSH Act 2007 * Public Health Act Cap 242 |
| 1. Environmental legislations and regulations | EMCA 1999  NEMA regulations |

**Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication skills
* Negotiation skills
* Report writing
* Evaluation
* Analytical
* Problem solving
* Decision making
* Critical thinking
* Leadership skills
* Inter-personal skills
* First aid

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Laundry operations
* Laundry tools, machines and equipment
* Laundry materials, chemical and supplies
* Principles of basic accounting
* Performance assessment
* Customer relations
* Stock taking/inventory

**Evidence Guide**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:  1.1. Evaluated and approved operational budgets, organizational structure, materials and supplies for laundry department  1.2. Demonstrated understanding of management of contractual agreements  1.3. Developed mechanisms for control of utilization of laundry resources  1.4. Monitored and maintained laundry inventory  1.5. Documented approval of staff induction, orientation, mentorship and capacity building programmes  1.6. Demonstrated understanding of laundry operations  1.7. Documented approval of disposal of guests’ lost and found items  1.8. Maintained and documented productivity and revenue reports  1.9. Maintained risk assessment and accidents report  1.10. Demonstrated understanding of the risks associated with laundry operations  1.11. Established mechanisms for control of utilization of laundry and linen resources |
|  | 1.12. Maintained, monitored and updated laundry and linen inventory  1.13. Demonstrated understanding of Occupational Safety and Health  (OSHA) and environmental legislations and requirements  1.14. Demonstrated understanding of institution inter-departmental and customer relationships |
| 2. Resource Implications | A fully operational institution with a well-equipped laundry department. |
| 3. Methods of  Assessment | Competency in this unit may be assessed through:  3.1. Observation  3.2. Written tests  3.3. Interviewing  3.4. Oral questioning  3.5. Case studies  3.6. Third party reports  Portfolio of evidence |
| 4. Context of  Assessment | Competency may be assessed on-the-job, off the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment. |
| 5. Guidance information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **PERFORM HOUSEKEEPING DEPARTMENT ADMINISTRATIVE DUTIES**

**UNIT CODE:** HOS/OS/HK/CR/06/6/A

**Unit Description**

This unit describes the competencies required to perform housekeeping department administrative duties. It involves planning, coordinating and controlling departments’ activities. It also entails managing personnel, representing the institution in external fora and performing institution duty management role from time to time.

It applies in the Hospitality sector.

