SCOTTISH QUALIFICATIONS AUTHORITY

Unit D9CT 04 (HS2) **Establish and develop positive working relationships in hospitality**

This Unit has the following elements:

Element 1 (HS2.1)	**Establish and develop positive working relationships with your colleagues**
Element 2 (HS2.2)	**Establish and develop positive working relationships with your managers**
Element 3 (HS2.3)	**Establish and develop positive working relationships with your customers**

Candidate Name:

Assessment Centre:

I have completed the requirements of this Unit.

Candidate signature: _____ **Date:** _____

I can confirm the candidate has completed all requirements of this Unit.

Assessor signature: _____ **Date:** _____

Assessor counter signature:
(where applicable) _____ **Date:** _____

IV signature: _____ **Date:** _____

IV counter signature:
(where applicable) _____ **Date:** _____

Unit D9CT 04 (HS2) Establish and develop positive working relationships in hospitality

Unit Summary

Hospitality is, above all, a people industry. Positive working relationships — between staff and colleagues, and between staff and customers (individuals, internal departments and other organisations) — are an essential part of making the business work. Anything that undermines positive working relationships — staff dissatisfaction, customer dissatisfaction or poor team work — will damage your organisation's effectiveness and the vital relationship with the customer.

You will be in the front line of this process every day, acting as a crucial link between the business and other staff. You will also be the first point of contact between the customer and management.

To work in this industry, you have to be good with people — the people you work for, the people you work with, and the people you provide services for.

The typical day-to-day activities you might carry out for this Unit include:

- taking part in team meetings or other meetings with colleagues
- briefing your colleagues
- protecting confidential information about colleagues or customers
- giving feedback to your colleagues and staff on their performance
- handling disagreements with colleagues, management or customers correctly
- keeping your manager updated about your activities
- going to your manager when you need help and support
- dealing with customers

What some of the words in this Unit mean	
Colleagues	people who work at the same level as yourself in your own organisation or other organisations, and staff whose work you are responsible for
Communication	giving and receiving information, listening and understanding
Confidential information	information that you should only share with certain people, for example, your manager or personnel officer
Customers	these include individual customers, other departments in your organisation and external organisations to whom you provide a service
Diversity	when there are people you work with who belong to different races, cultures, religions or who have disabilities or other special needs
Feedback	giving colleagues and team members your assessment of the positive and negative aspects of the way they work
Limits of your authority	what you can and cannot do according to your organisation's procedures
Motivate	helping staff to feel enthusiastic about their jobs and keen to achieve high standards
Positive image	this covers personal appearance, behaviour and the way you speak to customers
People from outside your organisation	this could include delivery persons, contractors, or inspectors

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Unit D9CT 04 (HS2) Establish and develop positive working relationships in hospitality

Element 1 (HS2.1) Establish and develop positive working relationships with your colleagues

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Communicate with **colleagues** about issues that affect them	
2	Carry out your work with **colleagues** as agreed, and keep them up-to-date with any changes	
3	Consult your **colleagues** on issues where they could make a contribution	
4	Provide a positive role model to **colleagues** for the sort of behaviour you expect of them	
5	Support your **colleagues** in their work, within the limits of your authority	
6	Treat **colleagues** with respect	
7	Only give confidential information about **colleagues** to those who are authorised to have it	
8	Provide **colleagues** with honest and helpful feedback on their performance	
9	Handle any disagreements with **colleagues** constructively	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Establishing and developing effective working relationships with the following **colleagues**, at least **two** required from the following:*						
people working at the same level as yourself						
people for whose work you are responsible						
people from outside your organisation that you work with						

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Unit D9CT 04 (HS2) Establish and develop positive working relationships in hospitality

Element 1 (HS2.1) Establish and develop positive working relationships with your colleagues

Candidate name:		Assessor initials/date
No	**Activity**	
1		
2		
3		
4		
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Unit D9CT 04 (HS2) Establish and develop positive working relationships in hospitality

Element 2 (HS2.2) Establish and develop positive working relationships with your managers

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Communicate clearly with **managers**	
2	Keep **managers** up-to-date on your work	
3	Keep **managers** up-to-date on new opportunities and problems	
4	Consult with **managers** when you need their advice and support	
5	Provide **managers** with accurate advice and support when they need it	
6	Respond positively to **managers'** feedback on your performance	
7	If you have disagreements with **managers**, make constructive efforts to resolve these and maintain positive working relationships	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Establishing and developing effective working relationships with the following types of **manager**, at least **one** required from the following:*						
senior manager						
immediate line manager						

