

TRAINING REGULATIONS



EVENTS MANAGEMENT SERVICES NC III

TOURISM SECTOR

TECHNICAL EDUCATION AND SKILLS DEVELOPMENT AUTHORITY
East Service Road, South Superhighway, Taguig City, Metro Manila

TABLE OF CONTENTS

TOURISM SECTOR

EVENTS MANAGEMENT SERVICES NC III

	Page No.
SECTION 1 EVENTS MANAGEMENT SERVICES NC III QUALIFICATION	1- 2
SECTION 2 COMPETENCY STANDARDS	
• Basic Competencies	3- 24
• Common Competencies	25-41
• Core Competencies	42-82
SECTION 3 TRAINING STANDARDS	
3.1 Curriculum Design	83-87
3.2 Training Delivery	87-88
3.3 Trainee Entry Requirements	88
3.4 List of Tools, Equipment and Materials	89
3.5 Training Facilities	90
3.6 Trainer's Qualifications	90
3.7 Institutional Assessment	90
SECTION 4 NATIONAL ASSESSMENT AND CERTIFICATION ARRANGEMENTS	91-92
COMPETENCY MAP	93
DEFINITION OF TERMS	94
ACKNOWLEDGMENTS	95-96

TRAINING REGULATIONS FOR EVENTS MANAGEMENT SERVICES NC III

SECTION 1 EVENTS MANAGEMENT SERVICES NC III QUALIFICATION

The **EVENTS MANAGEMENT SERVICES NC III Qualification** consists of competencies that a person must achieve to coordinate events, functions and/or conferences which may be held in conference centers, hotels, motels, restaurants, clubs, resorts and luxury liners. It includes competencies on event planning such as planning and developing an event proposal, concept, and program, selecting a venue and site, and updating event industry knowledge, as well as competencies on on-site event management such as providing onsite management services, managing contractors and updating knowledge on protocol.

This Qualification is packaged from the competency map of the **Tourism Sector** as shown in Annex A.

The Units of Competency comprising this Qualification include the following:

CODE NO.	BASIC COMPETENCIES
500311109	Lead workplace communication
500311110	Lead small teams
500311111	Develop and practice negotiation skills
500311112	Solve problems related to work activities
500311113	Use mathematical concepts and techniques
500311114	Use relevant technologies

CODE NO.	COMMON COMPETENCIES
TRS311206	Roster staff
TRS311207	Control and order stock
TRS311208	Train small groups
TRS311209	Establish and conduct business relationships

CODE NO.**CORE COMPETENCIES**

EVENT PLANNING SERVICES

TRS342315	Plan and develop event proposal or bid
TRS342316	Develop an event concept
TRS342317	Develop event program
TRS342318	Select event venue and site
TRS342319	Develop and update event industry knowledge

ON-SITE EVENT MANAGEMENT SERVICES

TRS342320	Provide on-site event management services
TRS342321	Manage contractors for indoor events
TRS342322	Develop and update knowledge on protocol

A person who has achieved this Qualification is competent to be a:

- Events Coordinator
- Conference Coordinator
- Function Coordinator

SECTION 2 COMPETENCY STANDARDS

This section details the contents of the basic, common and core units of competency required in **EVENTS MANAGEMENT SERVICES NC III**.

BASIC COMPETENCIES

UNIT OF COMPETENCY : LEAD WORKPLACE COMMUNICATION

UNIT CODE : 500311109

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to lead in the dissemination and discussion of ideas, information and issues in the workplace.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Communicate information about workplace processes	1.1 Appropriate <i>communication method</i> is selected 1.2 Multiple operations involving several topics areas are communicated accordingly 1.3 Questions are used to gain extra information 1.4 Correct sources of information are identified 1.5 Information is selected and organized correctly 1.6 Verbal and written reporting is undertaken when required 1.7 Communication skills are maintained in all situations
2. Lead workplace discussions	2.1 Response to workplace issues are sought 2.2 Response to workplace issues are provided immediately 2.3 Constructive contributions are made to workplace discussions on such issues as production, quality and safety 2.4 Goals/objectives and action plan undertaken in the workplace are communicated
3. Identify and communicate issues arising in the workplace	3.1 Issues and problems are identified as they arise 3.2 Information regarding problems and issues are organized coherently to ensure clear and effective communication 3.3 Dialogue is initiated with appropriate personnel 3.4 Communication problems and issues are raised as they arise

RANGE OF VARIABLES

VARIABLE	RANGE
1. Methods of communication	May include but not limited to: 1.1. Non-verbal gestures 1.2. Verbal 1.3. Face to face 1.4. Two-way radio 1.5. Speaking to groups 1.6. Using telephone 1.7. Written 1.8. Internet

EVIDENCE GUIDE

1. Critical aspects of competency	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1. Dealt with a range of communication/information at one time 1.2. Made constructive contributions in workplace issues 1.3. Sought workplace issues effectively 1.4. Responded to workplace issues promptly 1.5. Presented information clearly and effectively written form 1.6. Used appropriate sources of information 1.7. Asked appropriate questions 1.8. Provided accurate information
2. Underpinning knowledge	<ul style="list-style-type: none"> 2.1. Organization requirements for written and electronic communication methods 2.2. Effective verbal communication methods
3. Underpinning skills	<ul style="list-style-type: none"> 3.1. Organize information 3.2. Understand and convey intended meaning 3.3. Participate in variety of workplace discussions 3.4. Comply with organization requirements for the use of written and electronic communication methods
4. Resource implications	<p>The following resources MUST be provided:</p> <ul style="list-style-type: none"> 4.1. Variety of Information 4.2. Communication tools 4.3. Simulated workplace
5. Method of assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> 5.1. Competency in this unit must be assessed through 5.2. Direct Observation 5.3. Interview
6. Context of assessment	<ul style="list-style-type: none"> 6.1. Competency may be assessed in the workplace or in simulated workplace environment

UNIT OF COMPETENCY : LEAD SMALL TEAMS

UNIT CODE : 500311110

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to lead small teams including setting and maintaining team and individual performance standards.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Provide team leadership	1.1. Work requirements are identified and presented to team members 1.2. Reasons for instructions and requirements are communicated to team members 1.3. Team members' queries and concerns are recognized, discussed and dealt with
2. Assign responsibilities	2.1. Duties, and responsibilities are allocated having regard to the skills, knowledge and aptitude required to properly undertake the assigned task and according to company policy 2.2. Duties are allocated having regard to individual preference, domestic and personal considerations, whenever possible
3. Set performance expectations for team members	3.1. Performance expectations are established based on client needs and according to assignment requirements 3.2. Performance expectations are based on individual team members duties and area of responsibility 3.3. Performance expectations are discussed and disseminated to individual team members

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
4. Supervise team performance	<p>4.1. Monitoring of performance takes place against defined performance criteria and/or assignment instructions and corrective action taken if required</p> <p>4.2. Team members are provided with feedback, positive support and advice on strategies to overcome any deficiencies</p> <p>4.3. Performance issues which cannot be rectified or addressed within the team are referenced to appropriate personnel according to employer policy</p> <p>4.4. Team members are kept informed of any changes in the priority allocated to assignments or tasks which might impact on client/customer needs and satisfaction</p> <p>4.5. Team operations are monitored to ensure that employer/client needs and requirements are met</p> <p>4.6. Follow-up communication is provided on all issues affecting the team</p> <p>4.7. All relevant documentation is completed in accordance with company procedures</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Work requirements	May include but not limited to: 1.1. Client Profile 1.2. Assignment instructions
2. Team member's concerns	May include but not limited to: 2.1. Roster/shift details
3. Monitor performance	May include but not limited to: 3.1. Formal process 3.2. Informal process
4. Feedback	May include but not limited to: 4.1. Formal process 4.2. Informal process
5. Performance issues	May include but not limited to: 5.1. Work output 5.2. Work quality 5.3. Team participation 5.4. Compliance with workplace protocols 5.5. Safety 5.6. Customer service

