



Higher National Unit specification: general information

Unit title: Accommodation: Resources Management

Unit code: FW5K 35

Superclass: AK

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Unit purpose

There are a variety of different resources within an accommodation business that need to be managed; staffing and contracts being two key ones, but managing the environmental impact of your work is become increasingly important.

This Unit is designed to allow candidates to explore contract negotiations and management of staff productivity. In addition, candidates will evaluate the impact that an accommodation business can have on the environment and how that can be managed sustainably, and in a manner that brings benefits to the business.

This Unit is aimed at those who have responsibility for the management of commercial accommodation; its servicing and maintenance, or those who own and or run commercial accommodation businesses, such as bed and breakfasts, guest houses, self catering operations or hotels.

On completion of the Unit the candidate should be able to:

- 1 Negotiate and manage contracts.
- 2 Manage staff productivity.
- 3 Manage the environmental performance of an accommodation business.

Recommended prior knowledge and skills

It is anticipated that the candidates will be employed, paid or voluntary, within an organisation in a hospitality setting. It is recommended that candidates have experience gained at a supervisory or management level within the hospitality sector and be confident in their use of words and numbers. There is no requirement for a candidate to demonstrate formal prior learning or experience to enable them to access this Unit.

General information (cont)

Credit points and level

1 Higher National Unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Core Skills

Achievement of this Unit gives automatic certification of the following:

Complete Core Skills None

Core Skill component Critical Thinking at SCQF level 6

There are also opportunities to develop aspects of Core Skills which are highlighted in the Support Notes of this Unit Specification.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Negotiate and manage contracts.

Knowledge and/or Skills

- ◆ Contract parameters
- ◆ Contract negotiations
- ◆ Contract performance
- ◆ Contract variance
- ◆ Contract termination

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ critically review an existing contract to determine the contract parameters
- ◆ set contract parameters using smart objectives
- ◆ identify the key factors that should be included in contract negotiations
- ◆ suggest a plan of action for reviewing the contract upon its conclusion
- ◆ evaluate contract performance
- ◆ identify reasons for contract variance
- ◆ identify contract termination criteria.

Outcome 2

Manage staff productivity.

Knowledge and/or Skills

- ◆ Historic and current productivity levels
- ◆ Productivity targets and reviews
- ◆ Rota theory
- ◆ Staffing budgets and rotas

Higher National Unit specification: statement of standards (cont)

Unit title: Accommodation: Resources Management

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ evaluate historic and current levels of productivity
- ◆ set and review productivity targets
- ◆ develop a plan for enhancing staff productivity levels
- ◆ identify the key factors in rota theory
- ◆ set a staffing budget and develop a rota for a three month period.

Outcome 3

Manage the environmental performance of an accommodation business

Knowledge and/or Skills

- ◆ Environmental policy
- ◆ Energy management
- ◆ Low energy lighting
- ◆ Water management
- ◆ Recycling
- ◆ Chemical use and the environment
- ◆ Green tourism schemes
- ◆ Staff training

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

- ◆ evaluate a business environmental policy and suggesting areas for improvement
- ◆ analyse energy management, low energy lighting, water management, recycling, safe use of chemical, green tourism schemes
- ◆ develop a plan for implementing improvements to environmental performance, plans should cover training staff on their environmental responsibilities.

Higher National Unit specification: support notes

Unit title: Accommodation: Resources Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

Outcome 1

- ◆ Contract parameters:
 - reviewing current provision
 - existing requirement
 - projected requirement
 - current costs
 - performance issues
 - contract linkages
 - servicing agreements
 - group contracts
 - market shifts
 - SMART objectives in contracting:
 - Specific
 - Measurable
 - Achievable/Accurate
 - Realistic
 - Time-bound
 - objectives
 - time-limits
 - measures
 - quality
 - desired Outcomes
 - costs
 - inviting tenders
 - tender arrangements
 - tender review parameters
 - tender selection
- ◆ Contract negotiations:
 - determining contract negotiation parameters
 - setting contract goals
 - agreeing compromise
 - seeking written confirmation
 - understanding limits of authority
 - inputs
 - outputs

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Resources Management

- ◆ Contract negotiations (cont):
 - costs
 - quality factors
 - agreeing variances
 - dispute arrangements

