



Education and Culture DG

Lifelong Learning Programme



European Survey and Competence Grid

June, 2009

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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1 BACKGROUND

Planning and implementation of the European survey investigating competences and skills in the tourism and catering sector in Europe is the thematic starting phase of the network. During the survey with training organisations, schools, companies and service providers in the tourism and catering sector in Europe, the relevant and needed competences will be identified. The competences will be presented in a special competence grid to allow comparability and transparency.

The European survey should give an overview about the requested and available competences in the tourism and catering sector in Europe. It will be based on a questionnaire survey done in all partner countries where we will ask tourism schools, VET training centres, tourism and catering service providers (hotels, restaurants, cruise ships, spas etc.) about the demanded and offered competences in the sector.

This will form the basis of the development and finalisation of the competence grid as being the core instrument for the presentation of the whole set of competences and learning outcomes available and needed in the tourism and catering field.

The survey will also be published as a hard copy document as well as in electronic PDF format via the network website.

The survey will contain the results of the questionnaire study implemented in all partner countries asking for the demanded and offered competences and learning outcomes in the field of tourism and catering. It will show a detailed presentation of the single competences and will contain the competence grid which is the core instrument for the ECVET model development referring to all competences available and needed on the market.

2 METHODOLOGY

European survey included 17 partner institutions in 11 different countries and 9 different professions. At opening meeting in November 2008 in Bad Gleichenberg, partners agreed to implement a questionnaire survey which will be distributed to all partner countries. Survey was conducted in a 5 month period and included tourism schools, VET training centres, tourism and catering service providers-hotels, restaurants, cruise ships, spas etc.. Surveyants were asked about requested and offered competences in the sector. Questionnaires were distributed (by snail mail) in each country after working meetings with representatives of the catering sector. A group of experts from national (Slovenia) office for vocational qualifications, teachers from ECVET NET member VSGT Maribor and some professionals from the field formatted final grid model, based also on received areas and competences from partner institutions: Finally a grid with 8 different areas or fields of work was implemented:

- Personal appearance and working place hygiene
- Work planning, organization and analysis
- Preparation of work/ working place
- Operational work
- Commercial work
- Administrative work
- Communication
- Health and environment protection

After receiving competence reports, made by professionals and teachers at vocational schools, we assembled a competence grid. Final comparative

competence grid is based on most frequent competence among received reports. The rule of majority was implemented thus excluding competences being reported only by some or maybe only one country.

3 RATIONALE ON COMPETENCY LEVELS

Apparently there are different levels on A1/A2/B1/B2 in our competence grids from each country. Project partners agreed to implement The European Qualifications Framework (EQF) to develop competence grid on different levels of education. The core of the EQF are eight reference levels describing what a learner knows, understands and is able to do – 'learning outcomes. The EQF applies to all types of education, training and qualifications, from school education to academic, professional and vocational. The system shifts the focus from the traditional approach which emphasises 'learning inputs' such as the length of a learning experience, or type of institution. It also encourages lifelong learning by promoting the validation of non-formal and informal learning. With implementing that project also follows European lifelong learning strategy.

Table 1: descriptors defining levels in the EQF

Level	Knowledge	Example
Level 1	Basic general knowledge	Vocational high school
Level 2	Basic factual knowledge of a field of work or study	Vocational high school
Level 3	Knowledge of facts, principles, processes and general concepts, in a field of work or study	Vocational college diploma
Level 4	Factual and theoretical knowledge in broad contexts within a field of work or study	Higher diploma
Level 5 ¹	Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge	Bachelor of Arts
Level 6 ²	Advanced knowledge of a field of work or study, involving a critical understanding of theories and principles	Honours Bachelor Degree
Level 7 ³	Highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, as the basis for original thinking and/or research <ul style="list-style-type: none"> • Critical awareness of knowledge issues in a field and at the interface between different fields 	Masters
Level 8 ⁴	Knowledge at the most advanced frontier of a field of work or study and at the interface between fields	Doctorate

Source: http://ec.europa.eu/education/lifelong-learning-policy/doc44_en.htm

Table 2: Comparability of EQF and traditional qualification system shows following results.

¹ The descriptor for the higher education short cycle (within or linked to the first cycle), developed by the Joint Quality Initiative as part of the Bologna process, corresponds to the learning outcomes for EQF level 5

² The descriptor for the first cycle in the Framework for Qualifications of the European Higher Education Area agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process corresponds to the learning outcomes for EQF level 6

³ The descriptor for the second cycle in the Framework for Qualifications of the European Higher Education Area agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process corresponds to the learning outcomes for EQF level 7

⁴ The descriptor for the third cycle in the Framework for Qualifications of the European Higher Education Area agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process corresponds to the learning outcomes for EQF level 8

Traditional A-D level system	EQF System
A1	EQF1
A2	EQF1/2
B1	EQF 2
B2	EQF 2/3
C1	EQF 3
C2	EQF 3/4

Table 3: application of the traditional qualifications systems:

PROFESSION	A LEVEL	B LEVEL
1 COOK		B1/B2
2 KITCHEN ASSISTANT	A1/A2	
3 WAITER		B1/B2
4 WAITER ASSISTANT	A1/A2	
5 BARTENDER	A1/A2	B1/B2
6 RECEPTIONIST		B1/B2
7 ROOM MAID	A1/A2	
8 SALES & MARKETING ASSISTANT		B1/B2
9 GUEST RELATIONS ASSISTANT		B1/B2

4. TAXONOMY

To translate traditional qualifications systems to the EQF system Andersons and Krathwohl's Taxonomy⁵, was implemented.

Bloom's Taxonomy 1956	Anderson and Krathwohl's Taxonomy 2000																		
<p>1. Knowledge: Remembering or retrieving previously learned material. Examples of verbs that relate to this function are:</p> <table border="1" data-bbox="345 1136 1159 1388"> <tr> <td>know</td> <td>define</td> <td>record</td> </tr> <tr> <td>identify</td> <td>recall</td> <td>name</td> </tr> <tr> <td>relate</td> <td>memorize</td> <td>recognize</td> </tr> <tr> <td>list</td> <td>repeat</td> <td>acquire</td> </tr> </table>	know	define	record	identify	recall	name	relate	memorize	recognize	list	repeat	acquire	<p>1. Remembering: Retrieving, recalling, or recognizing knowledge from memory. Remembering is when memory is used to produce definitions, facts, or lists, or recite or retrieve material.</p>						
know	define	record																	
identify	recall	name																	
relate	memorize	recognize																	
list	repeat	acquire																	
<p>2. Comprehension: The ability to grasp or construct meaning from material. Examples of verbs that relate to this function are:</p> <table border="1" data-bbox="345 1645 1159 1947"> <tr> <td>restate</td> <td>identify</td> <td>illustrate</td> </tr> <tr> <td>locate</td> <td>discuss</td> <td>interpret</td> </tr> <tr> <td>report</td> <td>describe</td> <td>draw</td> </tr> <tr> <td>recognize</td> <td>review</td> <td>represent</td> </tr> <tr> <td>explain</td> <td>infer</td> <td>differentiate</td> </tr> <tr> <td>express</td> <td>conclude</td> <td></td> </tr> </table>	restate	identify	illustrate	locate	discuss	interpret	report	describe	draw	recognize	review	represent	explain	infer	differentiate	express	conclude		<p>2. Understanding: Constructing meaning from different types of functions be they written or graphic messages activities like interpreting, exemplifying, classifying, summarizing, inferring, comparing, and explaining.</p>
restate	identify	illustrate																	
locate	discuss	interpret																	
report	describe	draw																	
recognize	review	represent																	
explain	infer	differentiate																	
express	conclude																		