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <ol style="list-style-type: none"> 1.1. Maintained or improved individuals and/or team performance given a variety of possible scenario 1.2. Assessed and monitored team and individual performance against set criteria 1.3. Represented concerns of a team and individual to next level of management or appropriate specialist and to negotiate on their behalf 1.4. Allocated duties and responsibilities, having regard to individual's knowledge, skills and aptitude and the needs of the tasks to be performed 1.5. Set and communicated performance expectations for a range of tasks and duties within the team and provided feedback to team members
<p>2. Underpinning knowledge</p>	<ol style="list-style-type: none"> 2.1. Company policies and procedures 2.2. Relevant legal requirements 2.3. How performance expectations are set 2.4. Methods of Monitoring Performance 2.5. Client expectations 2.6. Team member's duties and responsibilities
<p>3. Underpinning skills</p>	<ol style="list-style-type: none"> 3.1. Communication skills required for leading teams 3.2. Informal performance counseling skills 3.3. Team building skills 3.4. Negotiating skills
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <ol style="list-style-type: none"> 4.1. Access to relevant workplace or appropriately simulated environment where assessment can take place 4.2. Materials relevant to the proposed activity or task

<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <p>5.1. Direct observations of work activities of the individual member in relation to the work activities of the group</p> <p>5.2. Observation of simulation and/or role play involving the participation of individual member to the attainment of organizational goal</p> <p>5.3. Case studies and scenarios as a basis for discussion of issues and strategies in teamwork</p>
<p>6. Context of assessment</p>	<p>6.1. Competency assessment may occur in workplace or any appropriately simulated environment</p> <p>6.2. Assessment may be performed while tasks are being undertaken whether individually or in-group</p>

UNIT OF COMPETENCY: DEVELOP AND PRACTICE NEGOTIATION SKILLS

UNIT CODE : 500311111

UNIT DESCRIPTOR : This unit covers the skills, knowledge and attitudes required to collect information in order to negotiate to a desired outcome and participate in the negotiation.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Plan negotiations	1.1 Information on <i>preparing for negotiation</i> is identified and included in the plan 1.2 Information on <i>active listening</i> is identified and included in the plan 1.3 Information on different <i>questioning techniques</i> is identified and included in the plan 1.4 Information is checked to ensure it is correct and up-to-date
2. Participate in negotiations	2.1 Criteria for successful outcome are agreed upon by all parties 2.2 Desired outcome of all parties are considered 2.3 Appropriate language is used throughout the negotiation 2.4 Variety of questioning techniques are used 2.5 Issues and processes are documented and agreed upon by all parties 2.6 Possible solutions are discussed and their viability assessed 2.7 Areas for agreement are confirmed and recorded 2.8 Follow-up action is agreed upon by all parties

RANGE OF VARIABLES

VARIABLE	RANGE
1. Preparing for negotiation	<p>May include but not limited to:</p> <ul style="list-style-type: none"> 1.1 Background information on other parties to the negotiation 1.2 Good understanding of topic to be negotiated 1.3 Clear understanding of desired outcome/s 1.4 Personal attributes <ul style="list-style-type: none"> 1.4.1 self awareness 1.4.2 self esteem 1.4.3 objectivity 1.4.4 empathy 1.4.5 respect for others 1.5 Interpersonal skills <ul style="list-style-type: none"> 1.5.1 listening/reflecting 1.5.2 non verbal communication 1.5.3 assertiveness 1.5.4 behavior labeling 1.5.5 testing understanding 1.5.6 seeking information 1.5.7 self disclosing 1.6 Analytic skills <ul style="list-style-type: none"> 1.6.1 observing differences between content and process 1.6.2 identifying bargaining information 1.6.3 applying strategies to manage process 1.6.4 applying steps in negotiating process 1.6.5 strategies to manage conflict 1.6.6 steps in negotiating process 1.6.7 options within organization and externally for resolving conflict
2. Non verbal environments	<p>May include but not limited to:</p> <ul style="list-style-type: none"> 2.1 Friendly reception 2.2 Warm and welcoming room 2.3 Refreshments offered 2.4 Lead in conversation before negotiation begins

VARIABLE	RANGE
3. Active listening	May include but not limited to: 3.1 Attentive 3.2 Don't interrupt 3.3 Good posture 3.4 Maintain eye contact 3.5 Reflective listening
4. Questioning techniques	May include but not limited to: 4.1 Direct 4.2 Indirect 4.3 Open-ended

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Demonstrated sufficient knowledge of the factors influencing negotiation to achieve agreed outcome</p> <p>1.2 Participated in negotiation with at least one person to achieve an agreed outcome</p>
<p>2. Underpinning knowledge and attitude</p>	<p>2.1 Codes of practice and guidelines for the organization</p> <p>2.2 Organizations policy and procedures for negotiations</p> <p>2.3 Decision making and conflict resolution strategies procedures</p> <p>2.4 Problem solving strategies on how to deal with unexpected questions and attitudes during negotiation</p> <p>2.5 Flexibility</p> <p>2.6 Empathy</p>
<p>3. Underpinning skills</p>	<p>3.1 Interpersonal skills to develop rapport with other parties</p> <p>3.2 Communication skills (verbal and listening)</p> <p>3.3 Observation skills</p> <p>3.1 Negotiation skills</p>
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <p>4.1 Room with facilities necessary for the negotiation process</p> <p>4.2 Human resources (negotiators)</p>
<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <p>5.1 Observation/demonstration and questioning</p> <p>5.2 Portfolio assessment</p> <p>5.3 Oral and written questioning</p> <p>5.4 Third party report</p>
<p>6. Context of assessment</p>	<p>6.1 Competency to be assessed in real work environment or in a simulated workplace setting.</p>

UNIT OF COMPETENCY : SOLVE PROBLEMS RELATED TO WORK ACTIVITIES

UNIT CODE : 500311112

UNIT DESCRIPTOR : This unit of competencies covers the knowledge, skills and attitudes required to solve problems in the workplace including the application of problem solving techniques and to determine and resolve the root cause of problems.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Identify the problem	1.1. Variances are identified from normal operating parameters; and product quality 1.2. Extent, cause and nature are of the problem are defined through observation, investigation and analytical techniques 1.3. Problems are clearly stated and specified
2. Determine fundamental causes of the problem	2.1. Possible causes are identified based on experience and the use of problem solving tools / analytical techniques. 2.2. Possible cause statements are developed based on findings 2.3. Fundamental causes are identified per results of investigation conducted
3. Determine corrective action	3.1. All possible options are considered for resolution of the problem 3.2. Strengths and weaknesses of possible options are considered 3.3. Corrective actions are determined to resolve the problem and possible future causes 3.4. Action plans are developed identifying measurable objectives, resource needs and timelines in accordance with safety and operating procedures
4. Provide recommendation/s to manager	4.1. Report on recommendations are prepared 4.2. Recommendations are presented to appropriate personnel. 4.3. Recommendations are followed-up, if required

RANGE OF VARIABLES

VARIABLE	RANGE
1. Analytical techniques	May include but not limited to: <ol style="list-style-type: none"> 1.1. Brainstorming 1.2. Intuitions/Logic 1.3. Cause and effect diagrams 1.4. Pareto analysis 1.5. SWOT analysis 1.6. Gantt chart, Pert CPM and graphs 1.7. Scatter grams
2. Problem	May include but not limited to: <ol style="list-style-type: none"> 2.1. Non – routine process and quality problems 2.2. Equipment selection, availability and failure 2.3. Teamwork and work allocation problem 2.4. Safety and emergency situations and incidents
3. Action plans	May include but not limited to: <ol style="list-style-type: none"> 3.1. Priority requirements 3.2. Measurable objectives 3.3. Resource requirements 3.4. Timelines 3.5. Co-ordination and feedback requirements 3.6. Safety requirements 3.7. Risk assessment 3.8. Environmental requirements

