

PPL 4GEN14 - SQA Unit Code H2YM 04

Manage operational aspects of refurbishment programmes



Overview

This standard is for managers in hospitality who have some operational management responsibility for refurbishment programmes undertaken by the organisation. You may not be responsible for décor or construction decisions, but you will have the responsibility of implementing those decisions.

Performance criteria

You must be able to:

- P1 Contribute to leadership team discussions on refurbishment
- P2 Identify areas of the establishment both within and outside your area of responsibility which are in need of general refurbishment
- P3 Calculate a budget for the refurbishment of your area of responsibility
- P4 Contribute to design plans where you have the autonomy to do so
- P5 Liaise with colleagues to ensure the plan for refurbishment work in your area of responsibility minimises disruption to guests, without compromising on the quality and speed of completion
- P6 Obtain quotes for the refurbishment work agreed where you have the autonomy to do so
- P7 Agree dates and locations for the planned refurbishment in a way that minimises disruption to business activity
- P8 Ensure all potentially affected staff are aware of the planned refurbishment, and work in a way which minimises disruption to guests, colleagues or contractors
- P9 Check that refurbishment work takes account of relevant legislation
- P10 Ensure security procedures are in place to allow external contractors to work without having access to private or secure areas
- P11 Monitor the timeliness and adherence to plans of refurbishment work in your area of responsibility
- P12 Deal with any problems relating to refurbishment work in a way which minimises disruption to guests and your team's work activities
- P13 Resolve any issues which are preventing refurbishment workers from meeting their targets
- P14 Check completed refurbishment work for quality and adherence to the initial plans
- P15 Evaluate the success of the refurbishment project
- P16 Feed back to the leadership team your evaluation, with suggestions for potential improvements to the way refurbishment programmes are managed

Knowledge and understanding

You need to know and understand:

- K1 Quality and condition points which may indicate the need for large-scale refurbishment
- K2 The limits of your autonomy to decide on design and budget of refurbishment programmes
- K3 The various elements that need to be factored into a refurbishment budget
- K4 How to design refurbishment plans that meet organisational standards and customer expectations
- K5 Levels of business activity which help to decide the best time to undertake a refurbishment programme
- K6 How refurbishment work can be organised to minimise disruption to guests
- K7 How to obtain reasonable quotes for refurbishment work within the limits of your responsibility to do so
- K8 The normal costs for refurbishment work of the standard your organisation expects
- K9 Relevant legislation that governs safe working practices for refurbishment work
- K10 Which areas of the establishment are off-limits to external contractors, and how to ensure the security of these areas
- K11 How to keep refurbishment programmes to the planned timescales
- K12 How to deal with any problems relating to refurbishment work promptly, minimising disruption to both guests and colleagues
- K13 What checks need to be made to assess the satisfactory completion of refurbishment work
- K14 How to evaluate the success of the refurbishment project
- K15 Which areas of the refurbishment programme could potentially be improved in future, and how to communicate this to the relevant people

PPL 4GEN14 - SQA Unit Code H2YM 04

Manage operational aspects of refurbishment programmes

Developed by	People 1st
Version number	1
Date approved	October 2011
Indicative review date	October 2015
Validity	Current
Status	Original
Originating organisation	People 1st
Original URN	PPL 4GEN14
Relevant occupations	All Hospitality Managers; Heads of Department
Suite	Hospitality Management
Key words	Manage; refurbishment; décor; design; project; programme