⁵ Anderson, L. W. and David R. Krathwohl, D. R., et al (Eds..) (2001) *A Taxonomy for Learning, Teaching, and Assessing: A Revision of Bloom's Taxonomy of Educational Objectives*. Allyn & Bacon. Boston, MA (Pearson Education Group)

<p>3. Application: The ability to use learned material, or to implement material in new and concrete situations. Examples of verbs that relate to this function are:</p> <table border="1" data-bbox="345 422 1306 779"> <tr> <td>apply</td> <td>organize</td> <td>practice</td> </tr> <tr> <td>relate</td> <td>employ</td> <td>calculate</td> </tr> <tr> <td>develop</td> <td>restructure</td> <td>show</td> </tr> <tr> <td>translate</td> <td>interpret</td> <td>exhibit</td> </tr> <tr> <td>use</td> <td>demonstrate</td> <td>dramatize</td> </tr> <tr> <td>operate</td> <td>illustrate</td> <td></td> </tr> </table>	apply	organize	practice	relate	employ	calculate	develop	restructure	show	translate	interpret	exhibit	use	demonstrate	dramatize	operate	illustrate		<p>3. Applying: Carrying out or using a procedure through executing, or implementing. Applying related and refers to situations where learned material is used through products like models, presentations, interviews or simulations.</p>			
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use	demonstrate	dramatize																				
operate	illustrate																					
<p>4. Analysis: The ability to break down or distinguish the parts of material into its components so that its organizational structure may be better understood. Examples of verbs that relate to this function are:</p> <table border="1" data-bbox="345 1130 1316 1536"> <tr> <td>analyze</td> <td>differentiate</td> <td>experiment</td> </tr> <tr> <td>compare</td> <td>investigate</td> <td>scrutinize</td> </tr> <tr> <td>probe</td> <td>detect</td> <td>discover</td> </tr> <tr> <td>inquire</td> <td>survey</td> <td>inspect</td> </tr> <tr> <td>examine</td> <td>classify</td> <td>dissect</td> </tr> <tr> <td>contrast</td> <td>deduce</td> <td>discriminate</td> </tr> <tr> <td>categorize</td> <td></td> <td>separate</td> </tr> </table>	analyze	differentiate	experiment	compare	investigate	scrutinize	probe	detect	discover	inquire	survey	inspect	examine	classify	dissect	contrast	deduce	discriminate	categorize		separate	<p>4. Analyzing: Breaking material or concepts into parts, determining how the parts relate or interrelate to one another or to an overall structure or purpose. Mental actions included in this function are differentiating, organizing, and attributing, as well as being able to distinguish between the components or parts. When one is analyzing he/she can illustrate this mental function by creating spreadsheets, surveys, charts, or diagrams, or graphic representations.</p>
analyze	differentiate	experiment																				
compare	investigate	scrutinize																				
probe	detect	discover																				
inquire	survey	inspect																				
examine	classify	dissect																				
contrast	deduce	discriminate																				
categorize		separate																				

<p>5. Synthesis: The ability to put parts together to form a coherent or unique new whole. Examples of verbs that relate to this function are:</p> <table border="1" data-bbox="345 539 1166 993"> <tr> <td>compose</td> <td>plan</td> <td>propose</td> </tr> <tr> <td>produce</td> <td>invent</td> <td>develop</td> </tr> <tr> <td>design</td> <td>formulate</td> <td>arrange</td> </tr> <tr> <td>assemble</td> <td>collect</td> <td>construct</td> </tr> <tr> <td>create</td> <td>set up</td> <td>organize</td> </tr> <tr> <td>prepare</td> <td>generalize</td> <td>originate</td> </tr> <tr> <td>predict</td> <td>document</td> <td>derive</td> </tr> <tr> <td>modify</td> <td>combine</td> <td>write</td> </tr> <tr> <td>tell</td> <td>relate</td> <td>propose</td> </tr> </table>	compose	plan	propose	produce	invent	develop	design	formulate	arrange	assemble	collect	construct	create	set up	organize	prepare	generalize	originate	predict	document	derive	modify	combine	write	tell	relate	propose	<p>5. Evaluating: Making judgments based on criteria and standards through checking and critiquing. Critiques, recommendations, and reports are some of the products that can be created to demonstrate the processes of evaluation. In the newer taxonomy evaluation comes before creating as it is often a necessary part of the precursory behaviour before creating something.</p>
compose	plan	propose																										
produce	invent	develop																										
design	formulate	arrange																										
assemble	collect	construct																										
create	set up	organize																										
prepare	generalize	originate																										
predict	document	derive																										
modify	combine	write																										
tell	relate	propose																										
<p>6. Evaluation: The ability to judge, check, and even critique the value of material for a given purpose. Examples of verbs that relate to this function are:</p> <table border="1" data-bbox="345 1388 1166 1745"> <tr> <td>judge</td> <td>argue</td> <td>validate</td> </tr> <tr> <td>assess</td> <td>decide</td> <td>consider</td> </tr> <tr> <td>compare</td> <td>choose</td> <td>appraise</td> </tr> <tr> <td>evaluate</td> <td>rate</td> <td>value</td> </tr> <tr> <td>conclude</td> <td>select</td> <td>criticize</td> </tr> <tr> <td>measure</td> <td>estimate</td> <td>infer</td> </tr> <tr> <td>deduce</td> <td></td> <td></td> </tr> </table>	judge	argue	validate	assess	decide	consider	compare	choose	appraise	evaluate	rate	value	conclude	select	criticize	measure	estimate	infer	deduce			<p>6. Creating: Putting elements together to form a coherent or functional whole; reorganizing elements into a new pattern or structure through generating, planning, or producing. Creating requires users to put parts together in a new way or synthesize parts into something new and different a new form or product. This process is the most difficult mental function in the new taxonomy.</p>						
judge	argue	validate																										
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evaluate	rate	value																										
conclude	select	criticize																										
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deduce																												

Here are the intersections as the processes impact the levels of knowledge. Using a simple cross impact grid or table like the one below, one can match easily activities and objectives to the types of knowledge and to the cognitive processes as well. It is a very useful tool to use in assessing how instruction is actually impacting levels of learning. Teachers can also use it to track which levels of cognition they are requiring from students, as well as which dimensions of knowledge.

Table 4: cognitive processes

The Knowledge Dimensions	1. Remember	2. Understand	3. Apply	4. Analyze	5. Evaluate	6. Create
Factual	X					
Conceptual		X				
Procedural			X	X		
Metacognitive					X	X

Knowledge Dimensions Defined:

Factual Knowledge is knowledge that is basic to specific disciplines. This dimension refers to essential facts, terminology, details or elements students must know or be familiar with in order to understand a discipline or solve a problem in it.

Conceptual Knowledge is knowledge of classifications, principles, generalizations, theories, models, or structures pertinent to a particular disciplinary area.

Procedural Knowledge refers to information or knowledge that helps students to do something specific to a discipline, subject, and area of study. It also refers to methods of inquiry, very specific or finite skills, algorithms, techniques, and particular methodologies.

Metacognitive Knowledge is the awareness of ones own cognition and particular cognitive processes. It is strategic or reflective knowledge about how to go about solving problems, cognitive tasks, to include contextual and conditional knowledge and knowledge of self.

A comprehensive example from the book is provided with publisher's permission at <http://www.scribd.com/doc/933640/Bloom-Revised>

4.1 Implementation of taxonomy

<p>A1</p> <p>1. Remembering: Retrieving, recalling, or recognizing knowledge from memory. Remembering is when memory is used to produce definitions, facts, or lists, or recite or retrieve material.</p>
<p>A2</p> <p>2. Understanding: Constructing meaning from different types of functions be they written or graphic messages activities like interpreting, exemplifying, classifying, summarizing, inferring, comparing, and explaining.</p>
<p>A2, B1</p> <p>3. Applying: Carrying out or using a procedure through executing, or implementing. Applying related and refers to situations where learned material is used through products like models, presentations, interviews or simulations.</p>
<p>B1</p> <p>4. Analyzing: Breaking material or concepts into parts, determining how the parts relate or interrelate to one another or to an overall structure or purpose. Mental actions included in this function are differentiating, organizing, and attributing, as well as being able to distinguish between the components or parts. When one is analyzing he/she can illustrate this mental function by creating spreadsheets, surveys, charts, or diagrams, or graphic representations.</p>
<p>B2</p> <p>5. Evaluating: Making judgments based on criteria and standards through checking and critiquing. Critiques, recommendations, and reports are some of the products that can be created to demonstrate the processes of evaluation. In the newer taxonomy evaluation comes before creating as it is often a necessary part of the precursory behaviour before creating something.</p>
<p>B2</p> <p>6. Creating: Putting elements together to form a coherent or functional whole; reorganizing elements into a new pattern or structure through generating, planning, or producing. Creating requires users to put parts together in a new way or synthesize parts into something new and different a new form or product. This process is the most difficult mental function in the new taxonomy.</p>

Source: Anderson and Krathwohl's Taxonomy 2000

5. COMPETENCE GRIDS

Following are competence grids per individual profession. Grids are results of a qualitative study of competence grids provided by partner institutions. Each grid comprises of:

- Field of work at particular level of profession
- Competences required to perform satisfactory outcomes
- Indicators of competences
- Descriptors of individual's behaviour with specified skills and competences

5.1. Cook

COOK				
Field of work	Competences	Indicators	B1	B2
Personal appearance and work place hygiene	Personal appearance	Working clothes, equipment	Understanding and using professional working clothes and equipment	Be perfectly informed about personal hygiene, cleanliness of equipment
	Working environment hygiene	Working area and equipment hygiene	Applying measures of appropriate storing Maintaining a safe, hygienic and secure working environment	Developing measures of appropriate storing. Planning process of maintaining clean working place.
Work planning, organisation, and analysis	Purchase	Arrange food and beverages	Calculating food and beverages correctly	Planning, selecting and arranging food and beverages
	Working with menus and recipes	Prescription card index	Organizing prescription card index	Developing and arranging prescription card index
		International principles	Using international food trends	Arranging and planning culinary profiles of foreign guests to adapt the offer. Ability to work in multicultural environment.
		Menu composition	Applying different aspects of menu composition.	Arranging food correctly and composing menus for special meals.
	Food and meal decoration, ingredients management	Meal and course composition	Exercising receipts for different meals and practise ingredients management.	Planning receipts and designs standards for meal decorations.
	Organization of time and phase of the work	Working time	Organizing your own process.	Organizing working process of others (subordinates)
Regional information	Use of domestic products	Understanding and using local products and ingredients.	Planning menus and meals based on regional supply.	
Preparation of work / workplace	Preparatory work	All kinds of preparation	Organizing preparatory work for the cook procedure.	Planning and arranging independently all kinds of preparation.

Operational work	Food handling	Handling variety of cooking methods	Using all kinds cooking methods	Developing food preparation methods.
	Meal preparation	Nutrition science	Understanding nutrition science. Analyze the origin of the food and the different food forms.	Applying and develop nutrition science
		Food	Controlling freshness and quality of the different kinds of food.	Controlling of the quality of food and planning the process of control.
		Prepare, cook and finish health dishes.	Understanding and executing current social trends considering health standards and needs.	Planning meals according to current health trends and social needs.
			Using basic cooking techniques (boiling, steaming, blanching, poaching, stewing and braising, frying, grilling, roasting and baking, combination cooking, microwaving, etc.)	Mastering cooking techniques and developing new techniques for healthier and efficient food preparation
Developing and prepare simple health dishes.	Planning and constructing new trendy dishes.			
		Making all types of courses (soups, fish/meat, bakery products, vegetables, fruits, desserts, sauces and dips,	Preparing basic meals based on individual ingredients.	Independently preparing finished meals ready for consumption.
	Usage of kitchen appliances.	Handle the tools correctly	Using the tools correctly, in a safe and hygiene manner	Using different appliances and developing techniques for food preparatory process using different appliances.
		Cutting techniques	Using different kinds of cut techniques.	Applying all cutting techniques (also international). Correct and safe use of all cutting and basic carving techniques.
	Cleaning and hygiene maintenance.	Performance of hygiene standards and HACCP.	Implementing hygiene standards and executes them.	Implementing, executing and developing standards of hygiene and sanitation.
Commercial work	Calculations	Economically effective kitchen operation.	Calculating quantities and perform basic economical reports. Understanding and using kitchen report documents (e.g. invoices, orders, etc.)	Executing and planning food/materials purchase. Understanding and performing kitchen calculations.

	Instructions, reports, tools of sale.	Prescription cards indexes. Attractive and useful menu card.	Understanding menu card composition based on supply, customer needs and infrastructure.	Planning menu card with respect to capability, service department and infrastructure.
	Promotion and sales	Successful operations and sales.	Understanding the art of marketing.	Planning and executing applied promotion and sales techniques.
Administrative work	Records, planning, inventories, scheduling	Analyse, plan and organise the work. Manage archives and records.	Organising records of food, work, inventory and meals.	Planning and maintaining data storage, controlling products in means of weight, amount and disadvantages, inventory controlling, controlling the bill of delivery, contract of purchase / sales agreements.
	Computing skills	Using computer.	Understanding basic computer programmes needed in nutrition and kitchen business.	Using software for effective and productive kitchen work.
Communication	Team work	Effective Teamwork	Using basic organisation techniques and respect the leader-follower relations.	Planning and supporting work of team. Coordinating work of a small team.
		Behave correctly and show good manners	Contributing to creative working environment.	Organizing and developing rules of behaviour and code of manners.
Health and environment protection	Food and Environmental laws.	Implement environmental, customer and employee protection measures.	Applying environmental, customer and employee protection measures	Developing protection measures and following security procedures. Planning emergency situation behaviour.

5.2. Kitchen assistant

KITCHEN ASSISTANT				
Field of work	Competences	Indicators	A1	A2
Personal appearance and work place hygiene	Personal and work place appearance	Working clothes, equipment	Recognizing professional working clothes, standards of maintaining hygiene and professional look.	Understanding and using standards of professional working clothes and execution of standards of maintaining working place and personal appearance.
	Working environment hygiene.	Working area and equipment hygiene	Recognizing importance of food, equipment and personal hygiene (working clothes, headdress...).	Understanding the importance of food, equipment and personal hygiene. Executing required standards.
Preparation of work / workplace	Preparatory work	Overall preparation	Recognizing the preparatory work for the kitchen working processes.	Executing preparatory work for the kitchen working processes. Use all kinds of preparation.
Operational work	Food preparation and decoration.	Nutrition science	Recognizing different food forms and minimum nutrition requirements of average consumer.	Understanding the meaning and importance of food elements (nutrition elements).
		Food	Recognizing different kinds of food.	Understanding and exhibiting knowledge of different kinds of food and characteristics.
			Preparing food for cooking (cleaning, cutting, designing).	Understanding and exhibiting all kinds of food (fruits, vegetables, bread, soups, meat, and desserts).
			Preparing basic meals and perform assistance with demanding deals.	Understanding and exhibiting knowledge about food preparatory techniques and styles.
		Regeneration, transportation	Selecting and using proper tools and equipment to regenerate different food.	Understanding and exhibiting correct methods of food regeneration. Preparing or regenerating foods to meet dish quality.
		Attractive food presentation and service	Recognizing the importance of food and meal decoration.	Understanding and exhibiting different styles of decoration.

		Cut techniques	Recognizing cut techniques	Understanding and exhibiting different kinds of cut techniques.
	Kitchen appliances and tools	Kitchen appliances	Recognizing different kitchen appliances and their use.	Understanding and executing safe and effective use of appliances and tools.
Commercial work	Calculation	Calculations and measures.	Recognizing the importance of calculations of meals, stocks, inventories, etc.	Understanding and executing basic calculations of menu composition, stock control, inventory management, etc.
	Promotion and sale	Selling process and image.	Recognizing the art of marketing	Understanding and executing basic marketing methods.
Administrative work	Purchase	Supply order and delivery.	Recognizing steps and documents in purchasing materials.	Understanding and executing simple ordering-delivering processes. Controls the quality and quantity of delivered goods.
Communication	Team work	Team work and culture	Recognizing importance of team work and its. Contribution the department's performance.	Understanding and executing daily self working plans, acts supportively to the team. Follows schedules.
		Behave correctly and show good manners	Recognizing ethical standards in different cultural environments and different lifestyles.	Understanding and following standards of ethical behaviour in different cultural environment.
Health and environment protection	Food handling and environmental standards.	The most important safety regulations for accident prevention.	Recognizing the most important safety regulations for accident prevention.	Understanding and executing important safety regulations for accident prevention. Follows security procedures.
		Environmental protection standards.	Recognizing environmental protection standards and basic waste management activities.	Understanding and executing correct waste management activities.

5.3. Waiter/Waitress

WAITER/WAITRESS				
Field of work	Competences	Indicators	B1	B2
Personal appearance and work place hygiene	Personal appearance	Working clothes	Understanding and using professional working clothes. Informed about personal hygiene and standards (e.g. HACCP).	Using professional working clothes and equipment and applying hygiene and sanitation standards.
	Working environment hygiene	Working area and equipment hygiene	Be informed about sanitation and hygiene standards, cleanliness of equipment and working place.	Setting and applying standards of hygiene of the working environment and planning execution.
	Working environment order.	Productive working process.	Mastering order at working place.	Planning and executing system of working place order and its distribution to other employees.
Work planning, organisation, and analysis	Purchasing	Stocks and inventory	Understanding and executing process of ordering, delivery and storage of goods and materials.	Planning inventory order, delivery and control. Planning services and products offered by the business.
	Auditing	Economic of the working unit	Understanding the importance of auditing purchasing and sale process in working unit. Performing stock and inventory management	Applying appropriate control (audit) procedures. Developing useful and applied techniques for stock control.
Preparation of work / workplace	Preparations and planning	Effective working p environment	Understanding the importance of work preparations and execution of process.	Scheduling of staff, deliveries, opening hours, etc.
		Effective working process and place.	Understanding and executing preparatory work for effective service. Understanding and using different techniques for preparing dining and other areas.	Analyzing effectiveness and planning improvements for preparatory works in all operational areas.
		Appropriate storage/warehouse display.	Understanding and executing storing for effective work.	Analyzing effectiveness and planning improvements for effective storage management.
		Effective working process.	Understanding the importance of effective cooperation with other departments.	Analyzing effectiveness and planning improvements for

			Executing effective cooperation with other department.	effective cooperation with different departments (e.g. kitchen).
Operational work	Service performance	Quality of service	Understanding and using different service techniques at the bar, dining area, outside and in other facilities and locations for food and drinks. At the presence of the quest or without it (e.g. flambé, cutting, filleting...). Using different service styles (e.g. French, English, platter, etc.)	Reorganizing and planning special service techniques according to customers demand, expectations and resources. Basic knowledge of protocol.
		Tables and area decoration	Understanding table cloth lore and table armchair standards in the restaurant and banquet area. Understanding most important napkin forms. Using simple forms of table restaurant decoration.	Planning and executing special covers (caviar, snails, crabs...). Create special decorations within a given budget framework for events.
		Customer satisfaction	Understanding service techniques and process of guest care.	Planning and executing training of special service techniques.
		Sale process	Understanding basic selling techniques. Taking orders and advising guests on meal selection. Understanding and handling the sales tools (e.g. menus).	Confidently performing selling techniques for individual and groups. Handling group orders, advising on event and venue menus for large groups. Preparing and designing different sales tools (e.g. menus).
		Culture of serving	Understanding different culinary cultures and quests with different eating habits (e.g. culturally or physically conditioned).	Planning services for quests of different cultures and with different eating habits.
		Language and communication	Sufficient knowledge of mother and most important foreign language of the area. Good communication skills.	Excellent knowledge of mother language and sufficient knowledge of two foreign languages of the area. Excellent communication skills.
		Equipment	Professional handling with common bar utensils and executing easy bar-flairing-movements.	Evaluating brands of bar equipment (cost-effectiveness-principle). Knowledge of trends in the sector of brand equipment.

		Glassware	Understanding national and international standards of the glass culture and use it in catering business.	Knowing, developing and implementing trends in the wine glass culture for degustation and select and use decoratively special glasses for different events.
		Events	Knowledge of small indoor events organization and execution from the catering point of view.	Planning catering for events and service delivery in indoor and outdoor small events.
Commercial work	Calculation	Economical purchase of goods, kitchen calculation.	Calculating necessary quantities make a kitchen calculation. Controlling and executing purchase of goods.	Planning, executing and controlling purchase of good and materials.
	Menu planning	Menu	Understanding menu composition.	Planning comprehensive bills of fare for different types of catering businesses.
	Promotion and marketing	Business success	Understanding basics of catering business promotion and marketing.	Planning promotion budget and actions for different types of catering businesses.
Administrative work	Administration	Office work	Organizing office work according to special specifications, archiving documents, collecting, analyzing and storing data.	Planning, organizing and performing office work independently, archiving documents, collecting and analyzing data, storing data independently.
	Computer skills	Effective and productive working process.	Being able to use software for restaurant and bar operations.	Understanding pros and cons of different programs for catering industry.
Communication	Team work	Team performance	Being able to organize own work. Organize and work in a small team.	Planning, organizing and executing self and team work – team leadership.

	Guest relations	Operational performance	Being able to communicate with guests in one foreign language.	Planning, organizing and executing guest's relations (e.g. consulting and sales talks with guests in domestic and foreign language).
	Complaints	Guests satisfaction	Being able to take complaints in a proper manner and transfer complaints to responsible departments. Solving small problems.	Planning complaints management process (e.g. criteria, evaluation process, solutions, etc.) and executing complaints.
	IT	Communication efficiency	Being able to use basic IT tools for successful communication with different departments. Basic knowledge of computer based technology.	Planning, organizing and executing IT communication tools for successful operations of related departments.
Health and environment protection	Environmental and health standards.	Stakeholder satisfaction and environment protection.	Implementing the most important safety regulations for accident prevention. Understanding and executing basic first aid and emergency procedures.	Planning safety regulations and procedures as well as process of following eco and personal protection standards.

5.4. Waiter/Waitress assistant

WAITER/WAITRESS ASSISTANT				
Field of work	Competences	Indicators	A1	A2
Personal appearance and work place hygiene	Personal appearance	Working clothes hygiene	Recognizing professional working clothes and standards of personal hygiene.	Understanding and applying standards of personal and working place hygiene.
	Working environment hygiene	Working area and equipment hygiene	Recognizing professional working clothes and standards working place and equipment hygiene.	Understanding and applying standards of working place and equipment hygiene.
	Working environment order.	Productive working process.	Understanding the meaning of order and implications of disorder.	Applying and maintaining working environment order and system.
Preparation of work / workplace	Preparations	Dining area	Recognizing basic standards of dining area settings.	Understanding and applying basic standards of dining area settings.
		Back office	Recognizing basic standards of back office settings.	Understanding and applying basic standards of back office settings.
		Storage room	Recognizing basic standards of storage room settings.	Understanding and applying basic standards of storage room settings.
Operational work	Service	Drinks	Recognizing basic drinks and simple service techniques.	Understanding and applying most common drinks and simple service techniques.
		Food	Recognizing most common food and meals and simple service techniques.	Understanding and applying most common food and meals and simple service techniques.
	Culinary culture	Service	Recognizing basics of regional culinary culture.	Understanding and applying basic knowledge of regional culinary culture.
	Use of appliances	Appliances and tools	Recognizing basic tools and appliances in service process.	Understanding and applying the knowledge of using basic appliances and tools in service process.

	Decoration	Tables and dining area	Recognizing basic kinds of table ware, decoration materials and napkin folding.	Applying knowledge about basic kinds of tableware, decoration materials and napkin folding.
	Glass culture	Glass	Recognizing national standards of the glass culture, glass cleaning and storing.	Understanding and practice national standards of the glass culture and use it in the simple restaurant business. Understand differences in quality of glasses (industrial or hand made).
	Eating culture	China and table ware	Recognizing and using basic china and table ware (e.g. cutlery, porcelain, etc.)	Understanding and practice use of different china and table ware.
	Sales	Sales process	Recognizing basic selling techniques in bar area.	Understanding and performing basic selling techniques in bar area.
Administrative work	Administration	Office work	Understanding basics of administrations	Being able to assist with simple administration tasks.
Commercial work	Calculations	Profitable operations	Recognizing simple calculation methods.	Understanding basics of accounting for sales and monitoring-
	Promotion and sales	Successful operations and sales.	Recognizing the art of marketing.	Understanding basics of marketing protocol within catering business.
Communication	Professional communication	Terminology	Recognizing and use of basic catering terminology.	Understanding and using catering terminology.
	Guest relations	Operational performance	Recognizing different guest behaviour and basic communication models and presentations.	Understanding and exercising basic communication skills (e.g. sales process, complaints taking, appraisals taking, etc.).
	Social attitudes	Manners	Recognizing the importance and techniques of professional etiquette towards co-workers	Understanding and exercising professional etiquette (e.g. politeness, hospitality, etc.) towards co-workers and guests.

			and guests.	
	IT	Communication efficiency	Recognizing different communication channels.	Understanding use of different communication channels for effective communication.
Health and environment protection	Environmental and health standards	Stakeholder satisfaction and environment protection.	Recognizing the importance of regulations for safe working process and standards for environment protection.	Understanding and executing safety regulations and environment protection standards.

5.5. Bartender

BARTENDER						
Field of work	Competences	Indicators	A1	A2	B1	B2
Personal appearance and work place hygiene	Personal appearance	Working clothes hygiene	Recognizing professional working clothes and standards of personal hygiene.	Understanding the need of using professional working clothes and standards of personal hygiene.	Using professional working clothes and executing personal hygiene and standards (e.g. HACCP).	Confident knowledge of personal hygiene and standards and being able to advice on the use to others and develop standards and protocol of hygiene maintenance.
	Working environment hygiene	Working area and equipment hygiene	Recognizing standards of working place and equipment hygiene.	Understanding and applying standards of working place and equipment hygiene.	Executing sanitation and hygiene standards, cleanliness of equipment and working place.	Setting standards of hygiene of the working environment and planning execution.
Work planning, organisation, and analysis	Sales tools	Wine and beverage menu.	Recognizing wine and beverage card composition.	Organize correct order in wine and beverage card.	Composing wine and beverage card.	Composing sophisticated wine and beverage card with domestic and international wines and beverages.
		Sales promotion tools	Recognizing sales promotion tools and their use in daily process.	Understanding and using promotion tools (e.g. posters, special offer flyers, etc.) in daily process.	Composing special promotion tools to boost the sale.	Planning and organizing sales boosting process and tools.
	Purchase	Stocks	Recognizing elements of purchasing and ordering process	Understanding purchasing and ordering process and executing simple orders and purchases.	Executing order and purchase process and controlling quality of deliveries.	Planning, organizing, analyzing and controlling order/delivery process.
Preparation of	Preparations	Effective	Recognizing basic	Understanding and	Executing full bar	Analyzing effectiveness

work / workplace		working area and process.	standards of bar area settings.	applying basic standards of bar area settings.	preparations, including drinks, decorations, tools, materials, etc.	and planning improvements for preparatory works, scheduling, etc.
Operational work	Materials, goods, techniques	Beverages and Wines	Recognizing the most important kinds of domestic and foreign beverages and wines.	Understanding the use of most important kinds of domestic and foreign beverages and wines.	Describing characteristics, compatibility of beverages and wines.	Generating receipts for different mixed drinks and advises on food and drinks combinations.
		Bar equipment	Recognizing and handling general bar utensils.	Understanding and using general bar utensils and executing the mise-en-place for basic bar machines (e.g. blender, mixer).	Professional in handling with common bar utensils and executing easy bar-flairing-movements.	Evaluating different brands of bar equipment (cost-effectiveness-principle). Following and developing trends in the sector of brand equipment.
		Cocktails service	Recognizing spirits and initiation to series of cocktails.	Mixing basic cocktails.	Making cocktails and understanding their ingredients.	Evaluating existing and developing new cocktails.
		Ice, bar fruits and vegetables	Recognizing different kinds of bar ice and domestic bar fruits and vegetables.	Preparing domestic and exotic bar fruits and vegetables.	Applying different kinds of ice for special cocktail creations and bar-flairing-show-elements.	Developing and applying of receipts of bar fruits and vegetables with other ingredients.
		Bar – glass – lore	Recognizing typical bar glasses and their correct use and service.	Using correct bar glasses for different beverages and wines.	Distinguish pros and cons of using different forms of glasses and packaging's for mixed drinks.	Creating one's own bar glasses, respectively.

Commercial work	Sale	Bar turnover	Recognizing and using simple orders at the bar and by table.	Recognizing different sales techniques and executing sales conversation with guests at bar and by table.	Implementing complicates sales techniques and understanding the meaning of correct advising.	Planning different selling techniques for customer satisfaction and satisfactory turnover in domestic and foreign languages.
		Customer satisfaction	Recognizing importance of consumer behaviour	Understanding the importance of consumer behaviour and executing simple techniques.	Independently executing techniques for customer satisfaction.	Planning actions for customer satisfaction, being sufficient in sales psychology.
	Calculations	Prices	Understanding basic calculations.	Executing basic calculations	Arranging and controlling price tags. Being able to do simple groups calculations.	Independently calculating and planning long-term price policy.
	Beverage card planning	Beverage card	/	/	Knowledge about bill's of fare and being able to create simple bills of fare.	Creates comprehensive bills of fare for different types of bars.
	Promotion and marketing	Business success	/	/	Knowledge about basics of bar business promotion and marketing.	Planning promotion budget and actions for different types of bars.

Administrative work	Administration	Office work	Understanding basics of administrations	Being able to assist with simple administration tasks.	Executing office work (e.g. archiving, analyzing and storing data). Executing delegated tasks.	Planning, organizing and performing office work independently, archiving documents, collecting and analyzing data, storing data, delegating office work.
	Labour law	Personnel satisfaction	Recognizing different labour rights.	Understanding and executing different labour acts.	Implementing labour rights within the team.	Developing code of rights and obligations according to labour legislation.
	Computing skills	Effective usage of software.	Recognizing advantages of using software in daily operations.	Using basic computer software.	Proficient use of catering software programs.	Understanding benefits of business computerization and implementing changes for efficient process.
Communication	Professional communication	Terminology	Recognizing and uses basic bar terminology.	Understanding and using bar terminology.	Proficient use of bar terminology.	Developing bar terminology using domestic and foreign examples and needs.
	Guest relations	Operational performance	Recognizing guest behaviour and basic communication models and presentations.	Understanding and exercising basic communication skills (e.g. sales process, complaints taking, appraisals taking, etc.).	Being able to communicate with guests about different social topics in domestic and foreign language.	Planning, organizing and executing guest's relations (e.g. consulting and sales talks with guests in domestic and foreign languages).
	Social attitudes	Manners	Recognizing the techniques of professional etiquette towards co-workers and guests.	Understands and exercises professional etiquette (e.g. politeness, hospitality, etc.) towards co-workers	Executing professional etiquette in different situations.	Planning process of professional etiquette according to different situations.

				and guests.		
	IT	Communsation efficiency	Recognizing different communication channels.	Understanding use of different communication channels for effective communication.	Using basic IT tools for successful communication. Basic knowledge of computer based communication technology.	Planning, organizing and executing IT communication tools for successful operations of related departments.
	Language	Knowledge of foreign language.	Being able to communicate basics in one foreign language.	Being able to communicate professionally in one foreign language.	Being able to communicate basics in two foreign languages.	Being able to communicate professionally in two foreign languages.
	Complaints	Guest and client satisfaction.	Recognizing complaints process	Understanding and executing simple complaints.	Independently executing complaints management process.	Develop and control complaints process and rules.
Health and environment protection	Environmental and health standards	Stakeholder satisfaction and environment protection.	Recognizing the importance of regulations for safe working process and standards for environment protection.	Understands and follows safety regulations and environment protection standards.	Implementing the most important safety regulations for accident prevention. Understanding and executing basic first aid and emergency procedures.	Planning safety procedures as well as process of following eco and personal protection standards.

5.6 Receptionist

Receptionist				
Field of work	Competences	Indicators	B1	B2
Personal appearance and work place hygiene	Professional attitude	High quality services.	Executing calm, stress resistant behaviour in complex, stressful situations.	Applying extroverted, sales oriented appearance also with foreign-language guests.
Work planning, organisation, and analysis	Filling and archiving	Know the meaning of guest files, deal with and analyse them	Change, analyse and improve structures of guest files.	Create, work, routine with guest files, serial letters, birthday mails, direct mailing, etc.)
Preparation of work / workplace	/	/	/	/
Operational work	Front office and concierge	Know the front office and concierge operations.	Know the planning, organization and controlling of front office managers and concierge.	Developing complex tasks within the front office area.
	Reservation management.	Find and realise long term reservation strategies.	Make complex group reservations, also in series with tour operators.	Develop a long term reservation strategies.
		Check in-out.	Organizing and executing complex group-check-in/out, especially travel groups booking by travel operators, distribute the luggage independently and correctly.	Planning new media intense strategies of check in/out.
	Selling	Know the sales strategies and techniques.	Understand principles of up- and down selling and active responding to guests regarding typical services.	Applying independently process of selling complex services also in foreign language.
		Handling with different payment methods.	Collect payments in different methods and currencies.	Analysing and organizing collected payments. Make and plan reports.

	Advising	Providing visitors with tourist information on local environment.	Deliver fundamental advisor functions and inform the guest on the national level.	Planning process of intensive national and international advisor functions, also in foreign languages.
		Comparable service and infrastructure quality.	Executing the attention of guest to the cost/benefit of the respective bedding or room category.	Target-group-specific offer of the different bedding and room categories.
	Customers care	Demarcation of customer layers and correct regular customer care.	Collect the regular customers by EDP monthly.	Planning and developing protocols of customer loyalty programs.
Commercial work	Revenue and yield management	Effective yield management.	Executing correct methods of negotiating to reach the medium-term department-specific defaults.	Improving strategies and daily self control measures regarding the revenue and yield management.
	Proficient use of information technology.	To serve usual branch specific software packages for individual enterprises and hotel chains in German and English version.	Work and use guest histories by EDP, know the basic EDP programs of the enterprise.	Learn main features of the yield management by means of EDP programs, simple sales management programs and guest relation programs.
	Offer planning.	Attractive and competitive offer.	Planning general and customized programs for guests.	Planning offer according to latest trends in customer leisure behaviour
	Financial and payment operations.	Effective and proper financial performance.	Accepting and registering payments.	Accepting and registering payments by different methods and means.

Administrative work	Role and hierarchy understanding	Know the family tree in the front office department, find your own role and make a personal career plan.	Be aware of all tasks and obligations within the department and reflect yourself over the fulfilment.	Be aware of professional development and develop a personal career plan.
	Calculations and monitoring.	Operations control.	Understanding and executing basic controlling methods and calculations.	Plan and execute front office calculations and monitoring.
Communication	Foreign languages	Very good knowledge in the native language and know at least two foreign languages.	Complex consulting function in the first foreign language and basic consulting function in the second foreign language.	Experienced communication technologies in the native language, make more complex consulting discussions also in the first and second foreign language.
	Social and communication techniques.	Active guest communication.	Understanding and use communication technologies and techniques in everyday life situations.	Applying complex social and communication technologies and techniques in new situations, also in foreign languages.
	Customer orientated behaviour	Clear customer orientation in the daily work routines.	Understanding knowledge of business and orders of rank. To be proficient in etiquette.	Develop and improve always a personal style in the guest support.
	Interdepartmental communication.	Effective internal communication process.	Understanding and executing interaction of networks without time delay, with reading and authentications.	Developing protocol of smooth information exchange between housekeeping and other hotel departments and front office.
	Complaint management	Smooth and ethical complaint solutions.	Deal with all complaints, which are department-spreading, use methods of passive and active listening.	Meet decisions according to internal complaint framework; treat also complex complaints and foreign-language complaints.
Health and environment protection	Value protection in the accommodation sector.	Be aware of assets and maintain them.	Know the cleaning measures and assign and control these measures.	Seek out saving potentials and close security holes.

5.7 Roomaid

Roomaid				
Field of work	Competences	Indicators	A1	A2
Personal appearance and work place hygiene	Order and maintenance	Organized and clean working area.	Recognizing the importance and effect of organized and clean working area.	Applying rules and techniques for clean and organized working area.
	Appearance and hygiene	Professional appearance and hygiene.	Recognizing the importance and effect of personal hygiene and professional appearance.	Applying rules and techniques for maintaining personal hygiene and professional appearance (e.g. HACCP).
	Personality traits and competences	Satisfactory and self fulfilling work.	Recognize standards of cleanliness, details and order.	Develop and apply standards of cleanliness and quality working process.
Preparation of work / workplace	Space and material management	Productive work	Recognizing the importance and effect of proper work preparations.	Applying techniques for effective work preparations.
Operational work	Cleaning techniques	Effective working process	Recognizing different cleaning techniques and its effect on working outcome.	Applying properly different cleaning techniques for high quality performance.
			Identify risks for damaging materials with using inappropriate cleaning techniques.	Applying proper techniques for different materials (e.g. furniture, linens, etc.).
	Cleaning materials	Effective working process	Recognizing different cleaning materials and its effect on working outcome.	Using proper different cleaning materials for high quality performance.
			Identify risks for damaging materials with using inappropriate cleaning materials.	Using proper cleaning materials (e.g. cloths, detergents, etc.).
Quality guests and employee	Guests and employee satisfaction.	Recognizing the effect of smell, temperature and indoor/outdoor	Applying standards for high quality effect of smell,	

	environment		appearance on guests and employee satisfaction.	temperature and indoor/outdoor appearance on guests and employee satisfaction.
			Identifying and recognizing different indoor/outdoor decorations.	Applying different indoor/outdoor decorations.
	Maintenance and quality inspection.	Quality duration	Understanding the importance of appliances and materials quality on overall success of the hotel operations.	Applying techniques for inspection and basic maintenance of materials and appliances.
	Cleaning tools and equipment handling.	Outstanding and efficient performance.	To handle simple clearing tools and appliances.	To plan purchase and implementation of most effective and appropriate cleaning tools and appliances.
	Handling electrical and technical equipment.	Satisfactory and sustainable performance.	Recognizing in room electrical and technical equipment.	Understanding operational characteristics and potential malfunctions of electrical and technical equipment.
Administrative work	Order and delivery execution.	Economical and sustainable use of cleaning materials.	Understanding sustainable materials, energy, waste and water supply saving techniques.	Applying sustainable techniques to costs and environmental impacts.
Communication	Ability to communicate	Communication skills	Delivering basic conversation with guests.	Delivering conversation with guests to identify and fulfil their needs.
		Foreign language speaking	Delivering basic conversations in at least one foreign language.	Being able to conversant in at least one foreign language.
Health and environment protection	Environmental responsibility and eco awareness.	Level of water and air pollution.	Recognizing basic eco standards and cleaning material's effect on environment.	Applying measurements for eco friendly and environmentally sensitive use of detergents.

		Energy savings.	Recognizing needs and standards of energy saving with hotel infrastructure and techniques.	Applying measurements for eco friendly and environmentally sensitive use of electricity.
	Detergent and appliances recognition.	Personal health and safety.	Recognizing and realizing threats and negative effects of appliances and detergent misuse.	Handling all appliances and detergents with care and according to manual for safe usage and handling.
	Waste management	Eco and health friendly waste management area.	Recognizing threats of inappropriate waste management and techniques for effective waste management.	Applying techniques for effective and appropriate waste management.