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <ol style="list-style-type: none"> 1.1. Identified the problem 1.2. Determined the fundamental causes of the problem 1.3. Determined the correct / preventive action 1.4. Provided recommendation to manager <p>These aspects may be best assessed using a range of scenarios / case studies / what ifs as a stimulus with a walk through forming part of the response. These assessment activities should include a range of problems, including new, unusual and improbable situations that may have happened.</p>
<p>2. Underpinning knowledge</p>	<ol style="list-style-type: none"> 2.1. Competence includes a thorough knowledge and understanding of the process, normal operating parameters, and product quality to recognize non-standard situations 2.2. Competence to include the ability to apply and explain, sufficient for the identification of fundamental cause, determining the corrective action and provision of recommendations <ol style="list-style-type: none"> 2.2.1. Relevant equipment and operational processes 2.2.2. Enterprise goals, targets and measures 2.2.3. Enterprise quality, OHS and environmental requirement 2.2.4. Principles of decision making strategies and techniques 2.2.5. Enterprise information systems and data collation 2.2.6. Industry codes and standards

3. Underpinning skills	<p>3.1. Using range of formal problem solving techniques</p> <p>3.2. Identifying and clarifying the nature of the problem</p> <p>3.3. Devising the best solution</p> <p>3.4. Evaluating the solution</p> <p>3.5. Implementation of a developed plan to rectify the problem</p>
4. Resource implications	<p>The following resources MUST be provided:</p> <p>4.1. Assessment will require access to an operating plant over an extended period of time, or a suitable method of gathering evidence of operating ability over a range of situations. A bank of scenarios / case studies / what ifs will be required as well as bank of questions which will be used to probe the reason behind the observable action.</p>
5. Methods of assessment	<p>Competency may be assessed through:</p> <p>5.1. Case studies on solving problems in the workplace</p> <p>5.2. Observation</p> <p>The unit will be assessed in a holistic manner as is practical and may be integrated with the assessment of other relevant units of competency. Assessment will occur over a range of situations, which will include disruptions to normal, smooth operation. Simulation may be required to allow for timely assessment of parts of this unit of competency. Simulation should be based on the actual workplace and will include walk through of the relevant competency components.</p>
6. Context of assessment	<p>6.1. In all workplaces, it may be appropriate to assess this unit concurrently with relevant teamwork or operation units.</p>

UNIT OF COMPETENCY: USE MATHEMATICAL CONCEPTS AND TECHNIQUES

UNIT CODE : 500311113

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required in the application of mathematical concepts and techniques.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Identify mathematical tools and techniques to solve problem	1.1 Problem areas are identified based on given condition 1.2 Mathematical techniques are selected based on the given problem
2. Apply mathematical procedure/solution	2.1 Mathematical techniques are applied based on the problem identified 2.2 Mathematical computations are performed to the level of accuracy required for the problem 2.3 Results of mathematical computation is determined and verified based on job requirements
3. Analyze results	3.1 Result of application is reviewed based on expected and required specifications and outcome 3.2 Appropriate action is applied in case of error

RANGE OF VARIABLES

VARIABLE	RANGE
1. Mathematical techniques	May include but are not limited to: 1.1 Four fundamental operations 1.2 Measurements 1.3 Use/Conversion of units of measurements 1.4 Use of standard formulas
2. Appropriate action	May include but not limited to: 2.1 Review in the use of mathematical techniques (e.g. recalculation, re-modeling) 2.2 Report error to immediate superior for proper action

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the candidate: 1.1 Identified, applied and reviewed the use of mathematical concepts and techniques to workplace problems
2. Underpinning knowledge	2.1 Fundamental operation (addition, subtraction, division, multiplication) 2.2 Measurement system 2.3 Precision and accuracy 2.4 Basic measuring tools/devices
3. Underpinning skills	3.1 Applying mathematical computations 3.2 Using calculator 3.3 Using different measuring tools
4. Resource implications	The following resources MUST be provided: 4.1 Calculator 4.2 Basic measuring tools 4.3 Case Problems
5. Methods of assessment	Competency may be assessed through: 5.1 Authenticated portfolio 5.2 Written Test 5.3 Interview/Oral Questioning 5.4 Demonstration
6. Context of assessment	6.1 Competency may be assessed in the work place or in a simulated work place setting

UNIT OF COMPETENCY: USE RELEVANT TECHNOLOGIES

UNIT CODE : 500311114

UNIT DESCRIPTOR : This unit of competency covers the knowledge, skills, and attitude required in selecting, sourcing and applying appropriate and affordable technologies in the workplace.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Study/select appropriate technology	1.1 Usage of different technologies is determined based on job requirements 1.2 Appropriate technology is selected as per work specification
2. Apply relevant technology	2.1 Relevant technology is effectively used in carrying out function 2.2 Applicable software and hardware are used as per task requirement 2.3 Management concepts are observed and practiced as per established industry practices
3. Maintain/enhance relevant technology	3.1 Maintenance of technology is applied in accordance with the industry standard operating procedure, manufacturer's operating guidelines and occupational health and safety procedure to ensure its operative ability 3.2 Updating of technology is maintained through continuing education or training in accordance with job requirement 3.3 Technology failure/ defect is immediately reported to the concern/responsible person or section for appropriate action

RANGE OF VARIABLES

VARIABLE	RANGE
1. Technology	May include but are not limited to: 1.1 Office technology 1.2 Industrial technology 1.3 System technology 1.4 Information technology 1.5 Training technology
2. Management concepts	May include but not limited to: 2.1 Real Time Management 2.2 KAIZEN or continuous improvement 2.3 5s 2.4 Total Quality Management 2.5 Other management/productivity tools
3. Industry standard operating procedure	May include but are not limited to: 3.1 Written guidelines relative to the usage of office technology/equipment 3.2 Verbal advise/instruction from the co-worker
4. Manufacturer's operating guidelines/ instructions	May include but are not limited to: 4.1 Written instruction/manuals of specific technology/ equipment 4.2 General instruction manual 4.3 Verbal advise from manufacturer relative to the operation of equipment
5. Occupational health and safety procedure	May include but are not limited to: 5.1 Relevant statutes on OHS 5.2 Company guidelines in using technology/equipment
6. Appropriate action	May include but are not limited to: 6.1 Implementing preventive maintenance schedule 6.2 Coordinating with manufacturer's technician

EVIDENCE GUIDE

1. Critical aspects of competency	Assessment requires evidence that the candidate: 1.1 Studied and selected appropriate technology consistent with work requirements 1.2 Applied relevant technology 1.3 Maintained and enhanced operative ability of relevant technology
2. Underpinning knowledge	2.1 Awareness on technology and its function 2.2 Repair and maintenance procedure 2.3 Operating instructions 2.4 Applicable software 2.5 Communication techniques 2.6 Health and safety procedure 2.7 Company policy in relation to relevant technology 2.8 Different management concepts 2.9 Technology adaptability
3. Underpinning skills	3.1 Relevant technology application/implementation 3.2 Basic communication skills 3.3 Software applications skills 3.4 Basic troubleshooting skills
4. Resource implications	The following resources MUST be provided: 4.1 Relevant technology 4.2 Interview and demonstration questionnaires 4.3 Assessment packages
5. Methods of assessment	Competency must be assessed through: 5.1 Interview 5.2 Actual demonstration 5.3 Authenticated portfolio (related certificates of training/seminar)
6. Context of assessment	6.1 Competency may be assessed in actual workplace or simulated environment

COMMON COMPETENCIES

UNIT OF COMPETENCY : ROSTER STAFF

UNIT CODE : TRS5311206

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to develop staff rosters. This role may be carried out by operational supervisors and managers.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
1. Develop and implement staff rosters	<p>1.1 Staff rosters are developed in accordance with company agreements and wage budgets.</p> <p>1.2 Operational efficiency and customer service levels are maximized while wage costs are minimized in roster development.</p> <p>1.3 Duties are combined where appropriate to ensure effective use of staff.</p> <p>1.4 The available skills base is utilized appropriately to roster the most effective mix of staff and to meet different operational requirements.</p> <p>1.5 Rosters are presented in required formats to ensure clarity of information in accordance with company standards.</p> <p>1.6 Rosters are communicated to appropriate colleagues within designated timelines.</p>
2. Maintain staff records	<p>2.1 Time sheets and other documentation are completed accurately and within designated timelines.</p> <p>2.2 Staff records are updated accurately and maintained or stored in accordance with establishment procedures.</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Staff rosters	May be for but are not limited to: 1.1 An individual department 1.2 A whole establishment 1.3 A specific project
2. Company agreements	May include but are not limited to: 2.1 Number of hours worked in a given shift 2.2 Overall number of hours allocated to different staff members 2.3 Breaks between shifts 2.4 Nature of duties allocated 2.5 Use of permanent or casual staff

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1 Demonstrated knowledge and understanding of the factors and issues which impact upon staff rostering 1.2 Demonstrated familiarity with typical staff roster formats and the key information to be included 1.3 Demonstrated the ability to prepare staff rosters which meet wage budgets and which provide a level of staffing sufficient to ensure the delivery of high quality customer service.
<p>2. Underpinning knowledge</p>	<ul style="list-style-type: none"> 2.1 The role of staff rosters and their importance in controlling staff costs 2.2 Factors to be considered when developing rosters 2.3 Formats for the presentation of staff rosters and details to be included 2.4 Knowledge on area of operation for which roster is being developed.
<p>3. Underpinning skills</p>	<ul style="list-style-type: none"> 3.1 Organizing information 3.2 Preparing staff rosters
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <ul style="list-style-type: none"> 4.1 Project or work activities which allow the candidate to prepare rosters for a workplace and to evaluate their cost efficiency and operational effectiveness against nominated standards 4.2 Preparation of more than one roster to meet the staffing requirements of more than one operational situation
<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> 5.1. Evaluation of the staffing costs and service levels at an event for which the candidate has prepared rosters 5.2. Oral or written questions to assess knowledge of specific factors which affect the design of rosters 5.3. Review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
<p>6. Context for assessment</p>	<ul style="list-style-type: none"> 6.1. Competency may be assessed in the workplace or in simulated workplace environment 6.2. Assessment may be performed while tasks are being undertaken whether individually or in a group

UNIT OF COMPETENCY : CONTROL AND ORDER STOCK

UNIT CODE : TRS311207

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to control and order stock in a range of hospitality establishments. This role is generally carried out by supervisors and team leaders.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
1. Maintain stock levels and records	1.1 Stock levels are monitored and maintained according to company requirements. 1.2 Stock security is monitored and systems are adjusted as required. 1.3 Stock reorder cycles are monitored and adjusted as required. 1.4 Colleagues are informed of their individual responsibilities in regard to the reordering of stock. 1.5 Records of stock storage and movement are maintained in accordance with company procedures. 1.6 Stock performance is monitored and fast/slow-selling items are identified and reported in accordance with company procedures.
2. Process stock orders	2.1 Orders for stock are processed accurately and in accordance with company procedures. 2.2 Stock levels are maintained and recorded ensuring information is complete, correct and current. 2.3 Incoming stock is checked against purchase and supply agreements and all necessary details are recorded.
3. Minimize stock losses	3.1 Stock losses are identified and recorded according to company procedures. 3.2 Losses are reported in accordance with company procedures. 3.3 Avoidable losses are identified and reasons behind these losses are established. 3.4 Solutions to loss situations are recommended and related procedures are implemented to prevent future avoidable losses.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
4. Follow-up orders	4.1 The delivery process is monitored to ensure agreed deadlines are met. 4.2 Continuity of supply is ensured by liaising with colleagues and suppliers. 4.3 Routine supply problems are followed up or referred to the appropriate person in accordance with company policy. 4.4 Stock is distributed to agreed locations.
5. Organize and administer stocks	5.1 Stocks are organized at appropriate intervals according to company policy and procedures. 5.2 Stocktaking responsibilities are allocated to staff. 5.3 Accurate stock reports are produced within designated timelines.

RANGE OF VARIABLES

VARIABLE	RANGE
1. Stock	May include but is not limited to: 1.1 Food 1.2 Beverages 1.3 Equipment such as maintenance and cleaning equipment, office equipment 1.4 Linen 1.5 Stationery 1.6 Brochures and promotional materials 1.7 Cleaning supplies and chemicals 1.8 Vouchers and tickets 1.9 Souvenir products
2. Stock losses	May be due to the following: 2.1 Lack of rotation leading to product deterioration 2.2 Inappropriate storage conditions 2.3 Access by pests or vermin 2.4 Theft 2.5 Overstocking

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Demonstrated the ability to maintain continuous stock supply within a specific hospitality industry environment</p> <p>1.2 Demonstrated the ability to meet accuracy and speed requirements for completion and maintenance of stock records</p>
<p>2. Underpinning knowledge</p>	<p>2.1 Stock level maintenance techniques as appropriate to the industry sector</p> <p>2.2 Typical stocktaking procedures as appropriate to the industry sector</p> <p>2.3 Stock recording systems</p> <p>2.4 Stock security systems</p> <p>2.5 Types of stock control documentation and systems that may be applied in the hospitality industry</p> <p>2.6 Reasons for stock loss and damage</p>
<p>3. Underpinning skills</p>	<p>3.1 Collect, organize and analyze information</p> <p>3.2 Plan and organize activities</p> <p>3.3 Application of underpinning knowledge</p>
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <p>4.1 Project or work activities that allow the candidate to demonstrate stock control and monitoring over a period of time</p> <p>4.2 Use of real stock items</p> <p>4.3 Use of industry-current stock control technology or documentation</p> <p>4.4 Involvement of internal/external suppliers</p>
<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <p>5.1 Review of activities undertaken by the candidate to monitor stock for a given period of time for a specific outlet</p> <p>5.2 Written or oral questions to test knowledge of reasons for procedures</p> <p>5.3 Review of workplace reports and records related to stock control, prepared by the candidate</p> <p>5.4 Review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate</p>

6. Context for assessment	6.1 Competency assessment may occur in workplace or any appropriately simulated environment 6.2 Assessment may be performed while tasks are being undertaken whether individually or in a group
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UNIT OF COMPETENCY : TRAIN SMALL GROUPS

UNIT CODE : TRS311208

UNIT DESCRIPTOR : This unit covers the requirements for planning, delivering and reviewing training provided for the purposes of developing competency on a one-to-one or small group basis.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
1. Prepare for trainings	1.1 Specific training needs are identified and confirmed through consultation with appropriate personnel . 1.2 Training objectives are matched to identify to identify competency development needs. 1.3 Training approaches are planned and documented.
2. Deliver training	2.1 Training is conducted in a safe and accessible environment. 2.2 Training delivery methods appropriate to the participant(s) needs, trainer availability, location and resources are selected. 2.3 Strategies and techniques which facilitate the learning process are employed. 2.4 Training objectives, sequence of activities and assessment processes are discussed with training participant(s). 2.5 Systematic approach to training is undertaken to meet specific needs of training participant(s).
3. Provide opportunities for practices	3.1 Practice opportunities are provided to ensure that the participants achieve the components of competency . 3.2 Variety of methods for encouraging learning is implemented to meet the individual needs of participants .