**Elements and Performance Criteria**

| **ELEMENT**  These describe the key outcomeswhich make the workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Plan housekeeping  department activities | 1. Goals and objectives of the department are developed based on the strategy of the institution 2. Departments’ organization structure is developed based on institutions’ master plan 3. Tasks are developed as per goals and objectives of the department and organization structure 4. ***Required resources*** are determined based on tasks to be performed 5. Departments’ operation plan is developed based on the institutions’ master plan 6. Departments’ plan implementation schedules are developed based on tasks, objectives and resources availability 7. Methods and tools for monitoring work progress are determined based on implementation schedule 8. Departments’ plan is shared with implementers as per workplace policy |
| 2. Coordinate housekeeping department activities | 1. Departmental meetings are held regularly as per operation schedules and best practices 2. Resources are allocated based on departments’ operation plan 3. Departments’ performance reports are prepared, evaluated and disseminated to ***relevant authority*** |
| 3. Control housekeeping department activities | 1. Follow-up activities are conducted to track progress as per department operational targets 2. Actual performance is measured and analyzed against expected performance targets 3. Performance gaps’ correction activities are conducted as per progress report 4. Resource utilization is monitored based on workplace policy |
| 4. Manage housekeeping department personnel | 1. Human resource policy is developed based on overall institution policy and best practices 2. Staff is recruited based on human resources policy 3. Staff is inducted and deployed based on human resource policy 4. Staff is supervised and appraised based on human resource policy 5. Staff performance feedback is given 6. based on performance assessment results 7. Staff is ***capacity built*** and mentored based on training needs assessment report 8. Staff is compensated, ***motivated*** and welfare programmes developed and maintained based on human resource policy 9. Staff disciplinary and ***separation issues*** are handled as per human resource policy |
| 5. Represent the institution in internal and external fora | 1. Institutions communication policy is developed based on institutions’ vision, mission and best practices 2. Institutions’ external communications are handled as per institutions’ communication policy 3. ***Legal and statutory requirements*** are adhered to as required by law 4. ***Stakeholder networks*** and ***partnerships*** are established and maintained as per workplace policy |
| 6. Perform institution duty management  role | 1. General institution operations are overseen as per SOPs and workplace policy 2. Inter-departmental activities are coordinated as per workplace policy 3. ***Guest complaints*** are received, handled and escalated as per workplace policy 4. Fire, life and safety issues are handled as per workplace crisis policy and best practices 5. Risk assessment is conducted as per workplace policy 6. ***Staff issues*** are received, handled and escalated as per workplace policy |
|  |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range**  May include but is not limited to: |
| --- | --- |
| 1. Required resources | * Human resource * Capital * Materials * Supplies * Tools * Equipment |
| 2. Relevant authorities | * Government/Agencies * Directors * Local authorities * NGO |
| 3. Corrective  activities | * Resources reallocation * Training/Capacity building |
| 4. Capacity building | * Training Coaching * Mentorship * Induction |
| 5. Motivation | * Financial * Promotion * Appraisal * Capacity * Flexible working hours * Recognition |
| 6. Separation issues | * Dismissal Termination * Retirement * Death * Terminal illness * Duty dissertation |
| 7. Legal and statutory requirements | * OSH Act 2007 * EMCA * Employment Act 2010 * Children’s Act * NEMA regulations * Public Health Act Cap 242 * HACCP |
| 8. Partners | * Tour companies * Airlines * Travel agents * Local communities |
| 9. Stakeholder networks | * Associations Trade Unions * Other institutions * Government * Suppliers |

**Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication skills
* Negotiation skills
* Report writing
* Evaluation
* Analytical
* Problem solving
* Decision making
* Critical thinking
* Customer care
* Leadership skills
* Inter-personal skills

Required Knowledge

The individual needs to demonstrate knowledge of:

* Basic human resource management
* Customer care
* Basic accounting
* Finance management for non-accountants
* Labour laws
* Labour relations
* Planning and budgeting
* Statutory legislations and regulations
* Institution management
* Management
* Record keeping
* Organization structure
* Networking and linkages
* Emerging issues

**Evidence Guide**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range statement

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:  1.1. Developed goals and objectives for the department  1.2. Identified tasks that met operational threshold of the department  1.3. Accurately determined resources required for the department  1.4. Developed viable department operation plan  1.5. Developed tools for monitoring work progress  1.6. Monitored departments’ work progress  1.7. Allocated departments’ resources based on the operational plan  1.8. Prepared, evaluated and disseminated departments’ performance reports  1.9. Maintained work records as evidence of tracking progress  1.10. Records of actual performance against expected targets were kept  1.11. Recorded corrective measures taken to fill up performance gaps  1.12. Demonstrated an understanding of the human resource policy  1.13. Human resource policy was implemented in management of departments’ personnel  1.14. Demonstrated an understanding of the institutions’ communication strategy  1.15. Adhered to legal and statutory requirements  1.16. Developed departments’ SOPs |
|  | 1.17. Maintained records of received, handled and escalated guest complaints  1.18. Handled fire, life and safety issues adequately and promptly  1.19. Received, handled and escalated staff issues prudently and appropriately |
| 2. Resource Implications | The following resources should be provided:  2.1. An institution with operational housekeeping department |
| 3. Methods of  Assessment | Competency in this unit may be assessed through:  3.1. Observation  3.2. Written tests  3.3. Oral questioning  3.4. Third party reports  3.5. Interviews  3.6. Case studies  3.7. Project |
| 4. Context of  Assessment | Competency may be assessed on-the-job, off the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment. |
| 5. Guidance information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# **MANAGE FACILITIES, PROPERTY REPAIRS AND MAINTENANCE**

**UNIT CODE:** HOS/OS/HK/CR/07/6/A

**Unit Description**

This unit specifies the competencies required to manage facilities, property repairs and maintenance. It involves approving plans for facility repairs, renovations and maintenance activities. It also entails overseeing facility repairs and maintenance activities, monitoring and evaluating utilization of resources as well as compliance with laws and regulations.

