

## **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)**



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

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## Premise

Project N.E.T.WORK is one of eleven European ECVET pilot projects with the following general objectives:

- to constitute and consolidate a partnership among organisations able to create and share a common operational framework for the development and testing of the ECVET system;
- to carry out experimental interventions within the ECVET system with reference to the specific target of beneficiaries of vocational training pathways and eventual mobility projects, in the sector of tourism and hospitality management with a particular focus on the reception areas in hotel and alternative lodging structures;
- to define and implement specific ECVET techniques and produce methodologies, specifications, guidelines and a handbook;
- to empower systems mainstreaming interventions in order to contribute to strengthening the results of the general ECVET system in a wider EU context.

In the first period of project activity, the partnership realised the N.E.T.Work model for the application of the ECVET System; in particular, it:

- analysed the partnership's national contexts (certification systems and training supply regarding the sector of tourism and hospitality management with a particular focus on the reception areas in hotel and alternative lodging structures);
- selected the training profiles, which will be subject to testing, equivalent both in terms of formal EQF level and of the number of years of instruction/training:
  - Provider of Hospitality & Accommodation in Agrotourism (France)
  - Tecnico superiore per l'assistenza alla direzione di strutture ricettiva (Italy)
  - Head Receptionist (Portugal)
  - Receptionist (Slovenia)
- analysed the modular structures of the training pathways in the different countries and identified the related LOs in a KSC (Knowledge, Skills and Competences) Framework for each structure;
- identified five shared Units and inserted for each shared UNIT the LOs in the KSC format;
- shared the assigning of credit points (overall and distinctly by single Units) and of the differentiated assigning of percentile weights attributed to the LOs within the Units by each

partner;

- defined a system for the verification and evaluation of the LOs.

All this work was realised following the indications of the RECOMMENDATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 June 2009 on the establishment of a European Credit System for Vocational Education and Training (ECVET) (Text with EEA relevance) (2009/C 155/02) and of ECVET project seminar contributions.

Now the partnership is organising the appropriate synergies and methods of coordinating the experimentations to be carried out in the partnership's countries, on the basis of the results of the previous WPs, with the direct objective of promoting (and incrementing) mobility and of consolidating its positive effects in terms of the recognition/acknowledgment of credits.

At least one partner in each of the countries involved will test the ECVET model as part of training pathways or active mobility projects. In this phase the partners who carry out a central role in the national territory of reference, such as professional/vocational training agencies and institutions, and have a ready supply of training pathways/courses of specific qualification in the tourism industry, will be highly important.

For this reason, the partners CST and SV&CO have elaborated and collected the deliverables 7, 8.1 and 8.2 indicated on the cover page, elaborating a comprehensive document, the Guidelines for the application of ECVET, composed of:

1. Type of experimentation
2. Testing phases
3. Attachment 01: Concordance of Units and LOs of the WP5 framework with those of the experimentation pathway
4. Attachment 02: KSC Framework
5. Attachment 03: Outline of the Units and comparative chart of the LOs
6. Attachment 04: Formal Agreement
7. Attachment 05: Grid for verification of the training contents of the pathway according to the ECVET system
8. Attachment 06: Verification and Evaluation Method Grid

These documents will be used by the partners for the experimentation of the N.E.T.WORK model in their national contexts, following some guidelines elaborated to co-ordinate the testing phase so that all the methods and instruments defined by the partnership are fully respected. In fact the fields of application, roles, timing, expected results and direct and indirect target groups are all outlined in the guidelines.

The structure of the guidelines and the variables contained therein will be 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.

## **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 3<sup>rd</sup> 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 project<sup>1</sup> and which can be brought back to the KSC system.

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<sup>1</sup> The area of tourism-hospitality welcoming, and more specifically the reception area of hotel structures.

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/teachers 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/teachers, 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).