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
4. Review training	<p>4.1 Participants are encouraged to self evaluate performance and areas for improvement are identified.</p> <p>4.2 Participants' readiness for assessment is monitored and assistance is provided with the collection of evidence for satisfactory performance.</p> <p>4.3 Training is evaluated against objectives in the context of self-assessment, participant feedback, supervisor comments and measurements.</p> <p>4.4 Training details are recorded according to enterprise and legislative requirements.</p> <p>4.5 Results of evaluation are utilized to guide further training.</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Training needs	May include but are not limited to: <ul style="list-style-type: none"> 1.1 Industry/enterprise or other performance competency standards 1.2 Industry/workplace training practices 1.3 Job descriptions 1.4 Results of training needs analysis 1.5 Business plans of the organization which identify skill development requirements 1.6 Standard operating and/or other workplace procedures
2. Appropriate personnel	May include but are not limited to: <ul style="list-style-type: none"> 2.1 Team leaders/supervisors/technical experts 2.2 Managers/employers 2.3 Training and assessment coordinators 2.4 Training participants 2.5 Representative from government regulatory bodies 2.6 Union/employee representatives
3. Training delivery methods	May include but are not limited to: <ul style="list-style-type: none"> 3.1 Presentations 3.2 Demonstrations 3.3 Explanations 3.4 Problem solving 3.5 Mentoring 3.6 Experiential learning 3.7 Group work 3.8 Job rotation
4. Strategies and techniques	May include but are not limited to: <ul style="list-style-type: none"> 4.1 Active listening 4.2 Targeted questioning 4.3 Points of clarification 4.4 Group discussions

VARIABLE	RANGE
5.Components of competency	May include but are not limited to: 5.1 Task skill 5.2 Task management skills 5.3 Contingency management skills 5.4 Job/role environment skills 5.5 Transfer and application of skills and knowledge of new contents
6. Needs of participants	Characteristics of training participants may include but are not limited to: 6.1. Cultural, language, and educational background 6.2. Gender 6.3. Physical ability 6.4. Level of confidence, nervousness or anxiety 6.5. Age 6.6. Previous experience with the topic 6.7. Experience in training and assessment

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> 1.1. Demonstrated the ability to identify specific training needs and required competency outcomes. 1.2. Demonstrated the ability to outline the training approach and steps to be followed. 1.3. Demonstrated the ability to identify training participant(s) and delivery method(s) to be used 1.4. Demonstrated the ability to organize and conduct the training.
<p>2. Underpinning knowledge</p>	<ul style="list-style-type: none"> 2.1. Identification of evidence of competency 2.2. Competency in the units being taught 2.3. Training delivery methods
<p>3. Underpinning skills</p>	<ul style="list-style-type: none"> 3.1. Planning and documenting training approaches 3.2. Training delivery methods 3.3. Training strategies and techniques which facilitate learning process 3.4. Correct use of equipment and presentation skills appropriate for the training 3.5. Communication skills (written and oral)
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <ul style="list-style-type: none"> 4.1. Project or work activities that allow the candidate to demonstrate planning, conducting and review of training on a one-to-one or small group basis. 4.2. Access to records, logbooks, reports and other sources of information about the operation and/or the personnel.
<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> 5.1 Direct observation of performance in the conduct of the training 5.2 Evaluation of the training plans and documents prepared by the candidate 5.3 Oral or written questions to assess knowledge in training needs analysis
<p>6. Context for assessment</p>	<ul style="list-style-type: none"> 6.1 Competency assessment may occur in workplace or any appropriately simulated environment 6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.

UNIT OF COMPETENCY : ESTABLISH AND CONDUCT BUSINESS RELATIONSHIPS

UNIT CODE : TRS311209

UNIT DESCRIPTOR : This unit covers the skills and knowledge required to manage business relationships with customers or suppliers within a tourism or hospitality context. It focuses on the relationship building and negotiation skills.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
1. Establish and conduct business relationships	1.1 <i>Relationships</i> are established in a manner that promotes goodwill and trust between the enterprise, its customers and suppliers. 1.2 Trust and respect are built in business relationships through use of effective communication skills and techniques 1.3 <i>Opportunities</i> to maintain regular contact with customers and suppliers are identified and taken up.
2. Conduct negotiations	2.1 <i>Negotiations</i> are conducted in a business-like and professional manner within the relevant cultural context. 2.2 Negotiations are conducted in the context of the current enterprise marketing focus. 2.3 Benefits for all parties in the negotiation are maximized through use of established <i>techniques</i> and in the context of establishing long term relationships. 2.4 Feedback and input from colleagues are incorporated into the negotiation. 2.5 The results of negotiations are communicated to appropriate colleagues and stakeholders within the appropriate timeframes.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
3. Make formal business agreements	<p>3.1 Agreements are confirmed in writing using formal contracts and in accordance to enterprise requirements.</p> <p>3.2 Appropriate approvals for all aspects of formal agreements are checked and obtained in accordance with enterprise procedures.</p> <p>3.3 The need for specialist advice in the development of contracts is identified and sought where appropriate.</p>
4. Foster and maintain business relationships	<p>4.1 Information needed to maintain sound business relationships are pro-actively sought, reviewed and acted upon.</p> <p>4.2 Agreements are honored within the scope of individual responsibility.</p> <p>4.3 Adjustments to agreements are made in consultation with the customer/supplier and information is shared with appropriate colleagues.</p> <p>4.4 Relationships are nurtured through regular contact.</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Business relationships	May include but are not limited to: 1.1 Customers 1.2 Suppliers 1.3 Government agencies 1.4 Concessionaires
2. Opportunities	May include but are not limited to: 2.1 Informal social occasions 2.2 Industry functions 2.3 Association membership 2.4 Co-operative promotions 2.5 Program of regular telephone contact
3. Negotiations	May include but are not limited to: 3.1 Corporate accounts 3.2 Service contacts 3.3 Agency agreements 3.4 Venue contracts 3.5 Rate negotiations 3.6 Marketing agreements 3.7 Preferred product agreements
4. Techniques	May include but are not limited to: 4.1. Identification of goals, limits 4.2. Clarification of needs of all parties 4.3. Identifying points of agreement and points of difference 4.4. Preparatory research of facts 4.5. Active listening and questioning 4.6. Non-verbal communication techniques 4.7. Appropriate language 4.8. Bargaining 4.9. Developing options 4.10. Confirming agreements 4.11. Appropriate cultural behavior

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Demonstrated the ability to conduct successfully business negotiations</p> <p>1.2 Demonstrated the ability to build and maintain relationships o achieve successful business outcomes</p> <p>1.3 Demonstrated the knowledge and understanding of the current environment and major industry issues in which tourism and/or hospitality businesses operate.</p>
<p>2. Underpinning knowledge</p>	<p>2.1 Business environment including major industry issues in which the tourism and hospitality industry operates.</p> <p>2.2 Legal issues that affect negotiations and contracts</p> <p>2.3 General knowledge about contracts.</p>
<p>3. Underpinning skills</p>	<p>3.1 Negotiation and communication techniques appropriate to negotiations.</p> <p>3.2 Interpersonal skills</p> <p>3.3 Mathematical skills i.e. calculating profit margins for the contract</p>
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <p>4.1. Project or work activities conducted over a period of time so that all aspects of the unit can be assessed.</p> <p>4.2. Relationship-building and negotiation activities with a range of individuals with whom the candidate has an actual or potential business relationship.</p>
<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <p>5.1. Evaluation of negotiation and business relationships or agreements conducted or made by the candidate</p> <p>5.2. Evaluation of reports prepared by the candidate detailing how the negotiation aspects of a project were managed.</p> <p>5.3. Case studies to assess application of knowledge to business situations.</p>
<p>6. Context for assessment</p>	<p>6.1. Competency assessment may occur in workplace or any appropriately simulated environment</p> <p>6.2. Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.</p>

CORE COMPETENCIES

EVENT PLANNING SERVICES

UNIT OF COMPETENCY: PLAN AND DEVELOP EVENT PROPOSAL OR BID

UNIT CODE : TRS342315

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to plan and develop proposals and bids for the staging of meetings and events. Depending on the context, this role could be performed by a wide range of individuals including event managers, local or regional tourism managers, venue managers and marketing managers.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
1. Interpret event brief	<p>1.1 Contents of the event brief are accurately interpreted and the company's capacity to meet stated requirements is assessed.</p> <p>1.2 Action required for the development of the proposal or bid is identified and planned.</p> <p>1.3 Liaison with customer is undertaken to clarify requirements when appropriate.</p>
2. Develop proposal and bid details	<p>2.1 Details for inclusion in the proposal/bid are developed after consultation with suppliers and other relevant agencies.</p> <p>2.2 Options to meet and, where possible, exceed the expectations of the customer are developed, including integration of current and emerging technology.</p> <p>2.3 Possible competitors are evaluated and strategies to address competitive issues are developed.</p>
3. Develop bid materials	<p>3.1 Bid materials are prepared within the designated time lines in accordance with the requirements of the brief.</p> <p>3.2 Materials are presented in a format that maximizes the use of presentation and promotional techniques.</p>

