



## **RESPONS**

**Responsible Skills Alliance for Sustainable Management of Small Hotels and Restaurants**

**539920-LLP-1-2013-1-BG-LEONARDO-LMP**

**European Qualification Framework for Lifelong Learning  
Level 5  
Profession: Manager of small hotel**

Partner	Country
Chamber of Commerce and Industry – Dobrich	Bulgaria
PD Project Development	Bulgaria
Chamber of Commerce and Industry – Terrassa	Spain
Constanta Chamber of Commerce, Industry, Shipping and Agriculture	Romania
GIP-FCIP, Académie of Aix-Marseille	France
Foundation for Promotion of Entrepreneurship – Lodz	Poland
CIAPE – Rome	Italy
EUPROMA	Germany
Programme Francophone d’hôtellerie et restauration of NBU	Bulgaria



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## 1. Employment in HORECA sector

Hotel and catering sector (HORECA) is developing very dynamically. Market researches indicate that the conditions of the hotel industry in Europe are getting better. The increasing demand for widely understood hospitality services is the dominant trend. In the dynamic development of this industry there are noticeable trends concerning demographic change, increasing awareness and education, health and information.

Tourism has also become an integral part of social life. Catering services market is growing constantly. People more often move, rest and wait for improved gastronomical service. Employment in the sector is relatively easy to find on the European labor market. Provision of hospitality services combined with advanced technology and knowledge of the guests allows the faster reimbursement of expenses incurred, and thus improvement of profitability of capital hospitality industry. To operate effectively in a globalized, competitive market, one has to be a good expert, familiar with foreign languages, knowing the industry and modern trends, but also able to provide traditional hospitality. The hotel of XXI century is not only the building, but mostly competent, skilled, attentive and ready to serve and satisfy the guests' needs hotel staff.

The formation of skills in this sector allows vocational education, which includes specialized knowledge and skills in the field. Flexible vocational training systems, based on an approach based on learning outcomes are preferred by many potential employees and employer which tend to value time and knowledge. Vocational training and qualification or re-qualification opportunities should be innovative while consistent with the needs of the labor market. The aim of modern vocational and continuing training is to increase the employability and respond to widely understood societal challenges. Both youth and adults may have attractive and challenging career opportunities, thus such an approach tends to minimize the threat of exclusion from the labor market.

## 2. Needs and benefits of implementing a framework of qualifications for the 2 professions (Hotel Manager and Restaurant Manager)

Proposed description of qualifications has been prepared within the project RESPONS, which is aimed at small businesses from the hospitality and gastronomical industry. The project was developed in response to customer needs of the tourism sector and its growing demand for quality, attractiveness and diversity of tourist services. The project's main objective is to stimulate the competitiveness of **managers/owners of small hotels and restaurants** and improve their adaptation to European standards, to upgrade specific skills based on learning outcomes and to help transparency and comparability of qualifications.

Within the project a survey was carried out among the owners of small and medium-sized hotels and restaurants from partner countries to assess the situation in the industry. There have been identified (according to the European Qualification Framework) knowledge, skills and competencies that managers of small hotels and restaurants should or tend to have.

As a result of the survey a map of knowledge, skills and competencies desired among managers from the tourism and hotels and restaurants sector has been developed. Obviously from the analysis, owners and managers perform various professional tasks in planning, managing, organizing, monitoring and evaluating activities in the hotel or restaurant.

Developed qualifications are targeted to current and potential managers of small hotels and restaurants and are to be applied within their formal training.

Qualification framework contains both the traditional aspects of the provision of hotel and catering services, as well as an innovative approach to meet the diverse and rapidly changing needs of tourists and travelers. There have been included interdisciplinary issues of promotion of tourist products, modern methods of sales promotion with the use of computer technology and the Internet, as well as in law, finance, management and interpersonal communication.

Implementation of the framework of qualifications for managers of small hotels and restaurants will support entities operating in the field of formal education and vocational training to be able to compare the profile and content of their courses and to ensure their quality.

### 3. ECVET AND EQAVET

It has been widely recognised that education and training are essential to the development and success of today's knowledge society and economy. The EU's strategy emphasises countries working together and learning from each other. *"Helping all citizens to be better skilled is crucial for EU growth and jobs, as well as for equity and social inclusion. The economic downturn puts these long-term challenges even more into the spotlight. Public and private budgets are under strong pressure, existing jobs are disappearing, and new ones often require different and higher level skills. Education and training systems should therefore become much more open and relevant to the needs citizens, and to those of the labour market and society at large"* (ET 2020).

A number of European instruments such as the European Qualifications Framework (EQF), Europass, European credit transfer systems (ECTS and ECVET), the multilingual classification of European Skills/Competences, Qualifications and Occupations (ESCO) and quality assurance frameworks have been developed and implemented to support the mobility of learners and workers. These tools are improving transparency, making qualifications comparable across countries (EQF) and credit points transferable (ECTS). These instruments were not developed in isolation from each other, they are in a close coherence where the different tools and services - including transparency and recognition of qualifications, validation of non-formal and informal learning and lifelong guidance - are offered in a coordinated way aiming to contribute to real European mobility where a person's knowledge, skills and competences can be clearly understood and quickly recognized.

The **European Credit System for Vocational Education and Training (ECVET)** was developed to enable people to build on what they have learnt in the past when wishing to achieve a qualification. Competent authorities may decide to use ECVET to give people the opportunities to get recognition for learning outcomes

they achieved abroad, but also for learning outcomes achieved through learning in another institution or system within the same country or those acquired by experience.

In the context of economic restructuring, where certain sectors are declining and laying off staff while others have difficulties in recruiting adequately qualified staff, there is a need for a flexible workforce. People are expected to have the aptitude but also the opportunities to continue learning and develop new knowledge, skills and competence. Given the demographic pressure in Europe, there is a strong need for improving employment rates and ensuring that the human and social capital of people in Europe is used to its best.

Implementation of ECVET in the European qualification system is designed to make the recognition of professional qualifications of employees in the European countries in which the system operates. The application of ECVET results in an increase in social motivation to raise, extend and improve their professional skills throughout their working life in order to become more competitive on the European labor market. Employee should gather ECVET credits for all his working life, to become more adaptable on the labor market. This process should function at every stage of professional preparation: formal, non-formal and informal learning. The resulting points may build a professional portfolio of a worker and an employee, characterizing the suitability of his/her qualifications for a specific professional sector.

The core element of ECVET technical specifications is the use of **learning outcomes**. Learning outcomes describe what a person knows and is able to do and therefore they are neutral to how, in which context and over what duration individuals' have developed their knowledge, skills and competence. They make it possible to recognise learning in view of achieving a qualification independent of where the learning took place and over what duration.

The **European Quality Assurance Reference Framework for VET (EQAVET)** provides a European-wide system to help stakeholders to document, develop, monitor, evaluate and improve the effectiveness of their VET provision and quality management practices. It can be applied at both system and VET provider levels and can therefore be used to assess the efficiency of VET provision. It is adaptable to the different national systems and it can be used in accordance with national legislation and practice.

The Framework complements the work on the quality assurance aspects of the European Qualifications Framework (EQF) and the European Credit System for VET (ECVET). The Framework includes the need for regular monitoring (involving internal and external evaluation mechanisms) and reporting on progress while using common quality criteria and indicative descriptors to underpin the monitoring and reporting arrangements and stresses the importance of common indicators to support the evaluation, monitoring and quality assurance of VET systems and providers.

EQAVET is a community of practice bringing together Member States, Social Partners and the European Commission to promote European collaboration in developing and improving quality assurance in VET by using the European Quality Assurance Reference Framework.

The various instruments are confirming the key role that the VET systems can and must play in addressing skills shortages, especially for sectors with growth potential like HORECA or those undergoing major transformation requiring a better skilled workforce. The use of existing European tools for qualifications (EQF), credits (ECVET) and quality assurance (EQAVET) supports and facilitates mobility of a skilled labour force.

Europe will only resume growth through higher productivity and the supply of highly skilled workers, and it is the reform of education and training systems which is essential to achieving this.

#### 4. European Qualifications Framework

The aim of the Recommendation of the European Parliament and the Council of 23rd April 2008 on the establishment of the **European Qualifications Framework** for lifelong learning was "the creation of common reference framework intended to serve as a tool for comparing qualifications in both general and professional education".

European Qualifications Framework for lifelong learning has been developed to allow easy comparison of qualifications achieved in different European countries. It is a common European reference framework, binding national qualifications systems of particular countries.

European Qualifications Framework enables linking the various national systems and qualifications frameworks based on eight reference levels. Eight benchmarks are described through learning outcomes.

In the European Qualifications Framework learning outcomes inform what a learner knows, understands and is able to do after completion the learning process. Therefore, in the European Qualifications Framework effects of learning are particularly important. Learning outcomes are listed in three categories:

- Knowledge;
- Skills;
- Competences.

Principles underpinning the European Qualifications Framework are widely recognized by the countries of the Community.

##### **Benefits of implementing the EQFs:**

- The qualifications are more readable and easier to understand in different countries and systems in Europe;
- The citizens' mobility between countries is promoted;
- Lifelong learning is facilitated;
- A comparison of learning outcomes in different European countries is allowed to facilitate cooperation between countries and institutions;
- The common European reference point links different national qualifications systems and thus facilitates better communication among them;
- A network of independent, but interrelated and mutually understandable qualification is created;
- The transfer of qualifications between countries, systems and institutions is made comparable;
- The access to lifelong learning and the scope of participation in this process is improved;
- The validation of non-formal and informal learning is facilitated;

- The transparency of qualifications awarded outside the national systems is encouraged.

## 5. Conclusion

The ambition of the project is to create and deliver a common reference framework for qualifications systems, covering vocational education and training and also be able to accommodate qualifications acquired through (the validation of) non-formal and informal learning for two wide spread professions - **Manager of a small hotel and Manager of a small restaurant**. Such a common framework is to facilitate transparency and comparability of qualifications, improve mutual trust among qualifications stakeholders and could also serve as a reference point for sector organizations issuing qualifications.

The EQFs are based on the traditional (formal) education in the partnering countries and relate different countries' national qualifications systems and frameworks together around a common European reference – eight reference levels and specifically based at Level 5.

The developed European Qualification Frameworks of the Managers of small hotels and restaurants in terms of knowledge, skills and competences are based on learning outcomes as statements of what the learner knows, understands and is able to do after completion of the learning process. The knowledge, skills and competences referred to in provide links to the next levels and could be enlarged and upgraded.

These EQFs have to serve as a reference tool to compare the qualification levels of the national qualifications systems and to promote the validation of non-formal and informal learning in the knowledge-based society, as well as the further integration of the European labour market, while respecting the rich diversity of national education systems.

They will contribute to the professional and personal (self)improvement of managers of small hotels and restaurants.

Ultimately, the EQFs developed within RESPONS Sector Skills Alliance aim to contribute to wider lifelong learning goals and increase the learning and labor mobility, employability and social integration of the work forces.

EQF is the starting point for the creation of new professional profile of the manager of a small hotel / restaurant but one should forget that the qualifications are a living experience that evolves according to the needs and expectations of industry and the new challenges that industry faces against competitive markets. For this reason, vocational qualifications of high quality are those driven by industry itself so that the principles of relevancy and hands-on experience are to be adhered to at all stages of the learning process.



## 6. EUROPEAN QUALIFICATIONS FRAMEWORK FOR THE PROFESSION: MANAGER OF SMALL HOTEL

### Learning Area A. Fundamentals of Law and Economics

#### Unit 1A: Management of the hotel

Learning outcome 1.1: Plan, organize and control the marketing activity of the hotel		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> <li>- Knows all the characteristics of a product (conception, production, realization), of organisational culture and of hotel services;</li> <li>- Knows the hosting and intermediate services market of tourism and travels; identifies intermediaries and professional representatives;</li> <li>- Differentiates target market, niche market, and window of opportunity;</li> <li>- Knows and typifies the range of products likely to constitute the offer of a hotel structure;</li> <li>- Knows the commercial strategies which apply to the direct competitive environment;</li> <li>- Knows and differentiates the face-to-face sales pitch, the phone and the written ones;</li> <li>- Knows marketing techniques and marketing as an instrument for commercial management.</li> </ul>	<ul style="list-style-type: none"> <li>- Analyses and anticipates the opportunities, dangers and risks in a given context;</li> <li>- Identifies a structure's strengths and weaknesses;</li> <li>- Identifies and communicates the company's vision;</li> <li>- Develops a strategic plan, organises, plans and controls the marketing activity;</li> <li>- Promotes initiatives and anticipates necessary resources;</li> <li>- Collects the data on the market (retail competition, products, and prices) and estimates the action of his establishment compared with competitors;</li> <li>- Develops sales pitch: valorisation of proposed products, adaptation of sales portfolio to communication media;</li> <li>- Implements promotional activity according to the agreed strategy and control its fulfilment.</li> </ul>	<ul style="list-style-type: none"> <li>- Analyses the factors which determine the tourist supply and demand at regional, national and international level;</li> <li>- Studies and evaluates the competitors' activity.</li> <li>- Studies the consumer behaviour and identifies the factors which influence the decision-making in the purchase process;</li> <li>- Estimates the demand using statistical methods;</li> <li>- Possesses and implements the techniques aimed at a strategic policy in terms of rates (seasonal, cyclical, structural variations);</li> <li>- Is able to undertake a segmented analysis of the clientele;</li> <li>- Uses all the functionalities of hotel management software;</li> <li>- Uses advisedly all the tools, functionalities and characteristics of web 2 (reading, interpretation, communication);</li> <li>- Uses the new communication technologies (website updating) with the aim of communicating and administrating;</li> <li>- Evaluates the rates and types of services offered by e-booking operators;</li> <li>- Identifies the best potential partners and profitable contracts for the company agreements;</li> </ul>

		<ul style="list-style-type: none"> <li>- Is able to communicate and interact both orally and in writing in 2 foreign languages, including English;</li> <li>- Is able to apprehend intercultural components related to clients and/or foreign partners.</li> </ul>
<b>LO 1.2: Organize and realize the advertisement and public relations</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows various advertising vectors: characteristics, complementarities, common features, associated targets;</li> <li>- Knows the laws regulating the market;</li> <li>- Knows the Consumer Protection Act;</li> <li>- Knows the characteristics of an advert and of an ethical communication respecting consumers;</li> <li>- Identifies and defines clearly the role of administrations, of institutional partners, and sector actors in the tourism and hotel industry.</li> </ul>	<ul style="list-style-type: none"> <li>- In a given context, chooses the most adapted and efficient advert;</li> <li>- Implements a coherent advertising communication in relation to the financial and human resources of the hotel;</li> <li>- Deliver an accurate specification for the development of company's website and/or for the administration of WEB2 communication media;</li> <li>- Implements an environmental friendly communication advertising plan;</li> <li>- Implements promotional activity by empowering the staff that ensure follow-up;</li> <li>- Maintains a regular and effective prospecting action;</li> <li>- Attends exhibitions and fairs and prepares advertising messages;</li> <li>- Promotes and represents the hotel to institutional partners and public administrations;</li> <li>- Regularly checks the profitability and efficiency of the implemented actions.</li> </ul>	<ul style="list-style-type: none"> <li>- Is able to identify and associate the advertising media (materials, contents) to generic entrepreneurial situations;</li> <li>- Is able to estimate the human and material resources required for implementing different promotional action types;</li> <li>- Is able to anticipate the costs of every professional strategy proposed to him;</li> <li>- Specifies conditions for participation in exhibitions and promotional events;</li> <li>- Estimates the strategies' efficiency and profitability on the basis of the results recorded on a target clientele;</li> <li>- Is able to communicate and interact both orally and in writing in 2 foreign languages, including English;</li> <li>- Uses the new communication technologies (website updating) with the aim of communicating and administrating.</li> </ul>
<b>LO 1.3: Plan, manage and control the finances, the budget and the accountancy of the hotel</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Masters accounting techniques;</li> <li>- Knows fiscal management and methods for forecasting and control;</li> <li>- Knows the tax legislation and relevant financial documents;</li> </ul>	<ul style="list-style-type: none"> <li>- Analyses results, profitability and discrepancies between the actual and the forecast figures ;</li> <li>- Realizes financial statements: inventory operations, corporate income tax, invoicing, cash flow and controlling services, staff costs, etc.;</li> </ul>	<ul style="list-style-type: none"> <li>- Interprets results and consequently adjusts his strategy (commercial, financial);</li> <li>- Chooses and implements methods for cost calculation adapted to organizational needs and to the necessary energy savings;</li> </ul>

<ul style="list-style-type: none"> <li>- Knows methods for costs calculation;</li> <li>- Knows the terms of payment and drawing up invoices;</li> <li>- Controls the administrative operations related to the accounting and financial management;</li> <li>- Knows financial mathematics and statistics applied to business management.</li> </ul>	<ul style="list-style-type: none"> <li>- Realizes compulsory declarations linked to taxes and duties (VAT, etc.);</li> <li>- Draws up the resources and expenditures' budget;</li> <li>- Keeps an up-to-date compulsory records linked to accounting activities;</li> <li>- Uses the hotel management software to budget, and any other informatics tool for monitoring of the activity (management control), through an accounting and financial information system.</li> </ul>	<ul style="list-style-type: none"> <li>- Prepares a procedure for monitoring of the budget (indicators, ratios, energy costs, etc.);</li> <li>- Ensures the observation of cash plan;</li> <li>- Provides an efficient administrative organisation allowing the activities qualitative and quantitative follow-up, the document management system and the information circuit ;</li> <li>- Controls the software for the management of hotel activity;</li> <li>- Assumes responsibility for evaluation, control and conformity of financial management.</li> </ul>
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**LO 1.4: Organize, manage and control the human resources**

Knowledge	Skills	Competences
<ul style="list-style-type: none"> <li>- Knows core techniques for human resources management;</li> <li>- Masters techniques for organization and leading of meetings with the team;</li> <li>- Knows techniques for interview and recruitment;</li> <li>- Knows methods and techniques for staff and team motivation;</li> <li>- Knows techniques for conflict resolution;</li> <li>- Knows work regulations applied to recruitment (fixed term and temporary employees, apprenticeship contracts, job profiles of staff and their job descriptions, organization of wage rates), to training, to staff representative bodies, to termination of the employment contract, etc.;</li> <li>- Identifies informational resources needed to the observation of labour legislation;</li> <li>- Knows national collective agreement for hotels, cafés and restaurants;</li> <li>- Knows the national/regional programmes for access to employment, the governmental policies for</li> </ul>	<ul style="list-style-type: none"> <li>- Recruits: identifies professional profiles, conducts employment interviews ;</li> <li>- Implements an internal promotional policy: communication of new positions or job vacancies, management of carrier and personal development;</li> <li>- Organises and distributes the work among the team thanks to his knowledge of each one's abilities;</li> <li>- Delegates responsibilities, advances and controls the good performance of the tasks;</li> <li>- Anticipates conflict situations; solves them the best he can if he has not been able to prevent them, using the appropriate methods (interview, scoping meeting);</li> <li>- Draws up, signs or oversees employment contracts;</li> <li>- Identifies the staff needs in terms of training and organizes on-the-job trainings according to necessity;</li> <li>- Promotes continuous vocational training (company's training programme and individual professional development) and uses trainings within the internal promotion policy;</li> </ul>	<ul style="list-style-type: none"> <li>- Has a right estimation about the needed workforce with the necessary qualification;</li> <li>- Creates a motivating work environment which contributes to a great team spirit between the employees and their involvement in the structure' objectives;</li> <li>- Applies fair remuneration policy respecting the rules of activity sector;</li> <li>- Controls and checks the application of social regulatory measures: working conditions, health and safety, right to strike, holidays, working hours, etc. ;</li> <li>- Ensures good relations with the staff representatives (positive social climate);</li> <li>- Manages competences of staff and optimizes its qualification. Organizes trainings according to the needs and implements a plan for external training;</li> <li>- Uses the new communication technologies (website updating) with the aim of communicating and administrating;</li> <li>- Implements schemes for mentoring and</li> </ul>



<p>diversity management and recruitment of work force: integration of ethnic minorities, of long-term unemployed and disabled people (obligations and assistance);</p> <ul style="list-style-type: none"> <li>- Knows schemes for mentoring and apprenticeships.</li> </ul>	<ul style="list-style-type: none"> <li>- Estimates the teams' work and their individual and collective performance;</li> <li>- Establishes the holidays schedule and labour turnover;</li> <li>- Draws up and/or controls the preparation of payrolls;</li> <li>- Draws up company's code of conduct and ensures that it has been distributed and implemented by the staff;</li> <li>- Prepares the social declarations, and keeps their up-to-date record, informs and negotiates with the institutional partners;</li> <li>- Ensures a regulatory monitoring of the social plan (evolution in terms of remuneration fixing, working conditions, collective agreements, etc.);</li> <li>- Handle the account related to human resources.</li> </ul>	<p>apprenticeships.</p>
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<b>LO 1.5: Know and apply techniques for responsible external communication - with guests, partners and suppliers</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Identifies and defines clearly the role of administrations, of institutional partners and sector actors in the tourism and hotel industry;</li> <li>- Knows and typifies the range of products constituting the offer of a hotel structure closely linked to territorial policy for touristic and cultural development;</li> <li>- Knows the commercial strategies which apply to the direct competitive environment;</li> <li>- Evaluates the advantages, the requirements and the constraints of the "ethical" components and of the "sustainable environment" linked to the relations with the guest, partners and suppliers;</li> <li>- Knows and typifies different communication and negotiation techniques;</li> <li>- Knows the foreign guests' culture, traditions and</li> </ul>	<ul style="list-style-type: none"> <li>- Implements regular communication media with the guests after their departure from the hotel;</li> <li>- Plans and activates a communication with the guests via WEB 2 or any other medium that he will consider the most appropriate;</li> <li>- Estimates the guests' needs and wishes to plan services and products liable to satisfy them;</li> <li>- Provides the guest with the necessary information for the good organisation of their stay;</li> <li>- Builds a partnership policy: identifies potential partners in the touristic sector with whom he implements an exchange of services;</li> <li>- Builds a communication network (echo for referencing), develops joint actions;</li> <li>- Creates links with cultural and public institutions,</li> </ul>	<ul style="list-style-type: none"> <li>- Handles unexpected situations and assumes responsibilities;</li> <li>- Takes decisions after having considered all solutions;</li> <li>- Is able to grasp the intercultural components related to the exchanges with the guests and/or foreign partners;</li> <li>- Uses all functionalities of hotel management software;</li> <li>- Uses the new communication technologies (website updating) with the aim of communicating and administrating;</li> <li>- Uses advisedly all the tools functionalities and characteristics of WEB 2 (reading, interpretation, communication);</li> <li>- Duly manages the time for communication with the</li> </ul>



<p>habits.</p>	<p>looks for referencing, relays local cultural actions by offering thematic products (packages);</p> <ul style="list-style-type: none"> <li>- Chooses his suppliers and his service providers taking into consideration the criteria related to the sustainable development;</li> <li>- Negotiates efficiently and fairly with the suppliers or service providers.</li> </ul>	<p>guests, the partners and the suppliers;</p> <ul style="list-style-type: none"> <li>- Evaluates the “partnership potential” with the different institutional, cultural, professional actors in the tourism and hotel industry;</li> <li>- Is able to communicate and interact both orally and in writing in 2 foreign languages, including English.</li> </ul>
<b>LO 1.6. Know and apply techniques for responsible internal communication - with staff</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows techniques, knowledge and professional issues necessary for the implementation of the hotel service, from the guest’s booking to his departure;</li> <li>- Knows techniques for team animation : techniques for problem solving and decision-making; techniques and tools for management of individual competences and collective competences; techniques for conducting individual interview; techniques for leading meetings with the staff and for conflicts management;</li> <li>- Knows principles, procedures and tools for qualitative approach applied to the hotel activity.</li> </ul>	<ul style="list-style-type: none"> <li>- Transmits to staff the company culture, which is necessary for being motivated in order to perform the entrusted tasks;</li> <li>- Creates a motivating work environment which facilitates team building between his employees and their involvement into the company objectives;</li> <li>- Organises and implements procedures for team coordination and assigning tasks;</li> <li>- Ensures that his staff realises correctly entrusted tasks;</li> <li>- Ensures that the staff spreads efficiently and clearly all pertinent information on the whole or part of services to the guests;</li> <li>- Plans regular meetings for regulation, debriefing, and sharing of information;</li> <li>- Organises debriefing and transmission of tasks at team shift aiming at ensuring the follow-up of proposed services.</li> </ul>	<ul style="list-style-type: none"> <li>- Is able to animate the team (periodical service meetings, annual interviews, launching actions for skills assessment and improvement, etc.);</li> <li>- Identifies precisely all functional links necessary for the tasks coordination and performance;</li> <li>- Communicates instructions and expectations efficiently, simply and in an intelligible way;</li> <li>- Uses efficiently communication techniques in his workplace (techniques and technologies necessary for the implementation of a collaborative work) ;</li> <li>- Is able to implement a quality procedure.</li> </ul>



## Learning Area B. Applied Sciences

### Unit 2B: Insurance of health and safety at work

<b>LO 2.1: Create and control conditions for health and safety at work on the territory of the hotel</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows the rules of health and safety work conditions and the requirements for safety of the guests;</li> <li>- Knows different work accidents and occupational diseases;</li> <li>- Knows the regulatory measures related to the prevention of accidents and occupational diseases;</li> <li>- Knows the regulatory measures and the preventive actions related to electrical and mechanical hazards, risks of falling, etc.;</li> <li>- Knows prevention structures and control frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>- Leads an analysis of occupational risks for a given situation and suggests preventive or corrective actions (training actions; ensuring his premises complies, integrity and safety of materials; procedures and rules);</li> <li>- Implements the optimal conditions for the performances of business processes to ensure maximum comfort, security and a minimum stress and safety at work ;</li> <li>- Ensures the good maintenance of warning systems, smoke detectors, and emergency signage;</li> <li>- Checks and ensures that the provisions taken for the guest's safety and the safety of its property are respected by every department of the hotel; informs about safety events and gives information related to safety outside the hotel within the discretion and on the guest demand.</li> </ul>	<ul style="list-style-type: none"> <li>- Informs about the different actions related to health/safety for each work place: fire drills;</li> <li>- Anticipates risks linked to safety and healthy at work, especially having health and safety standards respected by his employees;</li> <li>- Uses available resources to solve emergencies (doctor, fireman, hospital contacts);</li> <li>- Ensures the good knowledge of rules and exact and safe application of equipment;</li> <li>- Identifies the main sources of risk and pollution of the working environment and undertakes the respective actions for their elimination.</li> </ul>
<b>LO 2.2: Control sanitary requirements on the territory of the hotel</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows regulation related to sanitary obligations in a hotel;</li> <li>- Knows the cleanup procedures in a hotel, the products and their caution of use;</li> <li>- Knows the hygiene and housekeeping of premises, equipment, materials, coating and textiles (cleaning, decontamination, disinfection) according</li> </ul>	<ul style="list-style-type: none"> <li>- Implements solutions to prevent or limit any risk of microbial origin (staff training, design or upgrade of the premises, materials choice, goods selection, etc...)</li> <li>- Proposes an action plan to be followed in case of toxi-infections or poisoning;</li> <li>- Draws-up protocols, defines and implements</li> </ul>	<ul style="list-style-type: none"> <li>- Controls and checks the developed protocols implementation. Ensures their integration in the employees' operational activities;</li> <li>- Justifies the choice of products and materials used;</li> <li>- Takes on full responsibility for the control of storage and sanitary conditions in the hotel.</li> </ul>



<p>to existing regulation;</p> <ul style="list-style-type: none"> <li>- Knows the general regulatory measures for parasitology control, the technical measures to be followed in the hotel;</li> <li>- Knows toxicology and the regulatory measures: approval procedure for authorised products;</li> <li>- Knows deratization, disinsectisation and pest control programmes.</li> </ul>	<p>procedures, ensures they are followed;</p> <ul style="list-style-type: none"> <li>- Controls the staff health status, personal hygiene measures, and the risk of transmission;</li> <li>- Identifies the relevant body or department to ensure sanitary quality;</li> <li>- Works out cleaning, decontamination, disinfection protocols and transmit them to the staff ;</li> <li>- Chooses products and materials used for maintenance taking into account the technical, practical, economic and regulatory constraints;</li> <li>- Organises cleaning, decontamination, disinfection actions for the different hotel sectors (in accordance with existing regulations);</li> <li>- Draws up control or self-control criteria;</li> <li>- Specifies the frequency of maintenance tasks.</li> </ul>	
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### Unit 3B: Protection of the environment and sustainable development

LO 3.1: Manage the waste		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> <li>- Maintains an adequate level of information on ecology, environment protection and sustainable development;</li> <li>- Knows specific regulations for hazardous waste or waste demanding a specific treatment;</li> <li>- Knows the different waste categories and the ways for their separation.</li> </ul>	<ul style="list-style-type: none"> <li>- Researches the ways to implement waste recovery (recycling, reprocessing);</li> <li>- Organises the selective waste sorting;</li> <li>- Implements a staff information plan about the selective waste sorting;</li> <li>- Lists the accredited providers likely to store (if storage in accordance with the regulatory conditions is not possible within the premises), transport and process the waste;</li> <li>- Keeps record of the waste management documentation (hazardous waste tracking documents and registers);</li> </ul>	<ul style="list-style-type: none"> <li>- Communicates to the staff the selective waste sorting instructions in an efficient, simple and intelligible way;</li> <li>- Controls and checks the instructions follow-up;</li> <li>- Assumes responsibility for decisions taken and the consequences.</li> </ul>

	<ul style="list-style-type: none"> <li>- Inquires over the processed waste destination and tracking;</li> <li>- Calculates the processing cost to integrate it in quotations and invoices;</li> <li>- Undertakes measures in accordance with principles of sustainable development.</li> </ul>	
<b>LO 3.2: Apply energy efficiency</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows the areas of energy expenditure;</li> <li>- Is familiar with energy saving and efficiency methods and principles, alternative and green energy sources.</li> </ul>	<ul style="list-style-type: none"> <li>- Involves guests and staff in the approach to energy savings;</li> <li>- Implements a reasonable use and a controlled management of raw materials, supplies (cleaning products, packaging), fluids and energies.</li> </ul>	<ul style="list-style-type: none"> <li>- Incorporates energy-related economic indicators into the company budget;</li> <li>- Creates and enforces internal standards for energy savings and better energy efficiency with a view to cutting production costs.</li> </ul>
<b>LO 3.3.: Apply principles of green marketing and sustainable development</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows main principles and trends of green marketing;</li> <li>- Knows environmental criteria and practices related to sustainable development;</li> <li>- Knows the official quality signs and abbreviations (bio...), the labels, and certifications;</li> <li>- Knows principles of cause related marketing.</li> </ul>	<ul style="list-style-type: none"> <li>- Draws up a sustainable development master plan in partnership with his staff;</li> <li>- Guarantees the adoption of the sustainable development procedure by all the staff (raising awareness, communication, training) and promotes good practices;</li> <li>- Includes and applies concrete measures for sustainable management and conforms the overall activity to the protection of the environment, such as making the administrative side of communication paper-free, use of low energy equipment and renewable energy powered device, etc.;</li> <li>- More generally, follows the principles of green marketing and sustainable development.</li> </ul>	<ul style="list-style-type: none"> <li>- Considers environmental standards when selecting suppliers and services providers: respecting products seasonality, sourcing locally, considering the resources scarcity;</li> <li>- Sets up the technological watch required for updating the equipment and improving job practices;</li> <li>- Takes full responsibility for the decisions made as well as their consequences.</li> </ul>



## Learning area C. Organization of work in the hotel

### Unit 4C: Furnishing, maintenance and repair of physical infrastructure of the hotel

<b>LO 4.1: Analyse the physical infrastructure and plan repair and maintenance</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows the requirements and specifications for each hotel category;</li> <li>- Knows the internal communication techniques, the intra and inter departmental instructions and transmission of information;</li> <li>- Knows the departments' activity planning according to the hotel activity rates;</li> <li>- Knows equipment, characteristics, procedures and due dates for maintenance of necessary equipment.</li> </ul>	<ul style="list-style-type: none"> <li>- Estimates and anticipates the needs for new equipment and materials in line with the equipment procurement plan and the budget and is concerned so that commitments to an eco-friendly and sustainable development policy are fulfilled;</li> <li>- Detects equipment repair needs;</li> <li>- Plans repair works in accordance with the established procedures.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensures the technological watch which enables him to be aware of the new materials and equipment appearing on the market;</li> <li>- Chooses the most appropriate materials while best appraising its functionality, safety, cleanability, reliability, energy consumption and productivity;</li> <li>- Is able to calculate installation and maintenance investment costs;</li> <li>- Knows how to use a maintenance software or a scoreboard;</li> <li>- Applies activity planning techniques for services depending on the hotel activity rate.</li> </ul>
<b>LO 4.2: Control repair and maintenance of the physical infrastructure</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows the labour laws which apply to maintenance and service of hotels;</li> <li>- Knows documents drafting and reporting techniques;</li> <li>- Knows the administrative standards and procedures for the construction and space arrangement of premises.</li> </ul>	<ul style="list-style-type: none"> <li>- Checks maintenance activities performed for each department;</li> <li>- Checks, arranges and plans all the repair works (current or exceptional) required for the maintenance or refurbishment of the hotel and of its facilities;</li> <li>- Ensures that repair and maintenance works comply with the safety and security laws and regulations consistent with the branch;</li> <li>- Specifies the periodicity of orders of materials in each department.</li> </ul>	<ul style="list-style-type: none"> <li>- Selects service providers and suppliers, monitors maintenance contracts and after-sales service terms, and controls the intervention performance;</li> <li>- Uses a maintenance software or maintenance management scoreboard.</li> </ul>

## Unit 5C: Professional and commercial techniques

LO 5.1: Follow up and control reservations		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> <li>- Knows and uses wisely information and communication techniques ;</li> <li>- Knows how to use hotel management software;</li> <li>- Knows the hotel services offered to the clients at booking time according to customer' segmentation and the pricing policy;</li> <li>- Knows face-to-face, phoning and writing communication techniques ;</li> <li>- Knows face-to-face, phoning and writing sales pitch techniques;</li> <li>- Knows the health and safety rules, Labour Laws, especially the anti-discriminatory administrative rules, as well as other precise professional regulations and practices;</li> <li>- Knows legislation on contracts and commissions.</li> </ul>	<ul style="list-style-type: none"> <li>- Is able to use hotel booking software;</li> <li>- Checks the proper functioning of booking software;</li> <li>- Ensures that the whole data is up-dated and checks the booking process;</li> <li>- Optimizes the hotel filling and draws up the "booking plan";</li> <li>- Ensures that the concerned employees performed the booking tasks complying with the procedures and reacts in case of non-observation of procedures;</li> <li>- Identifies and manages any difficulty affecting the service on a case-by-case basis.</li> </ul>	<ul style="list-style-type: none"> <li>- Identifies the necessary means to ensure booking and checks that the department possesses them;</li> <li>- Gives the staff the day-to-day instructions and ensures they are well understood;</li> <li>- Anticipates the hotel filling and optimizes the prices according to booking rate.</li> <li>- Is able to manage conflicts in case of dysfunctional booking;</li> <li>- Is able to communicate and interact both orally and in writing in 2 foreign languages, including English.</li> </ul>
LO 5.2: Organize and control the work in the floor services		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> <li>- Knows the room occupancy planning;</li> <li>- Knows the health and sanitary rules;</li> <li>- Knows the safety rules and requirements;</li> <li>- Knows the inventory management rules;</li> <li>- Knows the guests/consumers profiles;</li> <li>- Knows the team leading techniques.</li> </ul>	<ul style="list-style-type: none"> <li>- Draws up the floor staff planning according to room occupancy;</li> <li>- Organises and coordinates the laundry department (cleaning, ironing, cleanliness control, etc.);</li> <li>- Controls the rooms and common areas state of cleanliness and points out the dysfunctions to the maintenance department;</li> <li>- Monitors stocks, identifies the needs for providing and draws up orders;</li> <li>- Organises and controls room and bedroom breakfasts making and serving.</li> </ul>	<ul style="list-style-type: none"> <li>- Defines his staff organisation and optimizes its efficiency;</li> <li>- Monitors and estimates cleaning activities to ensure the best level of performance;</li> <li>- Controls tasks and activities of different services;</li> <li>- Control the work with management and planning software and use it to reliabilize and communicate planning to the staff.</li> </ul>



<b>LO 5.3: Organize and control check-in and accommodation of the guest</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows hotel management software;</li> <li>- Knows the technological process related to the check-in of guests in the hotel - standards for reception, registering, accommodation of guests; check-in of VIP guests;</li> <li>- Knows behaviour and attitudes adapted to the corporate culture in the field of reception of guests;</li> <li>- Knows face-to-face, phoning and writing communication techniques.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensures the necessary forms or documents for the booking process are duly filled / provided;</li> <li>- Checks the staff knows rooms' allocation procedures;</li> <li>- Checks the rooms are ready right on time;</li> <li>- Ensures the concerned employees perform the check-in tasks complying with the procedures, and reacts in case of non-observation of procedures;</li> <li>- Identifies and manages any difficulty affecting the service on a case-by-case basis.</li> </ul>	<ul style="list-style-type: none"> <li>- Uses all appropriate methods to be understood by the client and adopts the most advisable and opportune communication strategy;</li> <li>- Is able to manage conflict situations with clients in case of malfunction of booking;</li> <li>- Is able to communicate and interact both orally and in writing in 2 foreign languages, including English;</li> <li>- Assumes the integral responsibility for the service rendered by the staff and for achieved results;</li> <li>- Is able to identify most of problems related to check-in of guests in order to foresee them.</li> </ul>
<b>LO 5.4: Control the service of the guests during their stay in the hotel</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows the characteristics of products and services in the hotel;</li> <li>- Knows the behaviour and attitudes adapted to the corporate culture in the reception area;</li> <li>- Knows the set of services to be proposed to clients during their stay and the requirements for quality of organisation.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensures the guests' requests are satisfied and the required information is communicated;</li> <li>- Ensures the guests are informed about leisure activities, gastronomy, tourism, excursions, visits, purchases, timetables, customs, etc. Shares out the work between the staff and gives necessary instructions to respective staff;</li> <li>- Informs the staff and the clients about any changes affecting the service;</li> <li>- Ensures the state of the rooms and the common areas;</li> <li>- Ensures the good working of different services.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensures customer loyalty;</li> <li>- Integrates this loyalty campaign into his commercial and quality approach in order to be more competitive on the market;</li> <li>- Integrates the "guest service" into all commercial actions implemented during each stay;</li> <li>- Applies a differentiated approach in conformity with peculiarities of different clients;</li> <li>- Is able to communicate and interact both orally and in writing in 2 foreign languages, including English;</li> <li>- Assumes the integral responsibility for the service rendered by the staff and for achieved results;</li> <li>- Is able to apprehend intercultural components related to clients and/or foreign partners.</li> </ul>

<b>LO 5.5: Receive and process claims (complaints)</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows two European languages including English;</li> <li>- Knows the guest psychology and the European and foreign clientele culture and habits;</li> <li>- Knows legislation about the hotel-keeper liability.</li> </ul>	<ul style="list-style-type: none"> <li>- Draws up procedures for processing claims;</li> <li>- Implements necessary methods for information of all departments concerned with the guests claims;</li> <li>- Collects, records and analyses the information related to deficiencies over the welcoming and reception departments, floor services and common areas;</li> <li>- Identifies most current claims in the department to launch an action plan;</li> <li>- Anticipates and processes the department deficiencies;</li> <li>- Gives adapted explanations to the guest. Proposes immediate solution ensuring the client' satisfaction in case of cancellation of commitment or other accidental case or incident;</li> <li>- Proposes solutions according to the hotel resources (internal and external) and wins the guest's adherence;</li> <li>- Informs the staff about existing procedures concerning claims processing;</li> <li>- Measures directly clients' satisfaction, shows attention and listening depending on the given situation (satisfaction or discontent) and client' profile and adapts its own communication accordingly;</li> <li>- Manages conflicts.</li> </ul>	<ul style="list-style-type: none"> <li>- Keeps constantly informed of departments dysfunctions and makes the necessary arrangements;</li> <li>- Analyses the situation (consult the guest file, management data, obtain information from the departments);</li> <li>- Anticipates conflict' situations and determines procedure for resolution of problem;</li> <li>- Draws up a programme for improvement of rendered service depending on the types of claims;</li> <li>- Imagines and plans adapted and innovative solutions in the improvement of the service rendered, in partnership with the staff, in order to involve them more in the guest service process;</li> <li>- Is able to apprehend intercultural components related to clients and/or foreign partners</li> <li>- Is able to communicate and interact both in national and foreign languages, including English.</li> </ul>



<b>LO 5.6: Control check-out activities</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows check-out procedures according to the clientele segmentation (individual, groups, VIP, etc.);</li> <li>- Knows cash collection procedures and the different means of payment;</li> <li>- Knows the process and the necessary documentation for accounting of turnover taking into consideration the team rotation phenomenon.</li> </ul>	<ul style="list-style-type: none"> <li>- Controls the cash collection operations and the necessary documentation are performed properly;</li> <li>- Ensures useful information has been collected at departure time (invoice mailing method, winning loyalty points, etc.), and the included services performed (luggage handling, taxi booking);</li> <li>- Ensures the guest has completed the satisfaction questionnaire;</li> <li>- Updates the guest card during departure and check information in customer file;</li> <li>- Anticipates commercial action adapted to a future stay (promotion) depending on the customer (group, VIP);</li> <li>- Analyzes satisfaction questionnaires and draw conclusions for improvement of commercial department;</li> <li>- Supervises personal data sheets, their archiving and analysis;</li> <li>- Sees off and gains the loyalty of the guest in order to have him come back soon for a new stay.</li> </ul>	<ul style="list-style-type: none"> <li>- Is able to apprehend intercultural components related to clients and/or foreign partners;</li> <li>- Is able to communicate and interact both in national and foreign languages, including English;</li> <li>- Is able to use hotel management software.</li> </ul>

## Unit 6C Additional services in the hotel

<b>LO 6.1 Prepare, differentiate, customize and negotiate offers</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows the products and services in the hotel;</li> <li>- Knows legislation in force for sales of touristic products;</li> </ul>	<ul style="list-style-type: none"> <li>- Creates and/or updates the database related to the interesting local places: museums, shows, restaurants, leisure parks, etc.;</li> </ul>	<ul style="list-style-type: none"> <li>- Is able – after doing an analysis of local behaviour and habits – to build an adapted offer (content and format);</li> </ul>

<ul style="list-style-type: none"> <li>- Knows the marketing strategy concerning the sales of tourist products;</li> <li>- Knows local ways and customs, traditional events, local traditions and habits;</li> <li>- Knows traditional demand of tourists for extra services, their preferences and interests, cultural expectations;</li> <li>- Knows the information about the additional services of sales of tourist, cultural, festive products, etc. (Tourist Information Office, childcare group, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>- Conceives offers according to the guest's stay characteristics;</li> <li>- Suggests an activity plan to the guest and adapts it to the guest requests;</li> <li>- Suggests outside activities and proposes to make their bookings for external services: car rental, excursions, guided tours, admissions for cultural events, shows and leisure activities, etc.;</li> <li>- Estimates the costs and determines an appropriate selling price.</li> </ul>	<ul style="list-style-type: none"> <li>- Is able to anticipate the trends and demand evolution;</li> <li>- Transform this anticipation into new products and services, adding them in the catalogue;</li> <li>- Implements methods for assessment the needs of additional equipment;</li> <li>- Evaluates production costs in order to offer a service with a good quality/price ratio;</li> <li>- Is able to widen the proposed service with additional parameters related to cultural and traditional local events;</li> <li>- Takes into consideration cultural and religious aspects;</li> <li>- Analyses, interprets and estimates data, results, products, services;</li> <li>- Is able to apprehend intercultural components related to clients and/or foreign partners;</li> <li>- Is able to communicate and interact both orally and in writing in national and foreign languages, including English.</li> </ul>
<b>LO 6.2: Plan and organize the work on additional services offered</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows the nature, role and economic importance of the additional hotel services;</li> <li>- Knows the types, characteristics, technical and technological components of additional services offered;</li> <li>- Knows legislation in force for the sales of tourist products;</li> <li>- Knows the marketing strategy concerning the sales of tourist products.</li> </ul>	<ul style="list-style-type: none"> <li>- Shows the guest the information related to the offer of products and of internal and external services;</li> <li>- Informs the staff from Front Office for all additional services and gives detailed information about;</li> <li>- Engages employees with the implementation of projects; empowers staff, communicates objectives and success markers;</li> <li>- Promotes the hotel services and products;</li> <li>- Is in contact with the organizers, tour guides, car rental companies, and concludes contracts with them.</li> </ul>	<ul style="list-style-type: none"> <li>- Is creative, has a sense of details;</li> <li>- Attaches oneself to the quality of service;</li> <li>- Takes into account the rules for health and safety in the performance of service;</li> <li>- Implements production standards and product testing. Takes into consideration the quantitative, qualitative and economic aspects of offered products.</li> </ul>



<b>LO 6.3: Organize special events – seminars, packages (week-ends, festive, SPA etc.)</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows the high standards of events demand and identifies targets and segments;</li> <li>- Knows time and techniques related to the organization of events;</li> <li>- Knows local traditions and cultural values, traditional demand, religious habits and tastes;</li> <li>- Knows different communication vectors applicable in events promotion;</li> <li>- Knows commercial communication techniques;</li> <li>- Knows existing legislation applicable in hospitality: responsibility and obligations of seller, public health and security rules, etc.;</li> <li>- Knows and characterize different techniques for communication and negotiation.</li> </ul>	<ul style="list-style-type: none"> <li>- Conceives, proposes and implements tailor-made services: seminars, thematic packages;</li> <li>- Takes into account the economic, commercial, human aspects;</li> <li>- Negotiates and sells the service;</li> <li>- Follows the event and controls the good performance;</li> <li>- Satisfies oneself for quality of service and makes the necessary improvements;</li> <li>- Observes the application of instructions for health and safety;</li> <li>- Evaluates, advises and orientates the staff;</li> <li>- Ensures the guest satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>- Is creative and detail-oriented;</li> <li>- Attaches oneself to the quality of service;</li> <li>- Takes into account health and safety rules in performance of service;</li> <li>- Keeps up with unexpected situations, manages incidents;</li> <li>- Identifies reliable partners, service providers or suppliers;</li> <li>- Implements production standards and tests. Takes into account the quantitative, qualitative and economic aspects of proposed products and materials;</li> <li>- Implements methods for assessment the needs of additional equipment;</li> <li>- Is vigilant to new customer demand.</li> </ul>
<b>LO 6.4: Plan and organize the promotion of the additional services and special events</b>		
<b>Knowledge</b>	<b>Skills</b>	<b>Competences</b>
<ul style="list-style-type: none"> <li>- Knows all characteristics of the product (conception, production and realization);</li> <li>- Knows hospitality market and intermediary services in tourism and travels; identifies professional intermediaries and partners;</li> <li>- Differentiates target market, niche market and window of opportunity;</li> <li>- Knows high standards of event demand and identifies the targets and segments;</li> <li>- Knows different communication vectors applicable in events promotion;</li> <li>- Identifies the most appropriate communication vectors;</li> </ul>	<ul style="list-style-type: none"> <li>- Encourage initiatives and anticipates necessary resources;</li> <li>- Collect market data (location of competition, products, prices) and evaluates its activities in comparison with the competitors;</li> <li>- Develops sales pitch: valorisation of proposed products, adaptation of sales portfolio to clients demand and communication media;</li> <li>- Carries out promotional action according to adapted strategy and controls its fulfilment.</li> </ul>	<ul style="list-style-type: none"> <li>- Is able to evaluate human resources and visual communication necessary to implement promotional actions of events;</li> <li>- Is able to anticipates the costs for each communication actions;</li> <li>- Implements promotional action empowering staff which ensure the follow up;</li> <li>- Uses advisedly all the tools, functionalities and characteristics of web 2 (reading, interpretation, communication);</li> <li>- Uses the new communication technologies (website updating) with the aim of communicating and administrating;</li> </ul>



<ul style="list-style-type: none"> <li>- Knows techniques for commercial communication.</li> </ul>		<ul style="list-style-type: none"> <li>- Is able to communicate and interact both orally and in writing in foreign languages, including English;</li> <li>- Is able to apprehend intercultural components related.</li> </ul>
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## Unit 7C: Assessment of the quality of the offered service

LO 7.1: Organize the assessment of guests' satisfaction		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> <li>- Knows all characteristics of the product (conception, production and realization), of organizational culture and hotel services;</li> <li>- Knows hospitality market and intermediary services in tourism and travels; identifies professional intermediaries and partners;</li> <li>- Identifies the "quality" parameters specific to the hotel activity and which the guest satisfaction relies on;</li> <li>- Knows techniques for selection and formulation of satisfaction criteria to be measured;</li> <li>- Knows the psychology and traditional expectations of customers;</li> <li>- Has an intercultural approach to their expectations (knowledge of foreign and European customers' cultures and customs).</li> </ul>	<ul style="list-style-type: none"> <li>- Draws up a satisfaction questionnaire according to his/her knowledge about the hotel activity, the specifics of his/her own company and client expectations which he /she measures and evaluates regularly;</li> <li>- Is concerned with guest satisfaction and quality of proposed service; invites clients to fill-in satisfaction questionnaires;</li> <li>- Plans communication scenarios on social networks to refine and shade the quality of the received information;</li> <li>- Makes use of the guest satisfaction results in order to identify the corrective actions needed;</li> <li>- Informs his staff of these results, implements corrective measures and justifies them.</li> </ul>	<ul style="list-style-type: none"> <li>- Uses the "quality" excuse to maintain a profitable communication with the guest;</li> <li>- Is able to customize the "quality" communication message towards guests' segments he will have identified;</li> <li>- Collects the information needed on customer target groups: lists their needs, tastes and expectations for adapting a customised service offer;</li> <li>- Is able to communicate and interact both orally and in writing in national and foreign languages, including English;</li> <li>- Uses the office suite software to manage his/her communication efficiently;</li> <li>- Uses the new communication technologies (website updating) with the aim of communicating and administrating;</li> <li>- Uses advisedly all the tools functionalities and characteristics of web 2 (reading, interpretation, communication).</li> </ul>
LO 7.2: Ensure the continuous contact with the guest aiming at increasing of the quality of service		
Knowledge	Skills	Competences
<ul style="list-style-type: none"> <li>- Knows the guests psychology and the guests traditional expectations;</li> </ul>	<ul style="list-style-type: none"> <li>- Gains guests loyalty by informing them about the hotel daily activities, new services, and special</li> </ul>	<ul style="list-style-type: none"> <li>- Collects information from guests about the adequacy of the service offered to the expected</li> </ul>

<ul style="list-style-type: none"> <li>- Takes a multicultural approach to their expectations ( knowledge of foreign and European customers' cultures and customs);</li> <li>- Knows the characteristics of promotional actions, of a consumer friendly and ethical communication.</li> </ul>	<p>events;</p> <ul style="list-style-type: none"> <li>- Keeps the WEB site updated;</li> <li>- Initiates a dialogue on Web 2 communication tools while highlighting guest satisfaction (discussion and exchange on the products offered, service quality, and all the additional services offered: culture, tourism, health...);</li> <li>- Readjusts his sales proposals in the light of the guest feedback.</li> </ul>	<p>one;</p> <ul style="list-style-type: none"> <li>- Analyses the information collected in order to control the main optimisation indicators which define the hotel activity and puts forward appropriate commercial actions;</li> <li>- Uses the new communication technologies (WEB 2) with the aim of communicating and administrating;</li> <li>- Uses the "quality" excuse to maintain a profitable communication with the guest;</li> <li>- Proves professional curiosity by reading the press and consulting professional websites regularly;</li> <li>- Collects the necessary information on customer target groups: lists their needs, tastes and expectations for adapting a customised service offer.</li> <li>- Is able to communicate and interact both orally and in writing in national and foreign languages, including English;</li> <li>- Uses the office suite software to manage his communication efficiently;</li> <li>- Uses the new communication technologies (WEB 2) with the aim of communicating and administrating;</li> <li>- Uses advisedly all the tools functionalities and characteristics of web 2 (reading, interpretation, communication).</li> </ul>
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## 7. Professional profile "Manager of small hotel"

### I – Context of the activity

In current market conditions managers of small hotels plan, organize, manage, monitor and evaluate all activities at the hotel in order to ensure and guarantee the profitability and competitiveness according to the principles of sustainable development and environmental protection.

In carrying out these activities, the hotel manager bears the following responsibilities ( according to the size of the company, the manager may have to execute these activities) :

1. Responsible for the trade and marketing policy.
2. Responsible for protection of the property of the hotel.
3. Responsible for the order and the financial discipline at the hotel.
4. Responsible for the safety of equipment and for fire-precaution safety in the hotel.
5. Responsible for the safety of the clients and the staff.
9. Responsible for the ecological waste management and the environmental protection.
7. Responsible for the quality of the services offered.

**Personal skills** necessary for implementing those work activities:

Leadership and entrepreneurial skills, professional competences to demonstrate confidence and authority, to observe the moral and ethical standards of behavior. Be responsible for the intercultural sensitivity and communicate in a way that respects diversity taking into account verbal and nonverbal exchange and body language and gestures in communication. He/she must show loyalty, responsibility, initiative, honesty, pragmatic thinking, adaptation, flexibility, and be able to assess the risks and possible consequences of the management decision making. He/she must use critical and creative thinking in solving problems or conflicts. He/she must be sociable, be able to work in a team.

The job requires the **ability** to act autonomously, knowing rely on a team, which requires sociability.

The implementation of work activities below is directly related with the knowledge of some **laws and regulations**:

Labor Code, Internal labor rules, Rules for health and safety, Hotel and restaurants classification, National Classification of Occupations, Law for Consumer Protection, Tax legislation, other laws and regulations.

It is also related to the mastery of office pack, reservation software, internet and social networks.

**Requirements** for the position hotel manager:

1. Education: Secondary Vocational Education, specialized in hotel, catering and tourism or secondary education and vocational qualification in tourism or (fourth level of european qualification) or secondary education and 3 years of experience in the sector.

2. Other Qualifications: computer literacy, very good knowledge (writing and speaking) of one foreign language (English) and basic knowledge of a second foreign language.

3. The job is also linked to the mastery of office pack, reservation software, internet and social networks.

### **Conditions for the exercise of the job:**

Participation in the hospitality and customer service.

The work involves travel throughout the hotel to oversee the operation of services.

The activity may involve travel outside the hotel on the occasion of contacts with suppliers and for promotion of the hotel.

The hours are irregular, subject to customer requirements vary depending on the business organization form and size and also include weekends and holidays.

**Appellations:** hotel operator, hotel manager, director, boss, owner of small hotel.

## **II – Description of key activities (Ai) and key tasks (Ti)**

### **ACTIVITY A1: Planning all activities in the hotel.**

#### **T1. The marketing approach:**

T1.1. Anticipate consumer demand on the product and the price and set rates depending on time, reservation mode, etc.;

T1.2. Plan and develop promotional campaigns, build the marketing plan of the institution;

T1.3. Offer innovative services and high quality taking into account the specificities of "green marketing";

T1.4. Apply a policy of fair pricing, promotions and ethical advertising;

T1.5. Plan sales and negotiations (contracts with suppliers, partners, service providers and tour operators).

#### **T2. Plan finances** - revenues and expenditures of the company, purchases and investments;

T2.1. Plan budget, accounting and administrative tasks;

T2.2. Draw up the inventory for the hotel and maintaining reception, mini-bar and hospitality supplies in stock;

T2.3. Plan future investments in reconstruction, repairs and modernization of necessary equipment; investments and sustainable development in line with environmental protection.

#### **T3. Plan human resources:**

T3.1. Plan staff: need of personal;

T3.2. Identify training needs and qualification of the staff and plan according to the specifications of the hotel;

T3.3. Ensure equal working conditions and wages.

## **ACTIVITY A2: Organize the implementation of planned activities.**

### **T4. Organize renovation or construction / decoration required and search providers.**

#### **T5. Organize personnel policy:**

T5.1. Organize recruitment;

T5.2. Present to the newly appointed employees their job descriptions, internal labor rules and safe working conditions;

T5.3. Build a career development system and measures to increase the staff motivation;

T5.4. Schedule working hours and holidays and conduct the necessary instructions and distribution of work in receiving and processing reservations;

T5.5. Organize staff training: courses, seminars and other forms of training.

**T6. Organize and distribute the work in all departments of the hotel - reception, accommodation, service and check-out the client; record keeping.**

## **ACTIVITY A3: Ensure a responsible management of all activities in the hotel.**

### **T7. Manage finances:**

T7.1. Manage expenses related to maintenance, repair and other construction layout of the hotel;

T7.2. Keep properly of the hotel documentation;

T7.3. Manage revenue, expenditure and accountability.

### **T8. Manage staff.**

**T9. Ensure reservations, reception, accommodation, service and check out of clients.**

**T10. Deal with requests or complaints related to hotel department operations and provide a swift response by offering solutions adapted to the hotel's possibilities.**

**T11. Communicate with customers, suppliers, partners and staff.**

**T12. Ensure compliance with the regulations and requirements for health and safety work conditions.**

**Ensure respect of quality procedures and anticipate / manage failures.**

**T13. Ensure ecological workplace.**

**T14. Ensure safety of the clients; protection of the property and environmental protection.**

## **ACTIVITY A4: Accomplish control of the hotel.**

**T15. Monitor sales, costs and performance of each hotel department. Check the operating results.**

**T16. Monitor daily sales of accommodations and additional services.**

### **T17. Control staff:**

T17.1. Control of staff clothing, cleanness and impeccability;

T17.2. Monitor implementation of the timetable and the primary accounting at the reception;

T17.3. Supervise the implementation of tasks.

**T18. Control of rooms, common premises, office and functional areas and their current maintenance.**

**T19. Control compliance with all regulatory requirements, the quality of services provided by the defined procedures, labor regulations.**



**T20. Control compliance with the requirements for safe working conditions and fire prevention, compliance with safety requirements for customers.**

**ACTIVITY A5: Assess the quality.**

**T21. Assess services and client satisfaction.**

**T22. Assess training and staff performance.**

**T23. Assess financial results of the hotel.**

## 8. Glossary and abbreviations

Term	Abbreviation	Definition
<b>Learning Area</b>	<b>LA</b>	A learning area is a field of knowledge, skill and attitude encompassing a subject or concept. It has predefined learning standards, helping to demonstrate continuity and progression. Within the curriculum the learning area can interlink various subjects.
<b>Unit</b>	<b>U</b>	A learning unit is a component of a qualification, consisting of a coherent set of knowledge, skills and competence that can be assessed and validated. Learning units enable progressive achievement of qualifications through transfer and accumulation of learning outcomes. They are subject to assessment and validation which verify and record that the learner has achieved the learning outcomes expected. Depending on the existing regulations, learning units may be common to several qualifications or specific to one particular qualification
<b>Learning outcomes</b>	<b>LO</b>	<i>Learning outcomes are statements of what a learner knows, understands and is able to do on completion of a learning process.</i> Learning outcomes can be used for various purposes such as to establish descriptors of qualifications frameworks, define qualifications, design curricula, define assessment criteria, etc. Learning outcomes are set out in various levels of detail depending on their purpose and context.
<b>Knowledge</b>	<b>K</b>	“Knowledge” means the outcome of the assimilation of information through learning. Knowledge is the body of facts, principles, theories and practices that is related to a field of work or study. In the context of the European Qualifications Framework, knowledge is described as theoretical and/or factual.
<b>Skills</b>	<b>S</b>	“Skills” means the ability to apply knowledge and use know-how to complete tasks and solve problems. In the context of the European Qualifications Framework, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) or practical (involving manual dexterity and the use of methods, materials, tools and instruments).
<b>Competence</b>	<b>C</b>	“Competence” means the proven ability to use knowledge, skills and personal, social and/or methodological abilities, in work or study situations and in professional and personal development. In the context of the European Qualifications Framework, competence is described in terms of responsibility and autonomy.



## 9. References:

[Using ECVET to Support Lifelong Learning](#)

[Get to know ECVET better Questions and Answers](#)

[The European Qualifications Framework for Lifelong Learning](#)

[HORECA Skills Analysis](#)

[Rethinking education: investing in skills for better socio-economic outcomes](#)

[About EQAVET](#)