- ◆ Contract performance:
 - inputs
 - outputs
 - costs
 - quality factors
 - use of agreed variances
 - recorded disputes
 - staff and management views of current contractor
 - recording contractor meetings
 - setting agendas
 - what needs to be achieved
 - proposed action
 - timescale for implementation
 - agree outputs
 - importance of minuting
 - seeking written confirmation

- ◆ Contract variances:
 - determining and explaining issue to contractor
 - reflecting on current contract
 - seeking advice on contracts
 - agreeing compromises and alterations to contracts
 - seeking written confirmation
 - retaining a dominant position in negotiations

- ◆ Contract termination:
 - how and when to terminate
 - seeking advice on proposed termination
 - establishing cost of termination

- ◆ Miscellaneous contract guidance:
 - recording contract information
 - seeking written confirmations from contract suppliers
 - recording contract variances
 - recording staff management feedback on contract performance
 - recording disputes
 - record suggested contract changes
 - minuting all contractor meetings

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Resources Management

Outcome 2

- ◆ Historic and current productivity levels:
 - labour costs over revenue
 - average room turnaround time
 - staff turnover
 - quality issues
 - training issues

- ◆ Productivity targets and reviews:
 - setting SMART targets
 - the benefits of regular appraisals
 - conducting an annual appraisal
 - recording SMART targets
 - reviewing SMART targets
 - discussing variances
 - agreeing forward action

- ◆ Rota theory:
 - staffing levels
 - occupancy levels
 - labour costs staff allocation by employment type
 - staff allocation by predicted need
 - staff allocation by shift pattern
 - fallback and reserve strategy

- ◆ Staffing budgets and rotas:
 - understanding rota costs
 - working within a budget
 - negotiating overspend
 - banking underspend
 - developing rotas
 - allocating staff by employment type
 - allocating staff for business need
 - allocating staff to cover all shifts
 - allocating staff to meet productivity targets
 - fallback or reserve rostering

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Resources Management

Outcome 3

- ◆ Environmental policy:
 - environmental policy statement
 - key points (eg minimise by recycling)
- ◆ Energy management:
 - understanding energy sources
 - reviewing energy costs
 - understanding methods of energy reduction
 - understanding carbon emissions
- ◆ Low energy lighting:
 - types of low energy lighting
 - low energy lighting equivalents
 - outlay against return for low energy lighting
 - projecting energy savings for low energy lighting
- ◆ Water management:
 - understanding water costs
 - water reduction techniques
- ◆ Recycling:
 - paper management
 - glass management
 - PET labels and recycling
 - safe disposal of low energy light bulbs
- ◆ Chemical use and the environment:
 - alternatives to chemicals in cleaning
 - understanding COSHH
 - storage
 - handling
 - assessing risks
 - personal protective equipment
 - monitoring and control
- ◆ Staff training:
 - energy awareness
 - water waste awareness
 - recycling training
 - COSHH training component parts
- ◆ Green tourism schemes:
 - legislative compliance
 - management and marketing
 - energy management
 - water management
 - Purchasing
 - waste management

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Resources Management

Guidance on the delivery of this Unit

This Unit is part of the Professional Development Award in Accommodation Management and as such, the knowledge and skills developed should reflect an accommodation environment. Where possible, candidates should draw from their own experiences of working in the accommodation sector in a known business environment, or demonstrate how implementing what they have learnt could have impact in a known business environment.

Candidates are encouraged to speak to individuals within and, where appropriate, outside their own organisation on issues related to this Unit.

Guidance on the assessment of this Unit

In this Unit candidates will explore the key factors involved in the negotiation and management of contracts, staffing budgets, staff productivity and the development of effective work rotas. They will also look at the environmental performance of an accommodation business, suggest areas for improvement and develop a plan for implementing their suggestions.

The assessment of this Unit could be delivered in two different types of assessment task, one which tests underpinning knowledge and one which applies that knowledge to a case study or a workplace situation.

For Outcome 3, candidates could undertake an environmental audit of an accommodation business and suggest methods by which the business could reduce its' environmental impact. A case study could, for example, include indicative costs and the timescale for any proposed changes.

Since the Component of Critical Thinking at SCQF Level 6 is embedded in this Unit, it is strongly recommended that you follow the assessment guidelines given. If you wish to use a different assessment model, you should seek prior verification of the assessment instrument(s) you intend to use to ensure that the Core Skill is still covered.

Online and Distance Learning

This Unit could be delivered in a flexible learning environment, such as online, open and or distance learning. Success of the mode of study will depend on the candidate having access to both tradition and online resources.