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 n. 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
<b>UNIT 1= To co-ordinate the operational running of the reception department</b>		
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		
<b>UNIT 2 = To inform guests and advise them about services and events in the local environment</b>		
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		
<b>UNIT 3 = To maintain efficient communications and to collaborate with other departments in the hotel</b>		

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		
<b>Unit 4 = To choose appropriate ways for organising his/her own and, as necessary, staff activities in the reception department</b>		
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.		
<b>UNIT 5 = To perform financial assignments, conduct commercial activities and ensure quality control of the services and work provided</b>		
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 n. 02: KSC Framework

<b>Macrocompetence ① = He/she is able to handle the operational running of the department, according to parameters of efficiency, effectiveness and quality</b>		
<b>Knowledge</b>	<b>Skill</b>	<b>Competence</b>
<ol style="list-style-type: none"> <li>1. Knows principles and procedures for basic use of ICT</li> <li>2. Knows communications techniques</li> <li>3. Knows sales techniques</li> <li>4. Knows the necessary procedures for room reservations operations</li> <li>5. Knows the hotel mission, as well as the services available to customers</li> <li>6. Knows two foreign languages</li> </ol>	<ol style="list-style-type: none"> <li>1. Optimises the use of computer tools in the reception service</li> <li>2. Supplies information on the availability of services and the sales terms</li> <li>3. Receives requests for reservations using various communications tools</li> <li>4. Confirms or rejects reservations on the basis of the capacity optimisation plan</li> <li>5. Manages cancellations, over-bookings and changes in reservations</li> <li>6. Communicates with guests in two foreign languages</li> </ol>	<ol style="list-style-type: none"> <li>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></li> </ol>
<ol style="list-style-type: none"> <li>7. Knows the methodologies and techniques of the check-in system</li> <li>8. Knows the way to handle emergency procedures</li> </ol>	<ol style="list-style-type: none"> <li>7. Records the arrival on the obligatory documents</li> <li>8. Opens an account and a position for the client</li> <li>9. Finds out the guest's needs</li> <li>10. Communicates company regulations</li> <li>11. Informs new guests about the range of hotel services</li> </ol>	<ol style="list-style-type: none"> <li>2. Is able to manage the check-in phase <i>(is able to welcome guests and take care of them)</i></li> </ol>
<ol style="list-style-type: none"> <li>9. Knows established principles for the resolution / satisfaction of customers' complaints, suggestions, needs and expectations</li> </ol>	<ol style="list-style-type: none"> <li>12. Handles complaints</li> <li>13. Manages the procedures for handling correspondence and registering information addressed to customers</li> <li>14. Takes care of the safety of guests and their property</li> <li>15. Masters communication over the telephone</li> <li>16. Masters procedures in a state of emergency (death, theft,...)</li> </ol>	<ol style="list-style-type: none"> <li>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></li> </ol>
<ol style="list-style-type: none"> <li>10. Knows the administrative procedures for guest registration</li> <li>11. Knows methods for gathering and reporting statistical data</li> </ol>	<ol style="list-style-type: none"> <li>17. Records charges</li> <li>18. Prepares reports and printouts</li> <li>19. Conducts administrative controls</li> <li>20. Applies documentation filing techniques</li> <li>21. Updates the guest database</li> <li>22. Updates occupancy status</li> <li>23. Prepares data on reservations and keeps statistics (receptions and rejections)</li> </ol>	<ol style="list-style-type: none"> <li>4. Is able to carry out the activities of registering charges and of administrative and statistical management</li> </ol>
<ol style="list-style-type: none"> <li>12. Knows the proper "check-out" procedures</li> <li>13. Knows Reception back office procedures</li> </ol>	<ol style="list-style-type: none"> <li>24. Records the departure on the obligatory documents</li> <li>25. Prepares statement of account, concludes and makes out an invoice;</li> <li>26. Authenticates and enters credit and cash payments;</li> <li>27. Exchanges foreign currencies and prepares statement of exchange according to daily rates</li> </ol>	<ol style="list-style-type: none"> <li>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, collecting keys or magnetic cards and providing luggage services and transport)</i></li> </ol>