5.8 Guest relations assistant

Guest relations assistant				
Field of work	Competences	Indicators	B1	B2
Personal appearance and work place hygiene	Personal appearance	Discrete and hygiene appearance.	Implementing professional and appearance and working place hygiene.	Plan and evaluate personal appearance and working environment hygiene.
	Personality traits	Confidant and professional performance.	Performing self control, goal orientation and accuracy.	Being able to adapt performance to difficult situations.
Work planning, organisation, and analysis	Applied research methods	Customer behaviour research and trends.	To execute simple methods of the behaviour research. To follow trends.	To execute and analyse different methods of the behaviour research.
	Quality management	High quality services	Understand and execute process and services according to basic quality standards.	To plan, control and adjust quality indicators and their results.
	Communication tools	Effective and attractive information communication materials.	To prepare and distribute information material.	To plan and create information communication tools and materials.
	Customer segmentation	Effective market segmentation.	To execute segmentation concerning specific costumers attributes and characteristics.	To manage customer contact information and plan recovery and customer loyalty program.
Preparation of work / workplace	/	/	/	/
Operational work	Event organization	Customer satisfaction and sales success.	To execute simple events.	To plan events from organizational to execution part.
	Event execution	Successful event management and operations.	Applying event organization and operation techniques (e.g. handling with technical elements).	Planning organization and execution of events (e.g. from staff to infrastructure).

	Animation skills	Attractive animation program	Distinguishing different types of animation and executing simple animation skills.	Planning animation programs for different users (e.g. kids, youngsters, adults, sports, etc.).
	Complaints management.	Satisfied and loyal guests.	Take and handle simple complaints and organizing complaint placements to responsible person.	To plan customer complaint solution process and distribute through different departments.
	Hospitality services	Attractive activity program	Arrange travel and extra services for hotel guests and to communicate with suppliers.	To plan and organize relations with local suppliers of different travel related services.
		Successful sale program	Implement planed sales program for additional hotel and destination services.	To organize relationship of a hotel with destination and plan mutual benefit programs.
		Supplement services	Organizing transfers, pick-ups and drop-off, luggage handling, special events coordination, etc.	Planning and developing service program according to its effects on overall success of the company.
		Guest in the house program	Execute guest in the house program activities to meet guest's needs and expectations.	To plan and coordinate guest in the house activities program.
		Service after sales	Understanding and analyze the effectiveness of service after sales instrument	Plan service after sales activities.
Commercial work	Sales techniques	Successful hotel sales	Applying basic selling techniques to boosts hotel's indoor sale.	Plan indoor supply program and activates (e.g. boutiques, lounge supply, etc.).
	Office work	Efficient office work.	To be efficient in handling with regular office equipment (e.g. fax, computer, basic software, phone, etc.).	To plan and organize office work and equipment for efficient administrative operations.
	Archiciving and database	Efficient database and archives.	Applying database and file management techniques and	To plan and organize work routine with guest files including regular guests, VIP guests and

	managing		analyzing methods.	others.
Administrative work	Customer communication	Effective and loyal customer network	To manage and update customer database.	To communicate competitive advantages to specific customers.
	Rhetoric skills	Effective speaking and communication performance.	To apply theoretical basics of consulting and selling communication.	To organize and evaluate consulting, selling, negotiations independently
Communication	Communication	Efficient communication process.	To express and present yourself according to the purpose and situation.	To elaborate ordinary administrative and working documents.
	Claim management	Effective claim-support process.	To execute registration and claim coordination.	To deal with different claims.
	Tools and channels	Effective communication	Being able to communicate using different communication tools.	Expressing and distributing messages via variety of communication tools.
Health and environment protection	Environmental awareness.	Environmental protection.	Understanding means and ways of sustainable operations and environmental protection.	To plan and communicate sustainable behaviour among co-workers and guests.

5.9 Sales and Marketing assistant

Guest relations assistant				
Field of work	Competences	Indicators	B1	B2
Personal appearance and work place ordinance	Personal appearance	Professional look	Identify and distinguish appropriate attire for different situations.	Creating and implementing professional etiquette with specific needs of particular company.
	Personal skills	Professional performance	Performing professional, outgoing and friendly personality for effective team or group work.	Performing creative ideas and contributing innovatively to the company business portfolio in a leadership manner.
Work planning, organisation, and analysis	Analysis and reporting.	Effective work process	Identify simple business analysis and time management techniques.	Planning analytical and reporting process (e.g. scheduling, delegating, etc.).
	Planning	Effective planning	Understanding simple planning techniques for financials and business portfolio.	Applying comprehensive business planning.
Preparation of work / workplace	/	/	/	/
Operational work	Research.	Effective data background for decision-making.	Applying basic market research methodology.	Planning market research process, evaluating reports and creating strategies.
	Positioning.	Good market position	Using market segmentation, target market agreement and market positioning.	To plan and implement ideas for the unique selling position of specific products/topics. To execute general marketing activities.
	Planning.	Strategic marketing	Applying and implement general marketing activities.	To plan and organize marketing activities and strategies.

	Marketing mix	Successful marketing.	Understanding importance of efficient 4P and 7P.	Independently applying strategies for “P” implementation.
Commercial work	Selling	Successful sales records.	Understand importance and techniques of selling (e.g. hard, soft, etc.).	Planning and applying selling techniques according to product and customer situation.
Administrative work	Accounting and financials	Productive operations	Understanding and applying simple accounting and financial analysis techniques.	Analyzing accounting and financial reports for strategic planning.
	Reporting	Transparent operations	Understanding meaning and simple reporting techniques.	
Communication	Customer relations	Good customer feedback and return.	Executing simple CRM activities using simple CRM software.	Planning and analyzing CRM activities and develop strategic plan.
	Correspondence	Proper and successful correspondence	Using contemporary correspondence tools (e.g. computer, fax, phone, and typewriter) and software.	Plan and create correspondence strategies for different situations (e.g. crisis correspondence, appraisal correspondence, complain correspondence, etc.)
	Public speaking and performance	Effective presentations	Distinguishing different public presentation techniques and tools and applying basic techniques.	Applying different presentation techniques to different situations, objectives and publicity.
Health and environment protection	/	/	/	/

6 The Swiss position on ECVET

The OFFT (Office fédéral de la formation professionnelle et la technologie - Federal Office for Professional Education and Technology) follows the recommendation establishing ECVET. It welcomes the overall the objectives of ECVET. It does not, however, see this instrument as a priority in the Copenhagen process . It considers its practical implementation as problematic because of the different training systems in Europe. In Switzerland, practical experience / internships are predominant in the training, whereas in other countries, school-based learning predominates. The OFFT believes that it is difficult to bring together these two parts in a a single credit system and award the same points for different learning outcomes. It will however, continue to follow the development of ECVET with interest.

From the OFFT website (15.01.2010):

www.bbt.admin.ch French version (click on Français top right hand corner), then search (recherche) on ECVET