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Unit D9CT 04 (HS2) Establish and develop positive working relationships in hospitality

Element 2 (HS2.2) Establish and develop positive working relationships with your managers

Candidate name:		Assessor initials/date
No	**Activity**	
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Element 3 (HS2.3) Establish and develop positive working relationships with your customers

What you must do Evidence should be gathered through observation, products of work, projects, questioning, work-based assignments, and expert witness testimony		**Assessor initials/date**
1	Present a positive image of yourself and your organisation to **customers**	
2	Communicate with your **customers** in a way that meets their needs	
3	Recognise and take opportunities to develop your relationships with **customers** in a professional manner	
4	Inform your **customers** about issues that affect them	
5	Identify your **customers'** needs and try to meet these, within the limits of your job role	
6	Try to exceed your **customers'** expectations, within the limits of your job role	
7	When you cannot meet your **customers'** needs, explain the reasons and offer other possible solutions	
8	Follow your organisation's procedures when there are **customer** problems and complaints	
9	Only provide confidential information about **customers** to those who are authorised to have it	

What you must cover (minimum requirement for observation/products of work in italic and bold) Evidence for the remaining points may be assessed through projects, questioning, work-based assignments, and expert witness testimony	**Activity/Evidence** (insert tick or supplementary reference)					
	1	**2**	**3**	**4**	**5**	**6**
*Establishing and developing positive working relationships with the following types of **customer**, at least **one** required from the following:*						
individual customers						
other organisations						
other individuals and departments within your organisation						

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Unit D9CT 04 (HS2) Establish and develop positive working relationships in hospitality

Element 3 (HS2.3) Establish and develop positive working relationships with your customers

Candidate name:		Assessor initials/date
No	**Activity**	
1		
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Unit D9CT 04 (HS2) Establish and develop positive working relationships in hospitality

What you must know for the Unit	
For the whole Unit	
K1	The importance of clear communication in the workplace and how to communicate clearly with colleagues, managers and customers
K2	The basic legal requirements that cover the way your work with colleagues, for example equal opportunities and employment law
K3	The importance of recognising and valuing diversity, for example, working with, or providing services for, people from different races and cultures, or people with disabilities
K4	The types of special needs — including disabilities and communication difficulties — that colleagues and customers may have, and why it is important to try to meet these needs
Element 1 (HS2.1) Establish and develop positive working relationships with your colleagues	
K5	The importance of keeping colleagues informed about your work and other issues that may affect them
K6	The types of issues that you should consult on with colleagues and how to do so
K7	The importance of effective teamwork and how to achieve this
K8	Strengths and weaknesses of your colleagues, your own strengths and weaknesses, and how to build on these in a team context
K9	The importance of showing colleagues that you respect them as individuals and how to do this
K10	The types of information about colleagues and customers that should be kept confidential
K11	The importance of providing honest and helpful feedback to colleagues on their performance and how to do so in a way that motivates them
K12	How to deal with disagreements between you and your colleagues
K13	How to make opportunities to develop your working relationship with colleagues
Element 2 (HS2.2) Establish and develop positive working relationships with your managers	
K14	The importance of keeping managers up-to-date with what you are doing and about any important developments
K15	How to keep managers informed
K16	Situations where you may need your manager's help and advice
K17	The importance of responding positively to feedback from your manager, and how to deal with such feedback
K18	The correct procedures to follow when you have disagreements with managers
Element 3 (HS2.3) Establish and develop positive working relationships with your customers	
K19	Your organisation's customer care policy
K20	How to present a positive image of yourself and your organisation to the customer
K21	They types of behaviour that different customers might expect and how to adapt your behaviour to their expectations
K22	The types of issues that customers need to be kept informed about
K23	The importance of showing determination when meeting customer's needs and expectations
K24	How to explain to customers when their needs and expectations cannot be met

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What you must know for the Unit (cont)	
Element 3 (HS2.3) Establish and develop positive working relationship with your customers (cont)	
K25	How to exceed customer's expectations in the context of your role and responsibilities
K26	The limits of your own personal authority when it comes to dealing with customers and solving their problems
K27	Your organisation's procedures for dealing with customer complaints
K28	Your organisation's procedure for dealing with customers who are aggressive and abusive
K29	The importance of a professional relationship with customers

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Candidate name:		Assessor initials/date
Ref	**Supplementary evidence**	
A		
B		
C		
D		
E		
F		
G		
H		

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Knowledge evidence retained

Assessor Feedback

Assessor signature: _____ **Date:** _____

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