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized</i> terms are elaborated in the Range of Variables
4. Submit or present the bid or proposal on time	<p>4.1 The proposal/bid is delivered within the prescribed time line.</p> <p>4.2 Proposal/bid presentation is conducted with maximum visual/retention impact.</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Details	<p>May include but are not limited to:</p> <ul style="list-style-type: none"> 1.1 General concepts and themes 1.2 Business program / Conference program 1.3 Social program 1.4 Costs 1.5 Touring (Pre-and post-tours, spouse program) 1.6 Accommodation 1.7 Entertainment 1.8 Staging 1.9 Special features 1.10 Sample promotional materials 1.11 References and details of other successful undertakings 1.12 Company information (e.g. structure, personnel) 1.13 Support statements, endorsement from previous clients 1.14 Approach to environmental impacts and issues 1.15 Proposals relating to use of technology

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> 1.1 Demonstrated ability to undertake the proposal/bidding process for a specific meeting/event, including effective assessment of the event brief, coordination of all details and resources to meet the bid requirements and professional presentation of bid materials and documents. 1.2 Demonstrated knowledge of typical bid/proposal requirements and formats.
<p>2. Underpinning knowledge</p>	<ul style="list-style-type: none"> 2.1 Components required for meeting/event proposals and bids and product knowledge in relation to those components 2.2 Networks and interrelationships of different industry sectors in relation to meeting/event proposal/bids 2.3 Presentation techniques for proposal and bid materials, including current technology
<p>3. Underpinning skills</p>	<ul style="list-style-type: none"> 3.1 Assessing quotes and product information from suppliers to make an effective selection 3.2 Creating an effective presentation format for the bid document 3.3 Allocating responsibilities to team members and monitoring progress on bid preparations 3.4 Running team meetings to monitor progress 3.5 Making cost estimates for inclusion in the bid document 3.6 Creating a proposal from scratch within an extremely short timeframe 3.7 Designing an animated computer presentation
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <ul style="list-style-type: none"> 4.1 Bid documents, event brief and/or case studies relevant to events planning and bidding 4.2 Office equipment and materials, including equipment for oral and visual presentations 4.3 Liaison with the customer and potential suppliers

<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> 5.1 Oral questioning or interview 5.2 Review of portfolios of evidence of on-the-job performance by the candidate 5.3 Third-party workplace reports of on-the-job performance by the candidate
<p>6. Context for assessment</p>	<ul style="list-style-type: none"> 6.1 Competency assessment may occur in workplace or any appropriately simulated environment 6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.

UNIT OF COMPETENCY: DEVELOP AN EVENT CONCEPT

UNIT CODE : TRS342316

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to develop the overall concept, theme and format for a major event comprising multiple components. An event manager would generally undertake this process at the commencement of the event management cycle in consultation with the stakeholders, including PR/advertising people. Sometimes the concept development phase is undertaken as part of the bidding process.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Identify overall event objectives and scope	1.1. Key objectives and components of the event are identified, clarified and agreed in consultation with the stakeholder . 1.2. Key information is analyzed and stakeholders are consulted to determine the scope of the event. 1.3. Internal and external factors which may impact on the event are analyzed.
2. Establish event concept theme and format	2.1. Overall event concept, theme and format are developed which reflect key objectives and meet the needs of the potential audience. 2.2. Creative elements are incorporated into the event concept and theme. 2.3. Operational practicality and cohesiveness of the concept, theme and format are verified through consultation and analysis. 2.4. Summary of key logistical requirements is developed based on the overall concept, theme and format. 2.5. Accurate and complete information on the concept, theme, and format are provided to all relevant stakeholders to facilitate timely and effective planning and implementation. 2.6. Approval from relevant stakeholders is obtained prior to implementation.

RANGE OF VARIABLES

VARIABLE	RANGE
1. Key objectives and components of the event	May include but are not limited to: 1.1 Multiple contractors 1.2 Substantial catering (not simply afternoon snacks) 1.3 Multiple speakers, performers or exhibitors 1.4 Requirement for display, decoration or theming
2. Stakeholder	May include but is not limited to: 2.1 Event principal 2.2 Local community 2.3 Organizing committees 2.4 Local authorities 2.5 Customers 2.6 Colleagues 2.7 Staging contractors 2.8 Entertainers
3. Scope	May include but is not limited to: 3.1 Theme/Motif of Event 3.2 Size and number of guests/delegates 3.3 Audience/participant needs 3.4 Location(s) 3.5 Duration 3.6 Financial investment and other resourcing issues

VARIABLE	RANGE
4. Internal and external factors	May include but are not limited to: <ul style="list-style-type: none"> 4.1 Resource availability (e.g. human, financial, physical) 4.2 Potential for attraction of additional resources (e.g. sponsorship, co-hosting) 4.3 Level of management commitment 4.4 Restrictions on lead time 4.5 Potential levels of participation and interest 4.6 Competitive environment 4.7 Timing and duration factors (e.g. impact of public holidays and other public events) 4.8 Potential contributors 4.9 Talent requirements 4.10 Climate 4.11 Access factors 4.12 Marketing and promotional issues (e.g. potential for media coverage)
5. Key logistical requirements	May include but are not limited to: <ul style="list-style-type: none"> 5.1 Venue decoration 5.2 Talent 5.3 Stage set-up and design 5.4 Catering 5.5 Technical effects (e.g. sound, lighting, audio-visual) 5.6 Collateral materials

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidences that the candidate:</p> <p>1.1 Demonstrated ability to develop a concept and format that reflects event objectives.</p> <p>1.2 Demonstrated ability to develop concept that is operationally practical and which results in the achievement of objectives.</p> <p>1.3 Demonstrated knowledge of typical formats for different styles of events.</p> <p>1.4 Demonstrated knowledge of the creative options to be considered when developing an event concept.</p>
<p>2. Underpinning knowledge</p>	<p>2.1. Key stakeholders for different types of events</p> <p>2.2. Internal and external factors to be considered when developing an event concept</p> <p>2.3. Key management issues that impact on development of an event concept</p> <p>2.4. Creative options for different types of event</p>
<p>3. Underpinning skills</p>	<p>3.1 Completing and reporting on an internal research process to determine key factors affecting a corporate event</p> <p>3.2 Developing concept, theme and format proposals for presentation to an event organizing committee</p> <p>3.3 Liaising with multiple potential contractors to develop an event concept within a very short timeframe</p> <p>3.4 Coordinating a brainstorming session to develop the creative elements of an event</p> <p>3.5 Estimating costs for particular concepts and formats</p> <p>3.6 Developing a solution to a situation where the event principal's desire for a particular creative component does not fit with the overall concept</p> <p>3.7 Using computer software to develop an animated presentation on an event concept</p>
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <p>4.1 Standard office electronic equipment</p> <p>4.2 Event brief and requirements</p> <p>4.3 Access to and interaction with event industry suppliers</p> <p>4.4 Involvement of and interaction with an event principal or organizing group</p>

<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <p>5.1 • Evaluation of concept through a review of candidate's output/s.</p> <p>5.2 Oral questions to assess knowledge of the range of key market factors and management issues to be considered in the concept development phase.</p> <p>5.3 • Review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate.</p>
<p>6. Context for assessment</p>	<p>6.1 Competency assessment may occur in workplace or any appropriately simulated environment</p> <p>6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.</p>

UNIT OF COMPETENCY: DEVELOP EVENT PROGRAM

UNIT CODE : TRS342317

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to design an event program. Event managers, either internal or external to the sponsoring organization, would generally undertake this role.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Identify conference objectives	1.1 Overall context and scope of the conference are identified. 1.2 Specific conference objectives are developed and agreed on in consultation with relevant colleagues and/or customers.
2. Design event program	2.1 Dates and times are set to meet agreed objectives. 2.2 Theme is developed to complement event objectives. 2.3 Overall event format is developed within known budget, venue and staging constraints. 2.4 Relevant components for the program are identified, designed and integrated. 2.5 Use of appropriate technological options are identified and integrated in program development. 2.6 Business program based on principles of adult learning is developed to incorporate an appropriate range of activities.
3. Finalize program details	3.1 Proposed event program is presented to the appropriate people within required timeframe. 3.2 Approval of program details is obtained in accordance with agreed procedures. 3.3 Appropriate actions are initiated in relation to the dissemination and publication of event program.