It applies in the Hospitality sector.

**Elements and Performance Criteria**

| **ELEMENT**  These describe the key outcomeswhich make the workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Approve plans  for facility repairs and maintenance | 1. Operational budgets are evaluated and approved based on overall departmental objectives 2. Organizational structure for facilities management is evaluated and approved 3. based on institution’s repair and maintenance manning guide 4. Maintenance tools, equipment, materials and supplies requisitions are approved based on tasks to be carried out 5. Confirms that work permits, licenses and contracts are valid and obtained in line with local government requirements 6. Plans for repairs, maintenance and renovations are approved as per workplace policy and local government regulations |
| 2. Oversee facility repairs and maintenance services | 1. Execution of the institutions’ Planned Preventive Maintenance (PPM) programme is overseen as per workplace policy 2. Progress of on-going institutions’ renovation works is overseen as per contractual agreements 3. Maintenance of ***other institutions’ operational equipment*** are overseen as per maintenance manual and contract agreement |
|  |
| 3. Monitor and evaluate utilization of  repairs, maintenance and renovation resources | 1. Mechanisms to control of utilization of resources are developed and 2. implemented based on workplace policy 3. Evaluation of work in progress is performed based on ***contract agreement*** or set targets 4. Reports on work progress are obtained and evaluated as per workplace policy 5. Institutions’ inventory is maintained, monitored and updated as per workplace policy |
| 4. Comply with laws and regulations | 1. ***Occupational safety and health*** requirements are adhered to in line with law 2. ***Environmental legislations and regulations*** are compiled in line with law |

**Range**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range**  May include but is not limited to: |
| --- | --- |
| 1. Other  institutions’ operational equipment | * Lifts * Boilers * Laundry machines * Kitchen equipment * GYM equipment * Power generators * Vehicles * Fire extinguishers |
| Contract agreement | * Service contract * Maintenance contracts * Warranty contract * Renovation and upgrade contract |
| Occupational safety and health legislations | * OSH Act 2007 * Public Health Act Cap 242 |
| 4. Environmental legislations and regulations | * EMCA 1999 * NEMA regulations |

**Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Organization skills
* Planning skills
* Analytical skills
* Communication skills
* Negotiation skills
* Inter-personal skills
* Management skills
* Basic maintenance skills
* Decision making skills
* Problem solving skills
* Critical thinking
* Financial skills
* Computer skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Customer care
* Energy conservation principles and techniques
* Water and waste management
* Occupational Safety and Health legislations and regulation
* Contractual agreement and management
* Budgeting
* Inventory management
* Report writing
* Monitoring and evaluation

**Evidence Guide**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

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| --- | --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:  1.1. Evaluated and approved operational budgets, organizational structure, materials and supplies for facilities  management department | |
| 1.2. Confirmed validity of work permits, licenses and contracts  1.3. Approved plans for repairs, maintenance and renovations  1.4. Documented institutions’ Planned Preventive Maintenance (PPM) and renovation programmes  1.5. Demonstrated understanding of management of contractual agreements  1.6. Developed mechanisms for control of utilization of resources  1.7. Documented reports on evaluation of work progress  1.8. Monitored and maintained institutions’ inventory  1.9. Demonstrated understanding of Occupational Safety and Health  (OSHA) and environmental legislations and requirements |
| 2. Resource Implications | The following resources must be provided:  2.1. An institution with an operational accommodation department as well as other departments |
| 3. Methods of  Assessment | Competency may be assessed through:  3.1. Observation  3.2. Written tests  3.3. Oral questioning  3.4. Third party reports |
|  | 3.5. Interviews  3.6. Case studies  3.7. Project |
| 4. Context of  Assessment | Competency may be assessed on-the-job, off the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment. |
| 5. Guidance information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |