

PROJECT PRODUCTS:



ECVET system for No borders in tourism hospitality European Training and Work

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PREMISE

In this document we present the “**kit**”, composed of procedures, methodological lines and operational tools, produced and tested under the N.E.T.WORK project. As foreseen in the planning phase, the partnership conducted joint work aimed at developing **methods for the application of the ECVET principles within already existing pathways and practices in the partner nations** as requested by the European Commission. As an outcome of the results of the testing the partnership carried out “corrective actions ” on the products and is preparing a **Vademecum of the ECVET management system**. The *vademecum*, besides a detailed description of the procedures and methodological models of the ECVET system tested, will report the procedure followed by the partnership for the development of the operational instruments of the ECVET N.E.T.WORK management system: from the way of constructing training pathways to tools & instruments for the evaluation and certification (and registration) of credits as well as the models of the network agreements for the mutual recognition of credits. Constant reference will be made in the *vademecum* to the guidelines and instruments provided by the EU Commission under the ECVET system.

PROJECT OBJECTIVES

The objectives pursued by the ECVET system and the N.E.T.WORK project are:

- To create the necessary conditions and, if necessary, to adopt measures so that as of 2012, in conformity with national legislation and accepted practice and in light of the experimentation and tests , the ECVET system can be gradually applied to the qualifications of vocational education and training at all EQF levels and used to transfer, recognize and accumulate the results of learning acquired by a person in formal contexts and, if the case, non-formal and informal ones;
- to promote the development of national and European networks and partnerships, in which the authorities and institutions responsible for qualifications and diplomas, the subjects providing professional education and training, the trade unions and employers’ associations and other interested parties participate, and with the purpose of testing, applying and promoting the ECVET system;

- to propose an approach where the learning outcomes acquired abroad can be considered for the awarding of a qualification in the student's country of origin ;
- to define, validate and recognise – within the specific diversified characteristics of the training pathways that can effectively be identified in the chosen area of the qualification -- congruent and measurable "modules" (learning outcome units), valid for all the partners' countries;
- to stipulate agreements/conventions to allow the competent organisations which are part of the partnership validity and continuity with the recognition/certification defined through the ECVET methods, and to amplify as much as possible the area of applicability;
- to create and test common tools for the definition, implementation, validation and recognition of modular training paths, already existing in the partner countries, under the ECVET system (including the processes of support, validation and recognition of the LLL & LWL training experiences) with the double objective of facilitating mobility in various training phases and situations and of allowing the "accumulation" of potentially recognizable credits, for employment purposes, throughout the European Community;
- to create a tool for suppliers, professionals and competent bodies, to allow them to more easily compare the learning outcomes acquired in the various countries, and to validate and recognize these;
- to define a device to respond to the needs of the final user and therefore a way to allow persons to follow their own training pathway by building on the learning outcomes when they move from one learning context to another, in particular in the framework of mobility;
- to create a methodological framework, agreements and common principles to reinforce dialogue among training providers;
- to propose tools to develop partnerships among the actors involved (competent bodies, training suppliers, etc.).
- to apply the ECVET system and instruments, according to national legislation and usage on the topic of vocational education and training;
- to promote and participate with the stakeholders and competent national institutions with the objective of disseminating and supporting ECVET among the project partners and of establishing a sustainable platform for the exchange

of information and experiences among the partners.

METHODOLOGICAL APPROACH

The N.E.T.WORK project, in line with what is provided for in the Community Recommendations, therefore, **has not called for the determination of procedures and tools which require a modification of the VET systems applied in each partner country** nor does it require the design of a new training pathway or a “new” qualification. Its aim, instead, is to **identify, beginning with an analysis of the reference context, and share tools and methods for the application of the ECVET principles within already existing pathways and practices in the partner countries**. These tools were tested first of all in the pathways existing in the reference territory and, following a philosophy of agreement, rules and methods for the application of the ECVET system were shared in the case of individual mobility.

The work of the partnership began with an analysis of the training contexts in the partner countries, with specific focus on pathways providing the training qualifications of hotel hospitality, and of the ways of assimilating and activating the ECVET system. Thanks to this analysis, the heterogeneousness of the descriptive elements and of the contents has emerged with such force that the **Learning Outcomes** are observed as common elements .

The focusing of the ECVET system on learning outcomes was chosen, because it allows comparison not only with a vast variety of European training and specialisation systems , but also with the most important reference systems for vocational training – the education system and the labour market. According to the evolution of the European training framework, learning outcomes are “declarations about what a student knows, understands and knows how to do, after completing a determined training pathway. These are defined as knowledge, skills and competences.”

The ECVET system is directed towards the individual, that is, it is based on the recognition of knowledge, skills and competences (KSC) acquired by the individual students. The learning outcomes are grouped into modules - Units-, with different characteristics according to the various training systems. The various Units determine the knowledge, skills and competences (KSC), which must be acquired to attain a certain qualification (qualitative dimension) and the importance of the various

knowledge, skills and competences (KSC) in relation to the overall/final qualification to be attained (quantitative dimension).

In the ECVET context a clear terminological differentiation has been made between “units” and “modules”.

The term “module” belongs to the area of the pathways, that is, to that of the organisation and conduction of vocational training programmes. A vocational training programme structured in modules is composed of elements which, from an organisational point of view, differ from one another, that is, which must be verified and evaluated separately. In a corresponding way an “entire” vocational training programme is constituted by the accumulation of individual modules.

When we speak of “units”, instead, we refer to the area of outcomes, in the sense of parts of qualifications, which could be defined on the basis of knowledge, skills and competences. The “units” can be certified. The identification of training outcomes (even partial) does not *exclude* non-modular but holistic training programmes, although for practical reasons it needs a similar structure for formal comparison of learning processes.

A unit is a component of a qualification, which is a coherent complex of knowledge, skills and competences that can be evaluated and made valid with a series of associated ECVET points. In principle a qualification includes different units and is formed of a set of units.

THE MAIN CHARACTERISTICS AND PRODUCTS

Guidelines for the verification and evaluation of Learning Outcomes

Credit recognition systems substantially fulfill two tasks:

- A. they measure quantities, for example in relation to the entire training programme (a sort of “accumulation function”) or in relation to the units and learning outcomes that compose the qualification;
- B. they facilitate quantitative exchanges among the parties (exchange or transfer function)

The measure of a credit depends on how the credits are defined and certified, for example in accordance:

- with the types/themes or disciplinary areas;
- with learning outcomes;
- with the training place;
- with the learning methods.

The most important aspect, going beyond the type of approach, is that the objectives of certification are declined in terms of acquired competences.

Therefore the guidelines call for an approach and instruments that allow flexible recognition, in function of certification and verification, of the "products" of learning (in the specific case going beyond a strictly quantitative approach).

The information provided in the guidelines made constant reference to the existing national systems of verification and evaluation with an eye to the sustainability and transferability of the methodological approach and of the instruments proposed by the partnership, guaranteeing in any case the trans-national approval of the elements.

The direct users of these guidelines are the partners' experts/researchers and final users are:

- VET institutions and operators
- potential learners/students;
- learners/students involved in the experimentation.

Descriptive outline of credit points for the analysed qualifications and the related units

Credit points, expressed in number form, were associated with each unit referring to a qualification; these points supply information in relation to the value represented by the unit itself in relation to a qualification.

A different number may be assigned to the same unit afferent to two figures chosen for testing according to the Learning outcomes that compose the unit of reference.

In the descriptive outline, which represented the indispensable work basis for the shared application of projects expected results, the partnership specified that the characteristic features of the professional qualifications and related units and credit points assigned them, would not depend on the differences existing in the learning methodologies.

The direct users of these descriptive outlines were the partners' experts/researchers and final users are:

- VET institutions and operators
- potential learners/students;
- learners/students involved in the experimentation.

Formal agreements

The agreements have been confirmed using the models and instruments made available by the European ECVET system.

In the agreements, besides citing the instruments and operational methods constructed by the partnership and described in the guidelines, the details of the testing have also been defined as well as the roles of each partner organisation. Parallel to the agreements among members of the partnership we hypothesised the formulation of agreement protocols extended to other institutional subjects and training agencies of the territories involved.

Specifically, the agreements were formally produced in the partnership working language (ENG) as well as in the 4 partner languages.

N.E.T.WORK experimentation plan

The experimentation plan of the ECVET system of "N.E.T. WORK" project contains detailed information on:

- the training pathways chosen for testing and their structuring in units and Learning Outcomes;
- the expected results;
- the organisation (timing, resources, targets, etc.);
- the subjects (learners, students, structures, pathways, etc...) involved and their related roles;
- support activities;
- monitoring activities.

The partners' experts/researchers were the direct users of the experimentation plan and final users of the model used are:

- VET institutions and operators
- potential learners/students;
- learners/students involved in the experimentation;
- tourism and hospitality sector operators and institutions.

Guidelines for the application of ECVET

The experimentation was to be structured according to the guidelines in such a way that all the methods and instruments defined by the partnership in the preceding WPs

were fully respected. In fact, the fields of application, roles, timing, expected results and direct and indirect target groups have all been outlined in the guidelines.

The structure of the guidelines and the variables contained therein have been drawn up in order to constitute a “work-tool” for the partnership that is also useful for the extension of testing to other subjects, territories, sectors.

The direct users of the guidelines were the partners’ experts/researchers and final users are:

- VET institutions and operators
- potential learners/students;
- learners/students involved in the experimentation;
- tourism and hospitality sector operators and institutions.

DESCRIPTIVE OUTLINE OF CREDIT POINTS FOR THE ANALYSED QUALIFICATIONS AND THE RELATED UNITS (OUTPUT n. 5)

GUIDELINES FOR THE VERIFICATION AND EVALUATION OF LEARNING OUTCOMES (OUTPUT n. 6.1)

The work process

We proceeded to analyse and compare the following intermediate products:

- KSC
- Pathway
- LO and Units

The intermediate products produced by the partners have shown a diversity of training pathways among the partner countries; specifically the content assigned to the 5 Units (defined according to the KSC validated together) differ for "size" and EQF level.

Since, as mentioned above, the purpose of this project is to test ECVET procedures and instruments on existing pathways underway in each country of the partnership, at the same time following the Committee recommendations, we have:

- defined a method of assigning CPs (credit points) and made proposals for "weights" to be validated or corrected by each partner
- identified in terms of KSC the "lowest common denominator" for each of the Units and LOs through the comparison and homogenisation of language
- described procedures for testing and evaluation.

Here then are the resulting products.

DESCRIPTIVE OUTLINE FOR THE ATTRIBUTION OF CREDIT POINTS FOR THE ANALYSED PATHWAYS AND THE RELATED UNITS

(DELIVERABLE NR. 5)

In the N.E.T WORK project the construction of descriptive outlines for the attribution of credits should be proposed with two distinct methods:

- 1) the assigning of CPs (credit points) to the Units identified with one accord within the various training pathways of the different countries according to the outline agreed upon during phases WP3/WP4 (Chart to connect the MODULES of the trainings pathways with the UNITS) and subordinately – within these Units - the assigning of CPs to the Learning Outcomes identified therein;
- 2) definition of the value in CPs of Units of the same name (and of the related LOs) in the individual training pathways examined, in relation to their usability/assessability in other training pathways.

In this phase it is believed a priority to define the first method, keeping in mind that a primary condition of the project is that the indications and the methodologies already defined for ECVET be respected. Therefore we propose without important variations the formula recommended by the European Community, using the following outline:

1. Calculation of the total CPs that can be assigned in the reference training pathway, for each country, according to the recommended formula:

1 training year = 60 CPs

[by training year, a range of 800-1.200 hours could be considered]

The following situation emerges from an approximate count based on WP3 products:

	Total duration of the entire reference training pathway in hours (*)	Total CPs That can be assigned	Duration of the specific part of the pathway in hours (*)	CPs that can be assigned
France	1,000	60	500	30
Italy	660	40	400	25
Portugal	350	25	350	25
Slovenia (**)	4,940	240	1,001	68

(*) With reference to the pathways described in the WP3 and by approximate calculation

(**) the credit points assigned are a sum of credits for each module with the addition of practical training (10 credits)

2. Approximate calculation of the CPs “available” in each country for the Units identified, starting with the “weight” in percentages that each is considered to have within its specific pathway

Units identified	FRANCE		ITALY		PORTUGAL		SLOVENIA	
	CPs Val %	CPs V.A.						
UNIT 1 - To coordinate the operational running of the reception department	10	3	30	7.5	30	7.5	25	17
UNIT 2 = To inform guests about services and events	30	9	20	5	10	2.5	20	13.6
UNIT 3 = To maintain communications and collaboration with other departments	10	3	15	3.75	10	2.5	20	13.6
UNIT 4 = To choose appropriate ways for organising his/her own and staff activities	20	6	20	5	30	7.5	20	13.6
UNIT 5 = To perform financial assignments and commercial activities	30	9	15	3.75	20	5	15	1.2
	100	30	100	25	100	25	100	68

NB: to facilitate the analysis, given the need to develop an analogous measure for the LOs in the individual Units, it could be useful to use figures multiplied by 10 or 100 (for example: work on a total of 250 or 2500 CPs)

3. Calculation of the CPs that can be assigned to the individual LOs in each Unit, separately for each country



It would be useful to work here as well mainly in percentile terms in relation to the reference Unit, as can be seen from the charts that follow:

UNIT 1 – To handle/coordinate the operational running of the reception department							
Learning Outcomes							
France		Italy		Portugal		Slovenia	
		To supervise and manage the approach phase	33%	To organise and coordinate the activities of the reception service and ensure the most complex activities	70%	To accept, negotiate and manage the reservations (booking) and associated documentation	20%
		To supervise and manage the check-in and check-out phases	34%	To plan or collaborate in the planning of the reception service activities	30%	To accept and advise guests, perform check-in and check-out procedures, issue the bill	30%
		To supervise and manage the live-in phase	33%			To prepare, promote and sell the services of hospitality establishments	20%
						To provide and exchange information and coordinate work with other hotel departments	15%
						To use contemporary programme tools for preparation and design of texts, digital presentations and electronic communication	15%
			100%		100%		100%

NB = Percentage weights for the LOs in relation to the reference Unit have been determined following the indications from EU Recommendations of 09.04.2008 on the application of ECVET:

"The relative weight of a unit of learning outcomes, with regard to the qualification, should be established according to the following criteria or to a combination thereof:

- *the relative importance of the learning outcomes which constitute the unit for labour market participation, for progression to other qualification levels or for social integration;*
- *the complexity, scope and volume of learning outcomes in the unit;*
- *the effort necessary for a learner to acquire the knowledge, skills and competence required for the unit.*

UNIT 2 - To inform guests and advise them about services and events in the local environment							
Learning Outcomes							
France		Italy		Portugal		Slovenia	
		To organise and manage information about services in the local environment	40%	To organise and coordinate the activities of the reception service and ensure the most complex activities	40%	He/she acquires and evaluates tourism data from different sources, advises guests and sells services	40%
To advise clients on the opportunities offered by the territory	70%	To improve the level of customer satisfaction about the services provided	30%			Preparation and offer of the tourism programmes of home environment and selling tourism programmes	
To manage a benefit in rural tourism	30%	To propose and apply measures to foster customer loyalty	30%	To co-operate in the sales effort of the hotel	60%	To encourage and coordinate connection among individual tourist subjects (establishments) in the area of the tourism destination, advance informational, selling and marketing services in home environment tourism, to plan packet offers	10%
						Written and verbal processing of information in the field of tourism in Slovenian and at least two foreign languages under the rules of business communication and Bon ton	30%
						He/she compares tourism regions in Slovenia and designs the activities into an actual tourism offer	
						He/she forwards information about natural and cultural heritage in Slovenia	
						In the scope of work he/she takes into account the habits and	10%

						customs of foreign guests	
						He/she communicates in business situation and uses the expert terminology in selected foreign language	10%
	100%		100%		100%		100%

UNIT 3 - To maintain efficient communications and to collaborate with other departments in the hotel							
Learning Outcomes							
France		Italy		Portugal		Slovenia	
		To collaborate in his/her own sector with the organisational choices of the management	60%	To plan or collaborate in the planning of the reception service activities	60%	Performance of public appearances and public presentations	40%
		To collaborate in organising and managing the general services of prevention and safety for his/her own sector	40%	To organise and co-ordinate the activities of the reception service and ensure the most complex activities	40%	He/she organises and leads team work (activities)	30%
						He/she presents him/herself with the professional/vocational portfolio	30%
			100%		100%		100%

UNIT 4 - To choose appropriate ways for organising his/her own and, as necessary, staff activities in the reception department

Learning Outcomes							
France	?	Italy		Portugal		Slovenia	
		To recognise and evaluate work situations and problems, applying technical knowledge and ability in a pro-active way to design organisational structures in relation to one's own activities, resources and needs	40%	To plan or collaborate in the planning of the reception service activities	35%	He/she analyses, plans and prepares own work and controls that of co-workers	35%
		To effectively handle relations in an organisational and work context both within his/her own work group and outside it.	60%	To organise and co-ordinate activities in the reception service and ensure the most complex activities		He/she analyses, plans and prepares the work of co-workers and controls/ supervises the work of co-workers	35%
				To ensure the human and functional management of the work team	15%	He/she is responsible for the organisation and looks after the smooth, undisturbed flow of work activities of complementary hotel offer.	20%
				To co-operate with the personnel department in the human resources management	15%	He/she looks after the safety of employees at work	10%
				To identify the key aspects and characteristics of enterprise management and organisation	25%		
				To identify the key aspects and characteristics of the management and organisation of a hotel unit			

				To identify the principles and techniques of human resources management, leadership and interpersonal relations	10%		
			100%		100%		100%

UNIT 5 - To perform financial assignments, conduct commercial activities and ensure quality control of the services and work provided							
Learning Outcomes							
France		Italy		Portugal		Slovenia	
To organise and realise a benefit or event in rural tourism	70%	To organise and manage the administrative procedures connected with the functioning of his/her own sector	40%	To plan or collaborate in the planning of the reception service activities	25%	He/she markets products and services and composes sales contracts	40%
To market benefits of rural tourism	30%	To collaborate in co-ordinating and carrying out business marketing interventions for his/her own sector	40%	To organise and co-ordinate the activities of the reception service and ensure the most complex activities		He/she prepares and implements the calculations and monitors the financial business transactions	40%
		To prepare and realise surveys (SWOT analyses) for the sector of competence	20%	To co-operate in the sales effort of the hotel	30%	He/she adapts the gastronomy and tourism offer to different target groups of tourists	20%
				To identify the key aspects and characteristics of enterprise management and organisation	20%		
					25%		
			100%		100%		100%

4. To make the level of mastery of the competences explicit through:

a) the definition of "level descriptors" to use both for the Knowledge LOs and for those of Skills, deriving these in a homogeneous way from the EQF levels. For example:

Level descriptor (from EQF)	Knowledge	Skill
2	Knowledge of the essential operational elements, acquired in accordance with specific directions	Cognitive and practical skills using relevant information in order to carry out tasks and to solve routine problems using simple rules and tools
3	Knowledge of facts, principles, processes and general concepts, in a specific field of work or study	Cognitive and practical skills to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information
4	Factual and theoretical knowledge in broad contexts within a field of work or study	Cognitive and practical skills to generate solutions to specific problems in a field of work or study
5	Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge	Cognitive and practical skills developing creative solutions to abstract problems

- b) the application of level descriptors to a grid of LOs shared in the corresponding Units of the various pathways of the partners. These descriptors define situations of mastery of the competences within the specific level definitions of the individual courses of the various Partner nations (NQF)

UNIT 1 - To handle/co-ordinate the operational running of the reception department							
Learning Outcomes							
France	Level	Italy	Level	Portugal	Level	Slovenia	Level
		To supervise and manage the approach phase	4	To organise and coordinate the activities of the reception service and ensure the most complex activities	5	To accept, negotiate and manage the reservations (booking) and associated documentation	3
		To supervise and manage the check-in and check-out phases	4	To plan or collaborate in the planning of the reception service activities	5	To accept and advise guests, perform check-in and check-out procedures, issue the bill	3
		To supervise and manage the live-in phase	4			To prepare, promote and sell the services of hospitality establishments	3

UNIT 2 = To inform guests and advise them about services and events in the local environment							
Learning Outcomes							
France	Level	Italy	Level	Portugal	Level	Slovenia	Level
To advise clients on the opportunities offered by the territory	4	To organise and manage information about services in the local environment	4	To organise and co-ordinate the activities of the reception service and ensure the most complex activities	4	Acquires and evaluates tourism data from different sources, advises guests and sells services	4
						Preparation and offer of the tourism programmes of home environment and selling tourism programmes	4
To manage a benefit in rural tourism	4	To improve the level of customer satisfaction about the services provided	4	To co-operate in the sales effort of the hotel	4	To encourage and co-ordinate connection among individual tourist subjects (establishments) in the area of the tourism destination, advance informational, selling and marketing services in home environment tourism, to plan packet offers	4
		To propose and apply measures to foster customer loyalty	4				

UNIT 3 = To maintain efficient communications and to collaborate with other departments in the hotel							
Learning Outcomes							
France	Level	Italy	Level	Portugal	Level	Slovenia	Level
		To collaborate in his/her own sector with the organisational choices of the management	4	To plan or collaborate in the planning of the reception service activities	4	Organises and leads team work (activities)	4
				To organise and co-ordinate the activities of the reception service and ensure the most complex activities	4		

UNIT 4 = To choose appropriate ways for organising his/her own and, as necessary, staff activities in the reception department

Learning Outcomes							
France	Level	Italy	Level	Portugal	Level	Slovenia	Level
		To recognise and evaluate work situations and problems, applying technical knowledge and ability in a pro-active way to design organisational structures in relation to one's own activities, resources and needs	4	To plan or collaborate in the planning of the reception service activities	5	To analyse, plan and prepare own work and to control that of co-workers	4
				To ensure the human and functional management of the work team	5		
		To effectively handle relations in an organisational and work context both within his/her own work group and outside it.	4	To organise and co-ordinate activities in the reception service and ensure the most complex activities	5		
				To co-operate with the personnel department in human resources management	5	To analyse, plan and prepare the work of co-workers and control/ supervise the work of co-workers	4
				To identify the principles and techniques of human resources management, leadership and interpersonal relations	5		

				To identify the key aspects and characteristics of enterprise management and organisation	5	To be responsible for the organisation and look after the smooth, undisturbed flow of work activities of complementary hotel offer.	4
				To identify the key aspects and characteristics of the management and organisation of a hotel unit	5		

UNIT 5 = To perform financial assignments, conduct commercial activities and ensure quality control of the services and work provided

Learning Outcomes

France	Level	Italy	Level	Portugal	Level	Slovenia	Level
To organise and realise a benefit or event in rural tourism	4	To organise and manage the administrative procedures connected with the functioning of his/her own sector	4	To plan or collaborate in the planning of the reception service activities	5	To prepare and implement the calculations and monitor the financial business transactions	4
				To identify the key aspects and characteristics of enterprise management and organisation	5		
				To identify the fundamental marketing techniques	5		
To market benefits of rural tourism	4	To collaborate in co-ordinating and carrying out business marketing interventions for his/her own sector	4	To organise and co-ordinate the activities of the reception service and ensure the most complex activities	5	To apply marketing of products and services and compose sales contracts	4
				To co-operate in the sales effort of the hotel	5		

The methodological approach and instruments proposed in this paper have been constructed using one of the cardinal principles of the ECVET system, that is the need to identify methods for the application of the system that integrate with, rather than modifying, the procedures already present and in use in the various territorial contexts. Therefore we have compared and identified descriptors that represent the “minimum common denominator” among the Units produced by the partners. Below you will find the results of this labour, which although it cannot be exhaustive and scientifically “balanced” is meant to be a “guide” and reference for the experimentation.

UNITS

NAME OF UNIT 1
To handle/coordinate the operational running of the Reception department
Name of the LO
<p>IT: To supervise and manage the approach phase; To supervise and manage the check-in and check-out phases; To supervise and manage the live-in phase</p> <p>SL: To accept, negotiate and manage the reservations (booking) and associated documentation; Accepts and advises guests, performs check-in and check-out procedures, issues the bill; Prepares, promotes and sells the services of hospitality establishments</p> <p>FR:</p> <p>PT: Organise and coordinate the activities of the reception service and ensure the most complex activities - Plan or collaborate in the planning of the reception service activities</p>
LEARNING OUTCOMES IN TERMS OF COMPETENCE
<p>He/she is able to</p> <ul style="list-style-type: none"> • accept, negotiate and manage the reservations (booking) and associated documentation • accept and advise guests, perform check-in and check-out procedures, issue the bill • prepare, promote and sell the services of hospitality establishment • use modern computer and information technology • make accurate work estimations and plan daily activities to meet the service needs and accomplish the objectives of the sector • make decisions on complex situations or problems within the reception service activities • analyse the most common complaints and propose general procedures for problem solving • manage, establish procedures and make decisions on specific situations, such as no-

shows, over-booking, cancellations, waiting lists, GDS management

- establish friendly and correct relationships with customers, accepting their demands and complaints or dealing with their stay-related problems
- manage potentially conflicting situations with customers
- develop or assist in developing strategies for optimisation of services in the accommodation area
- make decisions about hotel rates aligned with market situations

KNOWLEDGE LEARNING OUTCOMES

He/she knows:

- methods of planning, organisation and co-ordination of work applicable to the reception services.
- problem solving techniques, applicable to hospitality
- management standards and general procedures for solving no-shows, over-booking and GDS situations.
- hotel policy and regulations on the procedures to follow regarding complaints, customer's inappropriate behaviour, etc.
- techniques and methods of collection, analysis and treatment of data of various types and with different goals or purposes.
- rules for communicating with hierarchy, colleagues, customers and external entities, public or other.
- organisation of work in reception, reception tasks and the application of work conditions, the meaning of team work in order to satisfy the guests
- the basics of using hotel information system programmes and equipment
- the administrative procedures in a hotel
- the basic procedures for building an archive
- techniques and procedures for check-in and check-out
- information technology: instruments and programmes (hardware and software)

SKILL LEARNING OUTCOMES

He/she:

- organises and establishes standards of performance for each type of activity
- makes decisions about changes in accommodation plans, depending on the events and strategies to maximise the hotel capacity
- manages check-in and check-out
- manages and makes appropriate decisions in specific situations of no-shows, over-booking, cancellations, waiting lists, or other unexpected occurrences
- plans strategies to maximise accommodation and occupation
- sets daily rate of accommodation, depending on the market
- creates records and bills services

<ul style="list-style-type: none"> - passes information among the different departments - optimises the use of computer tools in the reception service 	
Indicators from EQF	
Knowledge	
Skill	
EVALUATION PROCEDURES	
EQF LEVEL	4/5
ECVET CREDIT POINTS	
PROPOSED DURATION (RANGE)	

NAME OF UNIT 2
To inform guests and advise them about services and events in the local environment
Name of the LO
<p>IT: To organise and manage information about services in the local environment; to improve the level of customer satisfaction about the services provided; to propose and apply measures to foster customer loyalty</p> <p>PT: To organise and co-ordinate the activities of the reception service and ensure the most complex activities; to co-operate in the sales effort of the hotel</p> <p>SL: Acquires and evaluates tourism data from different sources, advises guests and sells services; preparation and offer of the tourism programmes of home environment and selling tourism programmes; to encourage and co-ordinate connection among individual tourist subjects (establishments) in the area of the tourism destination, advance informational, selling and marketing services in home environment tourism, to plan packet offers</p> <p>FR: To advise clients on the opportunities offered by the territory; to manage a benefit in rural tourism</p>
LEARNING OUTCOMES IN TERMS OF COMPETENCE
<p>He/she is able to</p> <ul style="list-style-type: none"> • execute more specific or complex activities, such as welcoming and taking care of VIP customers, groups, persons with disabilities, children, etc. • propose programmes, packages of services or promotional means relevant in commercial terms and able to capture the interest of customers. • obtain and provide meaningful data for developing strategies, programmes and resources appropriate to market trends and customer interests. • acquire and evaluate tourism data from different sources, advise guests and sell

services

- prepare and offer tourism programmes of the home environment and sell these
- provide information about natural and cultural heritage
- take into account the motivations and expectations of customers
- conduct an assessment of the service (customer satisfaction, compliance with specifications)
- inform customers about the possibilities offered by the territory

KNOWLEDGE LEARNING OUTCOMES

He/she knows:

- general protocol and techniques for receiving and hosting V.I.P. and special guests.
- techniques for research and data analysis for the exploration of interests and specific motivations within different client types.
- techniques for improving customer loyalty
- information about the region (transport, historical aspect, etc)
- the offer of the home environment
- statistical methods and different types of statistical data
- different activities which can be integrated in the tourism offer
- procedures and instruments for organising and implementing reservations
- legislation on the preservation of natural and cultural heritage
- business materials (publications) in foreign languages
- the tourist location and tourism environment
- local and protected local products
- eating and cultural habits of guests
- techniques for understands different groups of guests, their needs and customs
- differentiation of verbal and non-verbal communication
- different promotional approaches

SKILL LEARNING OUTCOMES

He/she:

- interacts with customers correctly and with empathy, fulfilling their needs, solving any problems, demonstrating commitment to offering a pleasant stay, enhancing their satisfaction and making them loyal to the hotel.
- establishes contacts with various entities and potential customers in order to obtain information on present and future interests regarding services in the field of tourism and hospitality.
- collaborates in the assessment and improvement of the services provided to customers.
- acquires and advances information about the region
- orders promotional materials

- informs guests about local tourism events and activities
- presents the specificities of individual tourism areas (geographical characteristics, cultural and natural historical development of home region, capital city)
- uses appropriate business communication
- plans and implements business interviews
- reacts appropriately in problem and/or conflict situations
- uses the appropriate promotional approach according to the potential guest
- presents him/herself to guests adequately dressed and tidy (clothes, external appearance, tidiness)

Indicators from EQF

Knowledge

Skill

EVALUATION PROCEDURES

EQF LEVEL

4

ECVET CREDIT POINTS

**PROPOSED DURATION
(RANGE)**

NAME OF UNIT 3
To maintain efficient communications and to collaborate with other departments in the hotel
Name of the LO
<p>PT: To plan or collaborate in the planning of the reception service activities; To organise and co-ordinate the activities of the reception service and ensure the most complex activities</p> <p>SL: Organises and leads team work (activities)</p> <p>IT: To collaborate in his/her own sector with the organisational choices of the management</p> <p>FR:</p>
LEARNING OUTCOMES IN TERMS OF COMPETENCE
<p>He/she is able to</p> <ul style="list-style-type: none"> • communicate and establish effective interpersonal relationships with colleagues, hierarchy and external activities. • organise and lead team work activities • present him/herself with a professional/vocational portfolio • communicate in written and oral form in at least two languages • use different codes and methods of interaction according to the type of client, in order to describe and enhance the service offered, orally (in the presence of the client or on the phone) and in written form (drawing up estimates, e-mail, etc.)
KNOWLEDGE LEARNING OUTCOMES
<p>He/she knows:</p> <ul style="list-style-type: none"> ▪ rules for communicating with hierarchy, colleagues, customers and external entities, public and other ▪ standards for communications with hierarchy, colleagues, subordinates, customers and other entities within the reception service ▪ different methods of presentation ▪ principles of the preparation of presentations (greetings, introduction, core, conclusion, questions) ▪ the terms of work, working group, work organisation ▪ theoretical communications models. ▪ principles of communications and sales psychology. ▪ psychological fundamentals useful for understanding the relationship dynamics of various types of clients. ▪ Level B2 language competences, including the technical terms of the sector, for English. ▪ Level B2 language competences, including the technical terms of the sector, for a third

language (French / German / Spanish)	
SKILL LEARNING OUTCOMES	
He/she: <ul style="list-style-type: none"> - communicates with various internal and external entities and co-ordinates the various sectors of the hotel unit - co-ordinates with other sectors for the collection and transmission of information, and co-ordination of procedures - publicly performs in different business situations 	
THE INDICATORS FROM EQF:	
Knowledge	
Skill	
EVALUATION PROCEDURES	
EQF LEVEL	4
ECVET CREDIT POINTS	
PROPOSED DURATION (RANGE)	

NAME OF UNIT 4
To choose appropriate ways for organising his/her own and, as necessary, staff activities in the reception department
Name of the LO
<p>PT: To plan or collaborate in the planning of the reception service activities; to ensure the human and functional management of the work team; to organise and co-ordinate activities in the reception service and ensure the most complex activities; to co-operate with the personnel department in the human resources management; to identify the key aspects and characteristics of enterprise management and organisation; to identify the key aspects and characteristics of the management and organisation of a hotel unit; to identify the principles and techniques of human resources management, leadership and interpersonal relations</p> <p>SL: Analyse, plan and prepare own work and control that of co-workers; analyses, plans and prepares the work of co-workers and controls/ supervises the work of co-workers; is responsible for the organisation and looks after the smooth, undisturbed flow of work activities of complementary hotel offer.</p> <p>IT: To recognise and evaluate work situations and problems, applying technical knowledge and ability in a pro-active way to design organisational structures in relation to one's own activities, resources and needs; to effectively handle relations in an organisational and work context both within his/her own work group and outside it.</p>
LEARNING OUTCOMES IN TERMS OF COMPETENCE
<p>He/she is able to</p> <ul style="list-style-type: none"> • develop or assist in developing strategies for optimisation of services in the accommodation area • make accurate work estimations and plan daily activities to meet the service needs and accomplish the objectives of the sector • organise and establish rules for carrying out various activities in order to make the resources productive, make the sector more productive and ensure unity and the safety of persons • co-ordinate and supervise the activities of the sector aiming at the provision of quality services. • make decisions on complex situations or problems within the reception service activities • identify needs within the human resources department which meet the real needs of the sector • analyse, plan and prepare one's own work and control / supervise the work of co-workers
KNOWLEDGE LEARNING OUTCOMES
<p>He/she knows:</p> <ul style="list-style-type: none"> ▪ planning techniques, applied to reception services ▪ types of activities sought by the hotel, their characteristics and work requirements in

relation to the reception services received (gym, room hire, events, etc.)

- techniques for collecting, analysing and processing data, applicable to the organisation of the reception work
- planning, organisation and co-ordination methods
- techniques of work organisation and management and time control, applicable to the reception service
- techniques for the supervision and guidance of reception staff
- techniques of organising and managing work teams and organisation and management of shift work
- general legislation on shift work, holidays and absences and the hotel's rules on the subject
- concepts and basic functions of personnel management
- basic functions of the manager (planning, organising, directing, controlling) and their general features
- concept of planning (starting point, arrival point, pathway elements)
- methods and general techniques of planning, definition of objectives and scheduling of activities
- components of the human resource management activity, administrative management, functional and human management
- code of conduct in accordance with the business concept of the hotel
- standards of health protection at the work place
- techniques for determining the needs of human and material resources applicable to the reception service
- key elements in the organisation of departments or sectors (goals and plans, authority relations, work organisation, people characteristics)

SKILL LEARNING OUTCOMES

He/she:

- establishes goals and plans strategies of operation, development and profitability of the reception service.
- anticipates needs of human and material resources considering the objectives, strategies and occupational forecasts.
- plans and distributes the day's activities, taking into account the estimated volume, types of work to do and execution times of tasks, assignments, strategies and objectives for the sector and the human resources available.
- organises and establishes standards of performance for each type of activity
- establishes organisational standards for documentation of the reception service which contribute to the speed and efficiency of paperwork.
- organises work shifts for the reception service, according to expected activities,

general movement, peak workloads and available personnel - consistently applies the regulations of health protection to his/her own work and the work of co workers	
THE INDICATORS FROM EQF:	
Skill	
Knowledge	
EVALUATION PROCEDURES	
EQF LEVEL	4/5
ECVET CREDIT POINTS	
PROPOSED DURATION (RANGE)	

NAME OF UNIT 5
To perform financial assignments, conduct commercial activities and ensure quality control of the services and work provided
Name of the LO
<p>PT: To plan or collaborate in the planning of the reception service activities; to organise and co-ordinate the activities of the reception service and ensure the most complex activities; to co-operate in the sales effort of the hotel ; to identify the key aspects and characteristics of enterprise management and organisation; to identify the fundamental marketing techniques</p> <p>SL: Prepares and implements the calculations and monitors the financial business transactions; markets products and services and composes sales contracts</p> <p>IT: To organise and manage the administrative procedures connected with the functioning of his/her own sector; to collaborate in co-ordinating and carrying out the business marketing interventions for his/her own sector</p> <p>FR: To organise and realise a benefit or event in rural tourism; to market benefits of rural tourism</p>
LEARNING OUTCOMES IN TERMS OF COMPETENCE
<p>He/she is able to</p> <ul style="list-style-type: none"> • make decisions about hotel rates in line with the market situation, which make resources profitable and optimise the cost / revenue relationship. • demonstrate knowledge of the purpose and general operation of a hotel, in what regards, particularly, the reception, the general rules of organisation and business management, rules of exploration of new markets and organisations or means, suppliers of useful data for forecasts and planning of various strategies. • control the conditions determining the need for price changes (researching and collecting data) and impose changes accordingly • manage and make decisions on situations involving billing problems and customer accounts, city-ledger and the current accounts of the company, etc. • propose programmes, packages of services or promotional means that are relevant in commercial terms and able to capture the interest of customers. • obtain and provide meaningful data for developing strategies, programmes and resources appropriate to market trends and customer interests • market products and services and compose sales contracts • prepare and implement calculations and monitor financial business transactions
KNOWLEDGE LEARNING OUTCOMES
<p>He/she knows:</p> <ul style="list-style-type: none"> ▪ the concept of budget, its parts and items ▪ concepts and rules for calculating cost / benefit

- rules for the exploration of new markets in hotel accommodation
- quality and productivity standards for reception services
- methods and techniques of quality control, applicable to reception activities
- elements of tax and fiscal law
- types of accounting books and documents and their characteristics
- storing bookkeeping documents
- the main accounting software
- general and internal regulations and requirements on billing problems and customer accounts, city-ledger and current account(s) of the company, debt collection difficulties, etc.
- techniques for promoting and selling services
- techniques for improving customer loyalty
- result control techniques in hotel accommodation
- methods and techniques of quality control and its basic requirements (objectivity, flexibility, appropriateness to the situation and possibility of correction)
- marketing techniques for the hospitality industry
- incomes and outflows
- differentiation of expenses
- the term "depreciation"
- the basic expert terms in the field of tourism and hospitality
- differentiation between cost and selling price
- basic accounting standards and indicators of business success
- importance of investments
- techniques for the design and organisation of dissemination and promotion services, applicable to specific situations

SKILL LEARNING OUTCOMES

He/she:

- makes predictions and budget proposals of revenue and costs of the reception service (staff, materials, uniforms, etc.), monitors compliance with the established budget and propose changes if necessary
- ensures market research through contacts with public entities, similar enterprises or by other means
- develops procedures for customer fidelity following their stay, trying to understand their tastes and interests, contacting them to show the interest of the hotel in their well-being and satisfaction, and developing hosting procedures which are appropriate to their personal characteristics
- ensures the monitoring of results achieved by the hotel unit
- identifies and characterises the general principles and fundamental techniques of work

organisation and quality control - prepares a simple statement of business results - handles agency commissions - deals with overdue payments - takes care of ordinary administrative management	
THE INDICATORS FROM EQF:	
Knowledge	
Skill	
EVALUATION PROCEDURES	
EQF LEVEL	4/5
ECVET CREDIT POINTS	
PROPOSED DURATION (RANGE)	

**GUIDELINES FOR THE VERIFICATION
AND EVALUATION OF LEARNING OUTCOMES
(DELIVERABLE n. 6.1)**

In ECVET, units of learning outcomes achieved in one setting are assessed and then, after successful assessment, transferred to another setting.

We remind you of the distinction between assessment, validation and recognition.

- **assessment** of learning outcomes means methods and processes used to establish the extent to which a learner has in fact attained particular knowledge, skills and competence;
- **validation** of learning outcomes means the process of confirming that certain assessed learning outcomes achieved by a learner correspond to specific outcomes which may be required for a unit or a qualification;
- **recognition** of learning outcomes means the process of officially attesting achieved learning outcomes through the awarding of units or qualifications.

Therefore evaluating learning outcomes means establishing what the learner is able to know, understand and/or know how to do at the end of a certain period of learning.

To reach the above-mentioned objective, we recommend the use of **performance-based** tests.

According to Le Boterf (2004) the competences can be considered:

the ability to activate and/or combine:

- *the internal resources possessed (concepts, principles, skills, interests, volition, etc.)*
- *with the external ones available (equipment, materials, teachers, classmates, etc.)*

in order to face in a valid and productive way a specific set of cultural and/or professional activities and/or problems

The prospect of an alternative evaluation in substitution of the traditional one was proposed for example by Grant Wiggins (1993) in the sense of an evaluation that is meant to verify not only what a student knows, but also "what he knows how to do with what he knows" that is, based on a real and adequate demonstration of learning.

Recent reflections on teaching and learning processes fully justify this form of evaluation. The theories of authentic learning, of situational knowledge, of social constructivism in fact

demonstrate that students understand and assimilate to a greater degree when they are dealing with real situations compared with what they learn in de-contextualised situations.

Verification and evaluation following a performance-based approach should be set up keeping in mind the individual Learning Outcomes, and subsequently synthesised as a procedure for the overall evaluation of the individual Units.

It would be opportune, for this process, to develop the indications contained in product WP3 -ANALISIS TOOL – Contents of Training Paths, specifying as far as possible the tools effectively used. Further indications on the methods and instruments of verification and evaluation will, therefore, be contained in the agreement.

In this area we suggest using the grid proposed in the LdV 2000-06 project “ECVET IN FOOD”:

For example:

EVALUATION PROCEDURES				
Type of test	Mandatory / optional	Classification	Optional indications	
Written tests	Closed-ended questions	▪ multiple choice		
		▪ questions to be completed (with the choice of a set of options)		
		▪ fill in the blanks (with the choice of a set of options)		
		▪ mini-cases (with multiple choice questions)		
		▪ matching questions		
	Open-ended questions	▪ open-ended questions		
		▪ questions to be completed (free wording)		
		▪ fill in the blanks (free wording)		
	Case solutions	X	▪ with open-ended questions ▪ closed-ended questions	X
	"Traditional" tests	▪ Essays		
▪ Problems				
▪ Exercises (e.g. equations)				
Oral tests	Interviews	▪ structured		
		▪ semi-structured		
		▪ unstructured		
Practical tests	Checklist of observations	X	▪ process-related ▪ product-related	X X
	Technical reports			
Simulated performance	Checklist of observations		▪ process-related ▪ product-related	
	Technical reports			

**Formal agreements
(Deliverable nr. 7)**

**N.E.T.WORK Experimentation Plan
(Deliverable nr. 8.1)**

**Guidelines for the application of ECVET
(Deliverable nr. 8.2)**

Guidelines for the application of ECVET experimentation

From the context analysis, conducted using the output from WP 2 (Description and Selection of the training profiles to be tested in the experimentations) and WP 3 (Sharing and validation of the description modalities for the learning outcomes and units), a certain heterogeneity in the practices and VET instruments used in the partnership countries has emerged as well as a differentiation of functions and missions among the subjects involved as partners.

Nevertheless, this brings added value to the project for two orders of reasons: it faithfully represents the real situation among the member nations of the European Union and it allows us to identify and experiment methods for putting the ECVET system into effect which involve not just the certifying agencies but also those who operate “upstream” and “downstream” of the certification process.

For the above-mentioned partnership context, represented even more precisely by the outputs of WP3/ WP4 (Description of selected training profiles connecting the MODULES of the trainings paths with the UNITS) and on the basis of the joint reflection reached during the 3rd trans-national partnership meeting held in Ljubljana, it was thought necessary to realise this document “propaedeutical” to the output of WP7 (Formal agreements) and of WP8 (N.E.T.WORK experimentation plan).

For this CST and SV&CO intend to propose and share with the partnership some experimentation methods which on the one hand correspond with what was foreseen in the project proposal (cfr. WP 8 and WP 9) and on the other respond to the situations and needs that have emerged for each partner.

Specifically, the document intends to offer experimentation instruments that allow each partner to carry out an action in conformity with his/her own institutional mission and with the effective areas and typologies of training processes existing in his/her own context.

This set up also allows us to offer, through experimental evidence, indications to the Agency that monitors the work of the partnership, about the possibility of different subjects which act in various capacities in the sector of vocational education and training working in agreement under the ECVET system; and that the same system can provide – even within the differentiated VET processes already existing and in use in the reference countries - homogeneous forms of application, that are able to involve all the levels of actuation present to date.

This working document has been sent to each partner in anticipation of the presentation of an experimentation plan which, as foreseen by the project (cfr. WP8: Output 8.1), will contain detailed information on:

- the training pathways chosen for testing, and their structuring consistent with the framework of LOs and Units already agreed on by the partners (See Attachment n. 01: Consistency of the Units and LOs of the WP5 framework with those of the experimentation pathway).
- the expected results;
- the organisation (timing, resources, targets, etc.);
- the subjects (learners, students, structures, pathways, etc...) involved and their related roles;
- support activities;
- monitoring activities.

Once validated, this document will also represent the technical reference for the stipulation of the “Formal Agreements” (WP7).

1. Type of experimentation

As part of the NET WORK project an “observed experimentation” will be conducted of the pathways identified by the partners in their respective Formal Agreements, by applying the instruments produced in the previous phases of comparison and coordination of the partnership to the various training pathways. Specifically, the principal references will be the KSC Framework (see attachment nr. 02) and the synthesis of WP 5 (see attachment nr. 03)

2. Testing phases

2.1. *Identification of coherent training pathways active in the time period considered*

For some partners it will be possible to activate the experimentation as part of the pathways analysed in WP 2/3, while for others it could be necessary to make agreements with other subjects who provide similar pathways to the area of the study. We stress the fact that the experimentation can even be conducted on pathways that are not directly handled by the partner. In fact, since this is an “observed” experimentation, it does not seem obligatorily connected with the direct involvement of the partner in the training pathway management. This management can be entrusted to “external” training structures that guarantee:

- a) the conduction of the training pathway in the time period foreseen by the project (between November 2010 and April 2011);

b) the supply of training similar to the reference area of the project¹ and which can be brought back to the KSC system.

Therefore it will be sufficient to identify, within the various “Formal Agreements”, an adequate structure which guarantees the commitment of an educational co-ordinator and of the related trainers/trainers to apply the instruments elaborated in the Project in the course of their standard training activity.

2.2. Activation of agreements with subjects managing pathways with the stipulation of an agreement model

Both in the case of direct management of the training by the partner and in that in which the testing is carried out on pathways provided by third parties, a Formal Agreement must nevertheless be signed, following the model prepared by SV&CO and CST (see attachment nr. 04), which will contain the Experimentation Plan

2.3. Activation of the observed experimentation process

This provides for:

- the “interpretation”, on the part of the trainers/trainers, of the training content of the pathways carried out in terms of KSC (output WP3. See Attachment nr. 01) and Units/LOs (output WP5. See attachment nr. 02), using the grids prepared by CST and SV&CO (see Attachment nr. 05)
- the transferral of these contents to the framework of the LOs and Units defined according to the outputs of WP5 and WP6
- calculation of credit points starting with the scores established for the LOs in the output of WP5
- an explanation of the verification and evaluation methods, following the grid prepared by CST and SV&CO (see attachment nr. 06)
- the issuing to each participant in the experimentation of “certification” following a format common to the partners which will be agreed upon on the basis of the first feedback from the experimentation itself. In the “certification”, of which a draft will be prepared by CST and SV&CO and distributed by the end of January 2011, the results of the observed experimentation will be indicated in the terms of the ECVET system (Units, LOs, Credit points).

¹ The area of tourism-hospitality welcoming and more specifically the reception area of hotel structures.

The experimentation will last 7 months (scheduled to start at the beginning of November 2010 and end by 30 April 2011). It must be applied to approximately 30 subjects for each partner, who may belong to a single course or more than one courses. The evaluation will nonetheless be made identifying the results distinctly for each participant.

The testing must be monitored in qualitative and quantitative terms.

- As far as the quantitative data are concerned, each partner Actuator of the experimentation will draft at least two “activity records” – one by 31 December 2010 and one by 15 April 2011 - following the format that will subsequently be prepared by CST and SV&CO .
- As far as the qualitative data are concerned, at the end of the experimentation the operators involved will be given an “appreciation test”, which also will be prepared by CST and SV&CO, aimed at determining evaluations of efficiency and effectiveness regarding the products/instruments tested.

Attachment nr. 01: Concordance of Units and LOs of the WP5 framework with those of the experimentation pathway (*)

(*) This chart has an indicative function and is to be applied only to training pathways that will not be run directly by the partners and which were not analysed in WP3 and WP4

WP5 Framework	Experimentation Pathway	
	CHECK	NOTES
UNIT 1= To co-ordinate the operational running of the reception department		
To supervise and manage the approach phase;		
To supervise and manage the check-in and check-out phases;		
To supervise and manage the live-in phase		
To accept, negotiate and manage reservations (booking) and the associated documentation		
To receive and advise guests, perform check-in and check-out procedures, issue the bill		
To prepare, promote and sell the services of hospitality establishments		
To organise and co-ordinate the activities of the reception service and ensure the most complex activities		
To plan or collaborate in the planning of the reception service activities		
UNIT 2 = To inform guests and advise them about services and events in the local environment		
To organise and manage information about services in the local environment		
To improve the level of customer satisfaction about the services provided		
To propose and apply measures to foster customer loyalty		
To organise and co-ordinate the activities of the reception service and ensure the most complex activities		
To co-operate in the sales effort of the hotel		
To acquire and evaluate tourism data from different sources, to advise guests and sell services		
To prepare and offer tourism programmes of the home environment and to sell tourism programmes		
To encourage and co-ordinate connection among individual tourist subjects (establishments) in the area of the tourism destination, to advance information, selling and marketing services in home environment tourism, to plan packet offers		
To advise clients on the opportunities offered by		

the territory		
To manage a benefit in rural tourism		
UNIT 3 = To maintain efficient communications and to collaborate with other departments in the hotel		
To plan or collaborate in the planning of the reception service activities		
To organise and co-ordinate the activities of the reception service and ensure the most complex activities		
To organise and lead team work (activities)		
To collaborate in his/her own sector with the organisational choices of the management		
Unit 4 = To choose appropriate ways for organising his/her own and, as necessary, staff activities in the reception department		
To organise and co-ordinate activities in the reception service and ensure the most complex activities		
To co-operate with the personnel department in human resource management;		
To identify the key aspects and characteristics of the management and organisation of a hotel unit		
To identify the principles and techniques of human resource management, leadership and interpersonal relations		
To analyse, plan and prepare one's own work and to control that of co-workers		
To analyse, plan and prepare the work of co-workers and control/ supervise the work of co-workers		
To be responsible for the organisation and to look after the smooth, undisturbed flow of work activities of complementary hotel offer		
To recognise and evaluate work situations and problems, applying technical knowledge and ability in a pro-active way to design organisational structures in relation to one's own activities, resources and needs;		
To effectively handle relations in an organisational and work context both within his/her own work group and outside it.		
UNIT 5 = To perform financial assignments, conduct commercial activities and ensure quality control of the services and work provided		
To plan or collaborate in the planning of the reception service activities		
To organise and co-ordinate the activities of the reception service and ensure the most complex activities		
To co-operate in the sales effort of the hotel		

To identify the key aspects and characteristics of enterprise management and organisation		
To identify the fundamental marketing techniques		
To prepare and implement the calculations and to monitor the financial business transactions		
To market products and services and to compose sales contracts		
To organise and manage the administrative procedures connected with the functioning of his/her own sector		
To collaborate in co-ordinating and carrying out the business marketing interventions for his/her own sector		

Attachment nr. 02: Framework KSC

Macrocompetence ① = He/she is able to handle the operational running of the department, according to parameters of efficiency, effectiveness and quality		
Knowledge	Skill	Competence
1. Knows principles and procedures for basic use of ICT 2. Knows communications techniques 3. Knows sales techniques 4. Knows the necessary procedures for room reservations operations 5. Knows the hotel mission, as well as the services available to customers 6. Knows two foreign languages	1. Optimises the use of computer tools in the reception service 2. Supplies information on the availability of services and the sales terms 3. Receives requests for reservations using various communications tools 4. Confirms or rejects reservations on the basis of the capacity optimisation plan 5. Manages cancellations, over-bookings and changes in reservations 6. Communicates with guests in two foreign languages	1. Is able to manage the approach and sales phases <i>(is able to make reservations according to demand and to the occupancy and service-distribution plan)</i>
7. Knows the methodologies and techniques of the check-in system 8. Knows the way to handle emergency procedures	7. Records the arrival on the obligatory documents 8. Opens an account and a position for the client 9. Finds out the guest's needs 10. Communicates company regulations 11. Informs new guests about the range of hotel services	2. Is able to manage the check-in phase <i>(is able to welcome guests and take care of them)</i>
9. Knows established principles for the resolution / satisfaction of customers' complaints, suggestions, needs and expectations	12. Handles complaints 13. Manages the procedures for handling correspondence and registering information addressed to customers 14. Takes care of the safety of guests and their property 15. Masters communication over the telephone 16. Masters procedures in a state of emergency (death, theft,...)	3. is able to manage the "live-in" phase <i>(including car rentals, sightseeing tours, reservation and confirmation of tickets to shows, manual and electronic records, delivery of keys or magnetic room cards and providing luggage service, handling telephone services, distribution of correspondence, exchange of foreign currency, care of luggage and valuables, etc.)</i>
10. Knows the administrative procedures for guest registration 11. Knows methods for gathering and reporting statistical data	17. Records charges 18. Prepares reports and printouts 19. Conducts administrative controls 20. Applies documentation filing techniques 21. Updates the guest database 22. Updates occupancy status 23. Prepares data on reservations and keeps statistics (receptions and rejections)	4. Is able to carry out the activities of registering charges and of administrative and statistical management
12. Knows the proper "check-out" procedures 13. Knows Reception back office	24. Records the departure on the obligatory documents 25. Prepares statement of account, concludes and makes out an invoice; 26. Authenticates and enters credit and cash	5. Is able to carry out the activities of the check-out phase <i>(namely charging accounts, billing, payment of debts, checks, manual or computer records,</i>

Macrocompetence ① = He/she is able to handle the operational running of the department, according to parameters of efficiency, effectiveness and quality

Knowledge	Skill	Competence
procedures	payments; 27. Exchanges foreign currencies and prepares statement of exchange according to daily rates	<i>collecting keys or magnetic cards and providing luggage services and transport)</i>

Macrocompetence ② = He/she is able to inform and give advice to guests on services and events in the local environment		
Knowledge	Skill	Competence
<p>Knows the historical and cultural environment and tourist services to provide customers with information</p> <p>Knows the sources and techniques for finding information on events</p>	<p>Gathers and records information about the cultural, environmental and gastronomic opportunities of the territory</p> <p>Keeps the data base of opportunities up to date</p>	<p>1) Is able to carry out the activities of gathering information on the opportunities offered by the surrounding territory <i>(including car rentals, sightseeing tours, reservation and confirmation of tickets to shows, etc.)</i></p>
<p>Knows the principles for constructing a tourism supply package integrated with the territory</p> <p>Knows the principles of destination management</p>	<p>3. Contacts and collaborates with other operators to formulate integrated tourism supplies</p> <p>4. Handles relations with intermediaries both of tourism and non-tourism-related distribution</p>	<p>2) Is able to integrate the tourism offer with the contribution of other public and private stakeholders of the territory</p>
<p>5. Knows the principles of territorial marketing</p>	<p>5. Informs about and promotes the cultural, natural and food&wine opportunities of the territory</p> <p>6. Helps guests with transportation, reservations, gathering information on services outside the hotel and on the historical and cultural environment</p> <p>7. Sells souvenirs and other promotional and contact material</p>	<p>3) Is able to promote the tourism destination where the structure is located</p>

Macrocompetence ③ = He/she is able to maintain efficient communication with other departments in the hotel		
Knowledge	Skill	Competence
<p>Knows the techniques of internal business communications</p> <p>Knows the mechanisms of inter-functionality in the operational organisation of the hospitality business</p>	<ol style="list-style-type: none"> 1) Organises models of co-operative behaviour oriented toward results, in function of the objectives and of the organisational system of the business 2) Sees to the application of co-ordination mechanisms based on company directives 3) Optimises the passing of information, by organising and managing aggregation moments (<i>briefings, debriefings, reporting, etc.</i>) 4) Applies functional control techniques to the work of his/her own division in relation to company quality objectives 	<ol style="list-style-type: none"> 1) Is able to see to the organisation of work, the definition of procedures and the operational effectiveness of the reference division in relation to the various divisions of the hospitality business
<p>Knows the procedures of internal communication among departments</p>	<ol style="list-style-type: none"> 5) Informs the other departments of the client's particular needs 6) Informs main kitchen and, if necessary, other departments about booked rooms and pre-announced group arrivals on a daily basis 7) Reports complaints to the sales department 8) Informs sales department about guest allocations and their period of stay in the hotel 	<ol style="list-style-type: none"> 2) Is able to co-ordinate the processes of production and supply of the service in relation to the other services of the hospitality business

Macrocompetence ④ = He/she is able to choose appropriate ways for organising his/her own and, as necessary, staff activities in the hotel reception department		
Knowledge	Skill	Competence
1) Knows the procedures for the management of reception area human resources, materials, and equipment	1) Contributes in the planning and acquisition of necessary goods and materials 2) Collaborates in the implementation of quality, hygiene and safety-at-work programmes 3) Collaborates in the implementation of hotel promotional programmes	1) Is able to define goals and activities in the reception service based on the strategies, available resources and standards set by management
2) Knows the rules for establishing a positive working environment 3) Knows the techniques of organising work and performing different tasks	4) Plans and organises his/her own work 5) Checks planned daily activities 6) Solves organisational problems and problems connected with performing individual tasks together with co-workers and superiors 7) Uses professional terminology 8) Works in teams	2) Is able to plan and organise his/her own work according to parameters of efficiency and effectiveness and to work in a team

Macrocompetence ⑤ = He/she is able to perform financial assignments and execute commercial activities and ensure quality control of the services and work conducted		
Knowledge	Skill	Competence
1) Knows the fundamentals of using ICT to manage commercial activities 2) Knows the techniques of quality management of the reception service	1. Identifies the level of customer satisfaction and defines measures to adjust services; 2. Applies the quality control techniques of the reception service; 3. Organises gathered data and prepares charts and reports; 4. Develops on-line promotion and sales procedures; 5. Elaborates virtual product lines and a shopping cart for on-line transactions;	1) Is able to collaborate with hotel management in the definition of targets and procedures to promote and conduct commercial activities
3) Knows the main process analysis methodologies and business diagnosis tools.	6. Applies data-gathering methods (surveys, interviews, targeted observation) referring to the specific sector; 7. Monitors the production processes in relation to descriptors and indexes of quality, productivity and profitability; 8. Applies the directives regarding access to and handling of sensitive data. 9. Elaborates an action plan for positioning his/her sector within the company market	2) Is able to collaborate in evaluating the quality of services, in verifying the level of consumer satisfaction and in making the necessary corrections or adjustments

Attachment nr. 03: Outline of the Units and comparative chart of the LOs

UNIT 1 = To co-ordinate the operational running of the reception department			
France	Italy	Portugal	Slovenia
	To supervise and manage the approach phase	To organise and co-ordinate the activities of the reception service and ensure the most complex activities	To accept, negotiate and manage the reservations (booking) and associated documentation
	To supervise and manage the check-in and check-out phases		To receive and advise guests, perform check-in and check-out procedures, issue the bill
	To supervise and manage the live-in phase		To prepare, promote and sell the services of hospitality establishments

UNIT 2 = To inform guests and advise them about services and events in the local environment			
France	Italy	Portugal	Slovenia
To advise clients on the opportunities offered by the territory	To organise and manage information about services in the local environment	To organise and co-ordinate the activities of the reception service and ensure the most complex activities	To acquire and evaluate tourism data from different sources, advise guests and sell services
To manage a benefit in rural tourism	<u>To improve the level of customer satisfaction about the services provided</u>	To co-operate in the sales effort of the hotel	To prepare and offer the tourism programmes of home environment and sell tourism programmes
	To propose and apply measures to foster customer loyalty		To encourage and co-ordinate connection among individual tourist subjects (establishments) in the area of the tourism destination, advance informational, selling and marketing services in home environment tourism, to plan packet offers

UNIT 3 = To maintain efficient communications and to collaborate with other departments in the hotel			
France	Italy	Portugal	Slovenia
	To collaborate in his/her own sector with the organisational choices of management	To plan or collaborate in the planning of the reception service activities	To organise and lead team work (activities)
		To organise and co-ordinate the activities of the reception service and ensure the most complex activities	

UNIT 4 = To choose appropriate ways for organizing his/her own and, as necessary, staff activities in the reception department			
France	Italy	Portugal	Slovenia
	To recognise and evaluate work situations and problems applying technical knowledge and ability in a pro-active way to design organisational structures in relation to one's own activities, resources and needs	To plan or collaborate in the planning of the reception service activities	To analyse, plan and prepare one's own work and to control the work of co-workers
		To ensure the human and functional management of the work team	
	To effectively handle relations in an organisational and work context both within his/her own work group and outside it	To organise and co-ordinate activities in the reception service and ensure the most complex activities	
		To co-operate with the personnel department in human resource management	To analyse, plan and prepare the work of co workers and to control/ supervise the work of co-workers
		To identify the principles and techniques of human resource management, leadership and interpersonal relations	
		To identify the key aspects and characteristics of enterprise management and organisation of a hotel unit	To be responsible for the organisation and look after the smooth, undisturbed flow of work activities of complementary hotel offer

UNIT 5 = To perform financial assignments, conduct commercial activities and ensure quality control of the services and work provided			
France	Italy	Portugal	Slovenia
To organise and realise a benefit or event in rural tourism	To organise and manage the administrative procedures connected with the functioning of his/her own sector	To plan or collaborate in the planning of the reception service activities	To prepare and implement the calculations and monitor the financial business transactions
		To identify the key aspects and characteristics of enterprise management and organisation	
		To identify the fundamental marketing techniques	
To market benefits of rural tourism	To collaborate in co-ordinating and carrying out the business marketing interventions for his/her own sector	To organise and co-ordinate the activities of the reception service and ensure the most complex activities	To market products and services and compose sales contracts
		To co-operate in the sales effort of the hotel	

Attachment n. 04: Formal Agreement

In the framework of the project and more specifically in order to realise the actions regarding:

- the definition of methods and instruments for verifying the learning outcomes so that the partners will all use the same instruments and evaluation parameters (indicators) to certify the attainment of the learning outcomes (WP6)
- verification of the functionality of the elements necessary for the subsequent experimentation in different training pathways (WP6)
- realisation of partners’ agreements for the implementation of the experimentation, under the ECVET system framework (WP7)
- provision of the appropriate synergies and methods of coordinating the experimentation to be carried out in the partnership countries (WP8)

Keeping in mind that the experimentation is intended to make possible - in prospective - the constitution of “voluntary agreement between two or more national authorities, VET providers, sectors or competent bodies on cooperation in the field of validation, transfer and, if appropriate, recognition of learning outcomes and credits achieved by mobile learners” (**Memorandum of understanding**) and - in operational terms – the verification, evaluation, validation , certification and eventual transfer, according to the ECVET system, of the Units and LOs foreseen in the training pathways conducted by the individual project partners;

XY

.....

 in his/her capacity as Partner of the project, and promoter of the experimentation (Promoter)

and

WZ

.....

 as the person/structure responsible for bringing about the training pathway in which the experimentation will take place (Actuator)

agree as follows:

1. the Promoter entrusts to the Actuator the task of conducting the experimentation according to the attached Experimentation Plan (EP), which constitutes an integral part of the present agreement.
2. the experimentation will be carried out within one of the pathways presented by the Promoter in WP3 (Analysis Tool) of his own country. Should this not be possible it will be carried out within an analogous pathway which will be described in the EP with the same outline.
3. the Actuator makes a commitment to carry out the experimentation process through:
 - the assignment, to the trainers/teachers who conduct the chosen training pathway, of the “verification” of its contents in terms of KSC and Units/LOs, using the grids prepared by the Promoter and attached to the EP.

- the explanation of the testing and evaluation method, following the grid prepared by the Promoter and attached to the EP
 - the certification and validation of the results in the terms of the ECVET system, according to the grid prepared by the Promoter and attached to the EP
4. The Promoter will provide the Actuator with guidelines and operational instruments (charts, analytical grids, instruments for testing and evaluating the LOs, etc.).

The Actuator makes a commitment to use the methodologies and instruments indicated according to the instructions of the Promoter.

Attachment nr. 5: Grid for verification of the training contents of the pathway according to the ECVET system

UNIT 1 =To co-ordinate the operational running of the reception department	Realised	Evaluated
LEARNING OUTCOMES		
To supervise and manage the approach phase;		
To supervise and manage the check-in and check-out phases		
To supervise and manage the live-in phase		
To accept, negotiate and manage the reservations (booking) and associated documentation		
To receive and advise guests, perform check-in and check-out procedures, issue the bill; to prepare, promote and sell the services of hospitality establishments		
To organise and co-ordinate the activities of the reception service and ensure the most complex activities		
To prepare, promote and sell the services of hospitality establishments		
LOs IN TERMS OF COMPETENCE = He/she is able to:	Realised	Evaluated
accept, negotiate and manage the reservations (booking) and associated documentation		
receive and advise guests, perform check-in and check-out procedures, issue the bill		
prepare, promote and sell the services of hospitality establishment		
use modern computer and information technology		
make accurate work estimations and plan daily activities to meet the service needs and accomplish the objectives of the sector		
make decisions on complex situations or problems within the reception service activities		
analyse the most common complaints and propose general procedures for problem solving		
manage, establish procedures and make decisions on specific situations, such as: no-shows, over-booking, cancellations, waiting lists, GDS management		
establish friendly and correct relationships with customers, accepting their demands and complaints or dealing with their stay-related problems		
manage potentially conflicting situations with customers		
develop or assist in developing strategies for optimisation of services in the accommodation area		
make decisions about hotel rates aligned with market situations		
KNOWLEDGE LEARNING OUTCOMES = He/she knows:	Realised	Evaluated

methods of planning, organisation and co-ordination of work applicable to the reception services		
problem solving techniques, applicable to hospitality		
management standards and general procedures for solving no-show, over-booking and GDS situations.		
hotel policy and regulations on the procedures to follow regarding complaints, customers' inappropriate behaviour, etc.		
techniques and methods of collection, analysis and treatment of data of various types and with different goals or purposes.		
rules for communicating with hierarchy, colleagues, customers and external entities, public or other.		
organisation of work in reception, reception tasks and the application of work conditions, the meaning of team work in order to satisfy guests		
the basics of using hotel information system programmes and equipment		
the administrative procedures in a hotel		
the basic procedures for building an archive		
techniques and procedures for check-in and check-out		
information technology: instruments and programs (hardware and software)		
SKILL LEARNING OUTCOMES = He/she:	Realised	Evaluated
organises and establishes standards of performance of each type of activity		
makes decisions about changes in accommodation plans, depending on the events and strategies to maximise the hotel capacity		
manages check-in and check-out		
manages and makes appropriate decisions in specific situations of no-shows, over-booking, cancellations, waiting lists, or other unexpected occurrences		
plans strategies to maximise accommodation and occupations		
sets daily rate of accommodation, depending on the market		
creates records and bills services		
passes information among the different departments		
optimises the use of computer tools in the reception service		

UNIT 2 = To inform guests and advise them about services and events in the local environment	Realised	Evaluated
LEARNING OUTCOMES		
To organise and manage information about services in the local environment		
To improve the level of customer satisfaction about the services provided		
To propose and apply measures to foster customer loyalty		
To organise and co-ordinate the activities of the reception service and ensure the most complex activities		
To co-operate in the sales effort of the hotel		
To acquire and evaluate tourism data from different sources, advise guests and sell services		
To prepare and offer tourism programmes of the home environment and sell these		
To encourage and co-ordinate connection among individual tourist subjects (establishments) on the area of the tourism destination, advance informational, selling and marketing services in home environment tourism, plan packet offers		
To advise clients on the opportunities offered by the territory		
To manage a benefit in rural tourism		
LOs IN TERMS OF COMPETENCE = He/she is able to:	Realised	Evaluated
execute more specific or complex activities, such as welcoming and taking care of VIP customers, groups, persons with disabilities, children, etc.		
propose programmes, packages of services or promotional means relevant in commercial terms and able to capture the interest of customers		
obtain and provide meaningful data for developing strategies, programmes and resources appropriate to market trends and customer interests		
acquire and evaluate tourism data from different sources, advise guests and sell services		
prepare and offer the tourism programmes of home environment and sell these		
provide information about natural and cultural heritage		
take into account the motivations and expectations of customers		
conduct an assessment of the service (customer satisfaction, compliance with specifications)		
inform customers about the possibilities offered by the territory		
KNOWLEDGE LEARNING OUTCOMES = He/she knows:	Realised	Evaluated
general protocol and techniques for receiving and hosting V.I.P. and special guests		
techniques for research and data analysis for the exploration of interests and specific motivations within different client types		
techniques for improving customer loyalty		
information about the region (transport, historical aspect, etc)		

the offer of the home environment		
statistical methods and different types of statistical data		
different activities which can be integrated in the tourism offer		
procedures and instruments for organising and implementing reservations		
legislation on the preservation of natural and cultural heritage		
business materials (publications) in foreign languages		
the tourist location and tourism environment		
local and protected local products		
eating and cultural habits of guests		
techniques for understands different groups of guests, their needs and customs		
differentiation of verbal and non-verbal communication		
different promotional approaches		
SKILL LEARNING OUTCOMES = He/she:	Realised	Evaluated
interacts with customers correctly and with empathy, fulfilling their needs, solving any problems, demonstrating commitment to offering a pleasant stay, enhancing their satisfaction and making them loyal to the hotel		
establishes contacts with various entities and potential customers in order to obtain information on present and future interests regarding services in the field of tourism and hospitality		
collaborates in the assessment and improvement of the services provided to customers		
acquires and provides information about the region		
orders promotional materials		
informs guests about local tourism events and activities		
presents the specificities of individual tourism areas (geographical characteristics, cultural, natural and historical development of home region, capital city)		
uses appropriate business communication		
plans and implements business interviews		
reacts appropriately in problem and/or conflict situations		
uses the appropriate promotional approach according to the potential guest		
presents him/herself to guests adequately dressed and tidy (clothes, external appearance, tidiness)		

UNIT 3 = To maintain efficient communications and to collaborate with other departments in the hotel	Realised	Evaluated
LEARNING OUTCOMES		
To plan or collaborate in the planning of the reception service activities		
To organise and co-ordinate the activities of the reception service and ensure the most complex activities		
To organise and lead team work activities		
To collaborate in his/her own sector with the organisational choices of the management		
LOs IN TERMS OF COMPETENCE = He/she is able to:	Realised	Evaluated
communicate and establish effective interpersonal relationships with colleagues, hierarchy and external activities		
organise and lead team work activities		
present him/herself with a professional/vocational portfolio		
communicate in written and oral form in at least two languages		
use different codes and methods of interaction according to the type of client, in order to describe and enhance the service offered, orally (in the presence of the client or on the 'phone) and in written form (drawing up estimates, e-mails, etc.)		
KNOWLEDGE LEARNING OUTCOMES = He/she knows:	Realised	Evaluated
rules for communicating with hierarchy, colleagues, customers and external entities, public and others		
standards for communications with hierarchy, colleagues, subordinates, customers and other entities within the reception service		
different methods of presentation		
principles of the preparation of presentations (greetings, introduction, core, conclusion, questions)		
the terms of work, the working group, work organisation		
theoretical communications models.		
principles of communications and sales psychology.		
psychological fundamentals useful for understanding the relationship dynamics of various types of clients.		
Level B2 language competences, including the technical terms of the sector, for English.		
Level B2 language competences, including the technical terms of the sector, for a third language (French / German / Spanish).		
SKILL LEARNING OUTCOMES = He/she:	Realised	Evaluated
communicates with the various internal and external entities and co-ordinates the various sectors of the hotel unit		
co-ordinates with other sectors for the collection and transmission of information, and co-ordination of procedures		
publicly performs in different business situations		

UNIT 4 = To choose appropriate ways of organising his/her own and, as necessary, staff activities in the reception department	Realised	Evaluated
LEARNING OUTCOMES		
To plan or collaborate in the planning of the reception service activities		
To ensure the human and functional management of the work team		
To organise and co-ordinate activities in the reception service and ensure the most complex activities;		
To co-operate with the personnel department in human resource management;		
To identify the principles and techniques of human resource management, leadership and interpersonal relations;		
To identify the key aspects and characteristics of enterprise management and the organisation of a hotel unit		
To analyse, plan and prepare one's own work and to control that of co-workers		
To analyse, plan and prepare the work of co-workers and control/ supervise this		
To be responsible for the organisation and look after the smooth, undisturbed flow of work activities of complementary hotel offer.		
To recognise and evaluate work situations and problems, applying technical knowledge and ability in a pro-active way to design organisational structures in relation to one's own activities, resources and needs;		
To effectively handle relations in an organisational and work context both within his/her own work group and outside it.		
LOs IN TERMS OF COMPETENCE = He/she is able to:	Realised	Evaluated
develop or assist in developing strategies for the optimisation of services in the accommodation area		
make accurate work estimations and plan daily activities to meet the service needs and accomplish the objectives of the sector		
organise and establish rules for carrying out various activities in order to make the resources productive, make the sector more productive and ensure unity and the safety of persons		
co-ordinate and supervise the activities of the sector aiming at the provision of quality services.		
make decisions on complex situations or problems within the reception service activities		
identify needs within the human resources department which meet the real needs of the sector		
analyse, plan and prepare one's own work and control / supervise the work of co-workers		
KNOWLEDGE LEARNING OUTCOMES = He/she knows:	Realised	Evaluated
planning techniques, applied to reception services		
types of activities sought by the hotel, their characteristics and work requirements in relation to the reception services received (gym, room hire, events, etc.)		
techniques for collecting, analysing and processing data, applicable to the organisation of the reception work		
planning, organisation and co-ordination methods.		
techniques of work organisation and management and time control, applicable to the reception service		

techniques for the supervision and guidance of reception staff.		
techniques of organising and managing work teams and organisation and management of shift work		
general legislation on shift work, holidays and absences and the hotel's rules on the subject		
concepts and basic functions of personnel management		
basic functions of the manager (planning, organising, directing, controlling) and their general features		
concept of planning (starting point, arrival point, pathway elements)		
methods and general techniques of planning, definition of objectives and scheduling of activities		
components of the human resource management activity, administrative management, functional and human management		
code of conduct in accordance with the business concept of the hotel		
standards of health protection at the work place		
techniques for determining the needs of human and material resources applicable to the reception service		
key elements in the organisation of departments or sectors (goals and plans, authority relations, work organisation, people's characteristics)		
SKILL LEARNING OUTCOMES = He/she:	Realised	Evaluated
establishes goals and plans strategies of reception service operation, development and profitability		
anticipates needs of human and material resources considering the objectives, strategies and occupational forecasts		
plans and distributes daily activities, taking into account the estimated volume, types of work to do and execution times of tasks, assignments, strategies and objectives for the sector and the human resources available		
organises and establishes standards of performance for each type of activity		
establishes organisational standards for documentation of the reception service which contribute to the speed and efficiency of paperwork		
organises work shifts for the reception service, according to expected activities, general flows, peak workloads and available personnel		
consistently applies the regulations of health protection to his/her own work and the work of co workers		

UNIT 5 = To perform financial assignments, conduct commercial activities and ensure quality control of the services and work provided	Realised	Evaluated
LEARNING OUTCOMES		
To plan or collaborate in the planning of the reception service activities		
To organise and co-ordinate the activities of the reception service and ensure the most complex activities		
To co-operate in the sales effort of the hotel		
To identify the key aspects and characteristics of enterprise management and organisation		
To identify the fundamental marketing techniques		
To collaborate in coordinating and carrying out the business marketing interventions for his/her own sector		
To prepare and implement calculations and monitor financial business transactions		
To market products and services and compose sales contracts		
To organise and manage the administrative procedures connected with the functioning of his/her own sector		
LOs IN TERMS OF COMPETENCE = He/she is able to:	Realised	Evaluated
make decisions about hotel rates in line with the market situation, which make resources profitable and optimise the cost / revenue relationship		
demonstrate knowledge of the purpose and general operation of a hotel, particularly, the reception, the general rules of organisation and business management, rules of exploration of new markets and organisations or means, suppliers of useful data for forecasts and planning of various strategies		
control the conditions determining the need for price changes (researching and collecting data) and impose changes accordingly		
manage and make decisions on situations involving billing problems and customer accounts, city-ledger and the current accounts of the company, etc.		
propose programmes, packages of services or promotional means that are relevant in commercial terms and able to capture the interest of customers		
obtain and provide meaningful data for developing strategies, programmes and resources appropriate to market trends and customer interests		
market products and services and compose sales contracts		
prepare and implement calculations and monitor financial business transactions		
KNOWLEDGE LEARNING OUTCOMES = He/she knows:	Realised	Evaluated
the concept of budget, its parts and items		
concepts and rules for calculating cost / benefit		
rules for the exploration of new markets in hotel accommodation		
quality and productivity standards for reception services		
methods and techniques of quality control, applicable to reception activities		
elements of tax and fiscal law		
types of accounting books and documents and their characteristics		

storing bookkeeping documents		
the main accounting software		
general and internal regulations and requirements on billing problems and customer accounts, city-ledger and current account(s) of the company, debt collection difficulties, etc.		
techniques for promoting and selling services		
techniques for improving customer loyalty		
result control techniques in hotel accommodation		
methods and techniques of quality control and its basic requirements (objectivity, flexibility, appropriateness to the situation and possibility of correction)		
marketing techniques for the hospitality industry		
incomes and outflows		
differentiation of expenses		
the term “depreciation”		
the basic expert terms in the field of tourism and hospitality		
basic accounting standards and indicators of business success		
importance of investments		
techniques for the design and organisation of dissemination and promotion services, applicable to specific situations		
SKILL LEARNING OUTCOMES = He/she:	Realised	Evaluated
makes predictions and budget proposals of revenue and costs of the reception service (staff, materials, uniforms, etc.), monitors compliance with the established budget and proposes changes if necessary		
ensures market research through contacts with public entities, similar enterprises or by other means		
develops procedures for customer fidelity following their stay, trying to understand their tastes and interests, contacting them to show the interest of the hotel in their well-being and satisfaction, and developing hosting procedures which are appropriate to their personal characteristics		
ensures the monitoring of results achieved by the hotel unit		
identifies and characterises the general principles and fundamental techniques of work organisation and quality control		
prepares a simple statement of business results		
follows / monitors current economic events and processes		
handles agency commissions		
deals with overdue payments		
takes care of ordinary administrative management		



Attachment nr. 06: Verification and Evaluation Method Grid

Type of test		Instruments	Observations	Application in the UNITS					
				1	2	3	4	5	
WRITTEN TESTS	Closed – ended questions	Multiple choice							
		Questions to be completed (with the choice of a set of options)							
		Fill in the blanks (with the choice of a set of options)							
		Mini-cases (with multiple choice questions)							
		Matching questions							
	Open – ended questions	Open-ended questions							
		Multiple choice							
		Questions to be completed (free wording)							
		Fill in the blanks (free wording)							
		Mini-cases (with open-ended questions)							
	Case solutions	With free wording							
		With open-ended questions							
		With closed - ended questions							
	“Traditional” tests	Essays							
		Problems							
Exercises (e.g.: equations, etc.)									
Type of test		Instruments	Observations	1	2	3	4	5	
O R A L T E	Interviews	structured							
		semi-structured							



	Interviews	unstructured						
PRACTICAL TESTS	Check-list of observations	process related						
		product related						
	Technical reports							
SIMULATED PERFORMANCES	Check-list of observations	process related						
		product related						
	Technical reports							