RANGE OF VARIABLES

VARIABLE	RANGE
1. Relevant components	May include but are not limited to: 1.1 Business program 1.2 Breaks 1.3 Food and beverage 1.4 Social program 1.5 Pre and post touring elements
2. Business program	Issues may include but are not limited to: 2.1 Workshops 2.2 Plenary sessions 2.3 Break-out sessions 2.4 Keynote speakers 2.5 Facilitators 2.6 Speaker availability 2.7 Venue-related issues 2.8 Technology

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidences that the candidate:</p> <p>1.1 Demonstrated ability to design a practical event program to meet overall objectives and the needs of the target audience within budget guidelines.</p> <p>1.2 Demonstrated detailed knowledge of the range of options available to conference organizers in terms of venues, staging, format and pre/post touring components.</p>
<p>2. Underpinning knowledge</p>	<p>2.1 Typical conference session formats</p> <p>2.2 Range of options for event staging and venue set-ups</p> <p>2.3 Principles of adult learning</p> <p>2.4 Needs of different segments o the market in relation to conference activities (e.g. corporate, associations, government)</p>
<p>3. Underpinning skills</p>	<p>3.1 Assessing and selecting optimum pre-and post-touring options or social events for a given event</p> <p>3.2 Presenting a draft event proposal to the sponsoring organization</p> <p>3.3 Developing a precise schedule for all event activities</p> <p>3.4 Running a mind-mapping session with colleagues to source ideas for an event program</p> <p>3.5 Calculating costs to ensure they remain within budget guidelines</p> <p>3.6 Adjusting a draft program to meet a 20% budget cutback</p> <p>3.7 Using a computer to calculate costs</p>
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <p>4.1 Office equipment and materials, including equipment for oral and visual presentations</p> <p>4.2 Project or work activities that allow the candidate to develop a program for an event that is actually held</p> <p>4.3 Involvement of a sponsoring organization or individual with whom the candidate must liaise</p> <p>4.4 Involvement of a team in event program development</p>

<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <p>5.1 Oral questioning to assess knowledge of programming for different types of conferences and/or events.</p> <p>5.2 Review of portfolios of evidence of on-the-job performance by the candidate.</p> <p>5.3 Third-party workplace reports of on-the-job performance by the candidate.</p>
<p>6. Context for assessment</p>	<p>6.1 Competency assessment may occur in workplace or any appropriately simulated environment</p> <p>6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.</p>

UNIT OF COMPETENCY : SELECT EVENT VENUE AND SITE

UNIT CODE : TRS342318

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to undertake the venue/site selection process for a major event comprising multiple components. It requires the application of significant analytical and research skills to complete the process of matching an event to a particular site or venue.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Analyze venue or site requirements	1.1 Event-specific venue or site requirements are analyzed based on detailed review of all aspects of the proposed event, including multiple components . 1.2 Accurate and complete venue or site specifications are developed to facilitate the research process. 1.3 Needs of all stakeholders , including those with disabilities, are integrated into venue or site specifications.
2. Source event venues or sites	2.1 Potential venues or sites are researched, using appropriate information sources and research methods . 2.2 Suitability of venues or sites is assessed based on comparison of services offered with specifications. 2.3 Need for and the nature of contingency planning required by specific venues or sites are assessed. 2.4 Venue or site capacity to deliver quality outcomes in relation to customer service, cooperative management, and past experience is assessed. 2.5 Negotiation and liaising with personnel from potential venues or sites are undertaken to ensure all event requirements can be met and to address potential problem areas. 2.6 Need for tentative bookings is assessed and prompt action is taken. 2.7 Multiple site and venue selection is coordinated in a logical manner when required.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
	2.8 Clear and accurate briefings on venue or site options are provided to colleagues and key stakeholders to include recommendations and rationale.
3. Confirm venue or site arrangements	3.1 Venue or site arrangements are accurately confirmed in writing when the selection process is finalized. 3.2 Venue or site contracts are reviewed and signed within appropriate timeframes and within the scope of individual responsibility. 3.3 Specific venue and site planning issues are integrated into overall event management systems promptly.

RANGE OF VARIABLES

VARIABLE	RANGE
1. Aspects	May include but are not limited to: 1.1 Overall theme and image 1.2 Estimated numbers 1.3 Facilities and services to be provided 1.4 Budget 1.5 Audience/delegate profile and location
2. Multiple components	May include but are not limited to: 2.1 Multiple contractors 2.2 Substantial catering (i.e. not simply afternoon snacks) 2.3 Multiple speakers, performers or exhibitors 2.4 Requirement for display, decoration or theming
3. Venue or site specifications	May include but are not limited to: 3.1 Availability 3.2 Facilities and services (e.g. catering, size of area, protection from the elements, equipment) 3.3 Staging 3.4 Capacity 3.5 Budget parameters 3.6 Entry and exit points 3.7 Access and timing (set-up and breakdown)
4. Stakeholders	May include but are not limited to: 4.1 Attendees/delegates/guests 4.2 Host organization 4.3 Contractors/suppliers 4.4 Sponsors 4.5 Emergency services 4.6 Regulatory authorities

VARIABLE	RANGE
5. Information sources	May include but are not limited to: 5.1 Local/regional/municipal tourism organizations 5.2. Philippine Convention and Visitors Corporation (PCVC) 5.3 Venue publications and directories 5.4 Destination brochures 5.5 Trade journals 5.6 Internet
6. Research methods	May include but are not limited to: 6.1 Using personal event industry networks 6.2 Desk research 6.3 Calling for tenders 6.4 Personal venue or site inspection

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> 1.1 Researched evaluated and selected an appropriate venue or site for a nominated event comprising multiple components. 1.2 Interpreted the range of information used in the venue and site selection process. 1.3 Demonstrated knowledge of the different venue and site options within the local area.
<p>2. Underpinning knowledge</p>	<ul style="list-style-type: none"> 2.1 Different styles of venues and sites, services offered and their suitability for particular event types 2.2 Venue and site options within a given locality 2.3 Presentation styles for venue and site information and interpretation of this information 2.4 Sources for information on venue and site 2.5 • Features and requirements of a typical venue or site contracts 2.6 • Typical operational structures within a venue including relevant personnel, internal networks and interrelationships and reporting structures.
<p>3. Underpinning skills</p>	<ul style="list-style-type: none"> 3.1 Analyzing information from a range of venues or sites and assessing suitability 3.2 Developing an event specification document 3.3 Selecting and booking venues for an event 3.4 Running a venue sub-committee meeting to assess venue options 3.5 Calculating floor space requirements for a given event 3.6 Adjusting venues and dates when venue availability is limited
<p>4. Resource implications</p>	<p>The following resources MUST be provided:</p> <ul style="list-style-type: none"> 4.1 Office equipment and material, including equipment for oral and visual presentations 4.2 Venue/site selection process for an event which becomes an event managed by the candidate 4.3 Access to venues and sites relevant to different types of events 4.4 Current industry documentation and publications relating to venues and sites 4.5 Access to and liaison with venue personnel during the selection process 4.6 Involvement of and consultation with event stakeholders

<p>5. Methods of assessment</p>	<p>Competency may be assessed through:</p> <p>5.1 Oral questioning/Interview</p> <p>5.2 Evaluation of candidate's output/s showing documentation and specifications.</p> <p>5.3 Third-party workplace reports of on-the-job performance by the candidate.</p>
<p>6. Context for assessment</p>	<p>6.1 Competency assessment may occur in workplace or any appropriately simulated environment</p> <p>6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.</p>