Higher National Unit specification: support notes (cont)

Unit title: Accommodation: Resources Management

Opportunities for developing Core Skills

Core Skills	Level 3	Level 4	Level 5	Example
Communication				
Oral Communication		x		Negotiation of contract is initially undertaken verbally, and candidates may elect to take part in such negotiations. Contract variance is equally undertaken verbally and it is likely that the candidate can evidence such activity as part of this Unit.
Written communication (reading)			x	Reading contracts and determining parameters, areas for negotiation, areas of dispute and areas of non-compliance takes great deal of evaluative reading skill. Often such areas are nuanced, and the candidate is expected to be able to critically evaluate such documents.
Written communication (writing)			x	The candidate may have to write to contract suppliers regarding contract performance and where improvements, breaches or even where a termination clause has been triggered. Careful selection of language and grammar in this unfamiliar setting would determine this SCQF level.
Information and Communication Technology				
Accessing Information		x		Most payroll systems are now contained within ICT and as such the candidate is expected to interrogate these systems for information on payroll, levels of productivity and determine variance and costs of differing employment models.
Providing/Creating information		x		Candidates may create rotas within a known ICT package.

Higher National Unit specification: support notes (cont)

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Numeracy				
Using Graphical Information	x			Candidates may create a revised rota system using graphical information where appropriate.
Using Number			x	Candidate are expected to interrogate and critically evaluate numeric totals for labour costs, budgets and contracting and determine areas for improvement once external numeric factors have also been determined. A range of numeric information will be apparent within the assessment for this Unit, all of which will be accurate.
Problem Solving				
Critical Thinking			x	Critical evaluation of finance, contacting and labour models will be apparent within this Unit. Evidence of input analysis and justified output conclusion will be evident.
Planning and Organising			x	Either contract negotiations (their inputs, outputs, timescales, variance and tender processing), or the issues around labour management and allocation could provide sufficient evidence for this Core Skill.
Reviewing and Evaluating			x	Either contract negotiations (their inputs, outputs, timescales, variance and tender processing), or the issues around labour management and allocation could provide sufficient evidence for this Core Skill.

Higher National Unit specification: support notes (cont)

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Working with Others				
Working Co-Operatively with Others			x	Reviewing and evaluating the environmental aspects of the business will require input from others within the business, and there is the potential for the candidate to manage either resistance, scepticism or both.
Reviewing Co-Operative Contribution		x		Outcomes from contract negotiations, reviews, etc could produce evidence to meet this element.

This Unit has the Problem Solving component of Critical Thinking embedded in it. This means that when candidates achieve the Unit, their Core Skills profile will also be updated to show they have achieved Critical Thinking at SCQF level 6.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements

History of changes to Unit

Version	Description of change	Date
02	Core Skills Component Critical Thinking at SCQF level 6 embedded.	28/11/11

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General information for candidates

Unit title: Accommodation: Resources Management

There are a variety of different resources within an accommodation business that need to be managed; staff and contracts being two key ones. In addition, managing the environmental impact of your work has become increasingly important.

This Unit is designed to allow you to explore contract negotiations and contract management, to look at effective staff allocation and budgeting and to evaluate the impact that the accommodation business is having on the environment and how this can be managed sustainably, and in a manner that brings benefits to the business.

This Unit is designed to enable you to:

- 1 Negotiate and manage contracts.
- 2 Manage staff productivity.
- 3 Manage the environmental performance of an accommodation business.

Outcome 1 covers the multiple aspects of contract negotiations and management. It might be that you are not directly involved in the actual negotiations of contracts but you undoubtedly have a role to play when it comes to contributing to what a contract contains. This part of the award looks at the detailed stages of contract negotiation and management as well as the component stages of the process.

Outcome 2 is all about staff productivity. Staff costs are the single largest bill within an accommodation business and there is a need to ensure that your team is working in a manner that maximises their productivity and business profitability. This Outcome develops your knowledge of effective rota management, making sure that your team is working in a flexible but effective manner that meets the needs of the business.

Outcome 3 — Reduce, Reuse, Recycle! This part of the award covers the environmental aspects of your work, from energy management, to recycling, to the green tourism scheme.

The assessments for this Unit will test your underpinning knowledge across all Outcomes and also require you to apply your knowledge to case studies or workplace situations.