<b>Macrocompetence ② = He/she is able to inform and give advice to guests on services and events in the local environment</b>		
<b>Knowledge</b>	<b>Skill</b>	<b>Competence</b>
<ol style="list-style-type: none"> <li>1. Knows the historical and cultural environment and tourist services to provide customers with information</li> <li>2. Knows the sources and techniques for finding information on events</li> </ol>	<ol style="list-style-type: none"> <li>1. Gathers and records information about the cultural, environmental and gastronomic opportunities of the territory</li> <li>2. Keeps the data base of opportunities up to date</li> </ol>	<ol style="list-style-type: none"> <li>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>)</li> </ol>
<ol style="list-style-type: none"> <li>3. Knows the principles for constructing a tourism supply package integrated with the territory</li> <li>4. Knows the principles of destination management</li> </ol>	<ol style="list-style-type: none"> <li>3. Contacts and collaborates with other operators to formulate integrated tourism supplies</li> <li>4. Handles relations with intermediaries both of tourism and non-tourism-related distribution</li> </ol>	<ol style="list-style-type: none"> <li>2) Is able to integrate the tourism offer with the contribution of other public and private stakeholders of the territory</li> </ol>
<ol style="list-style-type: none"> <li>5. Knows the principles of territorial marketing</li> </ol>	<ol style="list-style-type: none"> <li>5. Informs about and promotes the cultural, natural and food&amp;wine opportunities of the territory</li> <li>6. Helps guests with transportation, reservations, gathering information on services outside the hotel and on the historical and cultural environment</li> <li>7. Sells souvenirs and other promotional and contact material</li> </ol>	<ol style="list-style-type: none"> <li>3) Is able to promote the tourism destination where the structure is located</li> </ol>

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

	<ul style="list-style-type: none"> <li>7) Reports complaints to the sales department</li> <li>8) Informs sales department about guest allocations and their period of stay in the hotel</li> </ul>	
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**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**

<b>Knowledge</b>	<b>Skill</b>	<b>Competence</b>
<ul style="list-style-type: none"> <li>1) Knows the procedures for the management of reception area human resources, materials, and equipment</li> </ul>	<ul style="list-style-type: none"> <li>1) Contributes in the planning and acquisition of necessary goods and materials</li> <li>2) Collaborates in the implementation of quality, hygiene and safety-at-work programmes</li> <li>3) Collaborates in the implementation of hotel promotional programmes</li> </ul>	<ul style="list-style-type: none"> <li>1) Is able to define goals and activities in the reception service based on the strategies, available resources and standards set by management</li> </ul>
<ul style="list-style-type: none"> <li>2) Knows the rules for establishing a positive working environment</li> <li>3) Knows the techniques of organising work and performing different tasks</li> </ul>	<ul style="list-style-type: none"> <li>4) Plans and organises his/her own work</li> <li>5) Checks planned daily activities</li> <li>6) Solves organisational problems and problems connected with performing individual tasks together with co-workers and superiors</li> <li>7) Uses professional terminology</li> <li>8) Works in teams</li> </ul>	<ul style="list-style-type: none"> <li>2) Is able to plan and organise his/her own work according to parameters of efficiency and effectiveness and to work in a team</li> </ul>

**Macrocompetence ⑤ = He/she is able to perform financial assignments and execute commercial activities and ensure quality control of the services and work conducted**

<b>Knowledge</b>	<b>Skill</b>	<b>Competence</b>
<ul style="list-style-type: none"> <li>1) Knows the fundamentals of using ICT to manage commercial activities</li> <li>2) Knows the techniques of quality management of the reception service</li> </ul>	<ul style="list-style-type: none"> <li>1. Identifies the level of customer satisfaction and defines measures to adjust services;</li> <li>2. Applies the quality control techniques of the reception service;</li> <li>3. Organises gathered data and prepares charts and reports;</li> <li>4. Develops on-line promotion and sales procedures;</li> <li>5. Elaborates virtual product lines and a shopping cart for on-line transactions;</li> </ul>	<ul style="list-style-type: none"> <li>1) Is able to collaborate with hotel management in the definition of targets and procedures to promote and conduct commercial activities</li> </ul>
<ul style="list-style-type: none"> <li>3) Knows the main process analysis methodologies and business diagnosis tools.</li> </ul>	<ul style="list-style-type: none"> <li>6. Applies data-gathering methods (surveys, interviews, targeted observation) referring to the specific sector;</li> <li>7. Monitors the production processes in relation to descriptors and indexes of quality, productivity and profitability;</li> <li>8. Applies the directives regarding access to and handling of sensitive data.</li> <li>9. Elaborates an action plan for positioning his/her sector within the company market</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>

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

<b>UNIT 1 = To co-ordinate the operational running of the reception department</b>			
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

<b>UNIT 2 = To inform guests and advise them about services and events in the local environment</b>			
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 prepare and offer the tourism programmes of home environment and sell tourism programmes
To manage a benefit in rural tourism	To improve the level of customer satisfaction about the services provided	To co-operate in the sales effort of the hotel	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
	To propose and apply measures to foster customer loyalty		

<b>UNIT 3 = To maintain efficient communications and to collaborate with other departments in the hotel</b>			
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	

<b>UNIT 4 = To choose appropriate ways for organizing his/her own and, as necessary, staff activities in the reception department</b>			
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 prospect - the constitution of "voluntary agreements between two or more national authorities, VET providers, sectors or competent bodies on co-operation in the field of validation, transfer and, if appropriate, recognition of learning outcomes and credit "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 n. 05: Grid for verification of the training contents of the pathway according to the ECVET system**

<b>UNIT 1 =To co-ordinate the operational running of the reception department</b>	<b>Realised</b>	<b>Evaluated</b>
<b>LEARNING OUTCOMES</b>		
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 establishment		
<b>LOs IN TERMS OF COMPETENCE = He/she is able to:</b>	<b>Realised</b>	<b>Evaluated</b>
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		
<b>KNOWLEDGE LEARNING OUTCOMES = He/she knows:</b>	<b>Realised</b>	<b>Evaluated</b>

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)		
<b>SKILL LEARNING OUTCOMES = He/she:</b>	<b>Realised</b>	<b>Evaluated</b>
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		

<b>UNIT 2 = To inform guests and advise them about services and events in the local environment</b>	<b>Realised</b>	<b>Evaluated</b>
<b>LEARNING OUTCOMES</b>		
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		
<b>LOs IN TERMS OF COMPETENCE = He/she is able to:</b>	<b>Realised</b>	<b>Evaluated</b>
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		
<b>KNOWLEDGE LEARNING OUTCOMES = He/she knows:</b>	<b>Realised</b>	<b>Evaluated</b>
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		
<b>SKILL LEARNING OUTCOMES = He/she:</b>	<b>Realised</b>	<b>Evaluated</b>
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)		

<b>UNIT 3 = To maintain efficient communications and to collaborate with other departments in the hotel</b>	<b>Realised</b>	<b>Evaluated</b>
<b>LEARNING OUTCOMES</b>		
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		
<b>LOs IN TERMS OF COMPETENCE = He/she is able to:</b>	<b>Realised</b>	<b>Evaluated</b>
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.)		
<b>KNOWLEDGE LEARNING OUTCOMES = He/she knows:</b>	<b>Realised</b>	<b>Evaluated</b>
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).		
<b>SKILL LEARNING OUTCOMES = He/she:</b>	<b>Realised</b>	<b>Evaluated</b>
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		

<b>UNIT 4 = To choose appropriate ways of organising his/her own and, as necessary, staff activities in the reception department</b>	<b>Realised</b>	<b>Evaluated</b>
<b>LEARNING OUTCOMES</b>		
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.		
<b>LOs IN TERMS OF COMPETENCE = He/she is able to:</b>	<b>Realised</b>	<b>Evaluated</b>
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		
<b>KNOWLEDGE LEARNING OUTCOMES = He/she knows:</b>	<b>Realised</b>	<b>Evaluated</b>
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)		
<b>SKILL LEARNING OUTCOMES = He/she:</b>	<b>Realised</b>	<b>Evaluated</b>
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		

<b>UNIT 5 = To perform financial assignments, conduct commercial activities and ensure quality control of the services and work provided</b>	<b>Realised</b>	<b>Evaluated</b>
<b>LEARNING OUTCOMES</b>		
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		
<b>LOs IN TERMS OF COMPETENCE = He/she is able to:</b>	<b>Realised</b>	<b>Evaluated</b>
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		
<b>KNOWLEDGE LEARNING OUTCOMES = He/she knows:</b>	<b>Realised</b>	<b>Evaluated</b>
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		
<b>SKILL LEARNING OUTCOMES = He/she:</b>	<b>Realised</b>	<b>Evaluated</b>
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 n. 06: Verification and Evaluation Method Grid**

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

	<b>Interviews</b>	<b>unstructured</b>						
<b>PRACTICAL TESTS</b>	<b>Check-list of observations</b>	<b>process related</b>						
		<b>product related</b>						
	<b>Technical reports</b>	=						
<b>SIMULATED PERFORMANCES</b>	<b>Check-list of observations</b>	<b>process related</b>						
		<b>product related</b>						
	<b>Technical reports</b>							