UNIT OF COMPETENCY : DEVELOP AND UPDATE EVENT INDUSTRY KNOWLEDGE

UNIT CODE : TRS342319

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to develop and update general knowledge of the meetings and events industry including industry structure, legal issues and current technology. This knowledge underpins effective performance in all meeting and event organization and management roles.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Source and apply information on the structure and operation of the event industry	1.1 Sources of information on the event industry are identified correctly. 1.2 Knowledge of the event industry is used in the correct context to enhance the quality of work performance.
2. Source and apply information on ethical and legal issues for the event industry	2.1 Information on legal and ethical issues are obtained to assist effective work performance. 2.2 Day-to-day event organization activities are conducted in accordance with legal obligations and ethical industry practices .
3. Source and apply information on event industry technology	3.1 Information on current and emerging technologies that impact on the event organization process are obtained. 3.2 The potential effects of different technologies on the event organization process are assessed. 3.3 Knowledge of current and emerging technology is applied in day-to-day work activities.
4. Update event industry knowledge	4.1 A range of opportunities is identified and used to update knowledge of the events industry. 4.2 Current issues of concern to the industry are monitored. 4.3 Updated knowledge is shared with customers and colleagues as appropriate, and incorporated into day-to-day work activities.

RANGE OF VARIABLES

VARIABLE	RANGE
1. Information	May include but is not limited to: 1.1 Industry structure 1.2 Different event types and staging elements 1.3 Event protocols 1.4 Major industry bodies/associations 1.5 Impacts of events on local economies 1.6 Trends 1.7 Career opportunities
2. Event	May include but is not limited to: 2.1 Conferences 2.2 Symposia 2.3 Exhibitions 2.4 Festivals 2.5 Promotions 2.6 Shows 2.7 Sporting events 2.8 Parades 2.9 Cultural celebrations 2.10 Trade and consumer shows 2.11 Social events 2.12 Public events 2.13 Corporate events 2.14 Charitable, fund-raising events
3. Legal and ethical issues	May include but are not limited to: 3.1 Public liability 3.2 Duty of care 3.3 Licensing 3.4 Risk management 3.5 Occupational health and safety

VARIABLE	RANGE
4. Ethical industry practices	May include but are not limited to: 4.1 Commission procedures 4.2 Bookings at venues 4.3 Confidentiality 4.4 Overbooking 4.5 Sub-contracting 4.6 Pricing
5. Technologies	May include but are not limited to: 5.1 Project management systems 5.2 Delegate registration and tracking systems 5.3 CAD systems 5.4 Internal venue booking systems
6. Opportunities	May include but are not limited to: 6.1 Industry seminars 6.2 Training course 6.3 Industry association membership 6.4 Participation in events industry association activities 6.5 Informal networking with colleagues 6.6 Reading industry journals 6.7 Web search

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidences that the candidate:</p> <p>1.1 Demonstrated • general knowledge of the events industry.</p> <p>1.2 Demonstrated understanding of how industry knowledge can be applied to work activities to maximize effective performance.</p> <p>1.3 Demonstrated • knowledge of ways to maintain currency of knowledge.</p>
<p>2. Underpinning knowledge</p>	<p>2.1 Main types of events including the following for different event types:</p> <ul style="list-style-type: none"> • Objectives/roles • Scope • Nature of audience • Key stakeholders • Key elements of staging an event <p>2.2 Structure and function of the events industry, including:</p> <ul style="list-style-type: none"> • Relationships between the events industry and other industries such as entertainment • Businesses and organizations involved in the industry • Key motivations for hosting events <p>2.3 Role and impact of events on local economies</p> <p>2.4 • Legal and ethical issues that impact on event management including overview of relevant legislation</p> <p>2.5 Current and emerging technology for different aspects of the event management process</p>
<p>3. Underpinning skills</p>	<p>3.1 Deciding whether to join an industry association based on evaluation of promotional materials</p> <p>3.2 Coordinating with clients on protocol requirements for a given event</p> <p>3.3 Organizing a personal program of professional development activities for the upcoming year</p> <p>3.4 Discussing industry developments with colleagues</p> <p>3.5 Responding to a situation at a particular type of event where candidate has no knowledge of its components</p> <p>3.6 Using the internet to source information on the events industry</p>

4. Resource implications	<p>The following resources MUST be provided:</p> <p>4.1 Standard office electronic equipment</p>
5. Methods of assessment	<p>Competency may be assessed through:</p> <p>5.1 Oral questioning to assess knowledge of different aspects of the events industry.</p> <p>5.2 • Review of portfolios of evidence of on-the-job performance by the candidate.</p> <p>5.3 Third-party workplace reports of on-the-job performance by the candidate.</p>
6. Context for assessment	<p>6.1 Competency assessment may occur in workplace or any appropriately simulated environment.</p> <p>6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.</p>

ON-SITE EVENT MANAGEMENT SERVICES

UNIT OF COMPETENCY : PROVIDE ON-SITE EVENT MANAGEMENT SERVICES

UNIT CODE : TRS342320

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to coordinate the final preparation and set-up of a major event comprising multiple components and to manage all aspects of the on-site operation.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Prepare for on-site management	<p>1.1 Plans for on-site management are developed in accordance with agreed procedures for the meeting or event.</p> <p>1.2 Final arrangements for all aspects of the meeting or event are checked and any discrepancies are attended to.</p> <p>1.3 Materials are created and collated to facilitate effective on-site management.</p> <p>1.4 Accurate briefing is provided to operational staff and contractors prior to the meeting or event in an appropriate format including clarification of roles and responsibilities.</p>
2. Oversee meeting/event set-up	<p>2.1 Contact with the nominated contractor personnel is established at the appropriate time and all requirements are reconfirmed and agreed to.</p> <p>2.2 Necessary adjustments are made and agreed to with the contractors.</p> <p>2.3 All aspects of the event or meeting set up are checked against the pre-arranged agreements.</p> <p>2.4 Venue space and set up of equipment are checked to allow for easy access, especially for those with disabilities, and to avoid risk of injury to guests, delegates and colleagues.</p> <p>2.5 Any deficiencies and discrepancies are identified and prompt action is taken to rectify the situation.</p> <p>2.6 Additional on-site staff are briefed on the full details of the meeting or event operation including communication and control mechanisms.</p>

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
3. Monitor meeting/event operation	<p>3.1 Sessions and activities are monitored throughout the meeting or event through observation and appropriate reporting processes.</p> <p>3.2 Problems are identified as they arise and prompt action is taken to resolve the situation.</p> <p>3.3 Additional requirements are identified and promptly organized.</p> <p>3.4 Customer is liaised with throughout the meeting or event to ensure it is progressing to his/her satisfaction.</p> <p>3.5 All contractors are liaised with on an ongoing basis to ensure effective delivery of services.</p>
4. Oversee meeting/event breakdown	<p>4.1 <i>Breakdown</i> of the meeting or event is checked to ensure it is completed in accordance with agreements.</p> <p>4.2 The packing and removal of all materials and equipment are coordinated in accordance with pre-arranged details.</p> <p>4.3 Venue is checked to ensure items and belongings are not left behind.</p> <p>4.4 Debriefing is conducted with contractors and staff, if necessary, to discuss any difficulties or suggestions for future improvements.</p> <p>4.5 Accounts are checked and signed in accordance with contractor agreements.</p> <p>4.6 Outstanding items requiring post-event action are noted.</p>

RANGE OF VARIABLES

VARIABLE	RANGE
1. Procedures	May include but are not limited to: 1.1 Registrations 1.2 Organizing committee 1.3 Record-keeping and reporting 1.4 Special needs 1.5 Risk management 1.6 Crowd control 1.7 Event timings 1.8 Contractor communication
2. Materials	May include but are not limited to: 2.1 Running sheets 2.2 Copies of agreements with clients 2.3 Copies of agreements with all contractors 2.4 Contact numbers for all contractors and staff 2.5 Briefing papers
3. Contractors	May include but are not limited to: 3.1 Venues 3.2 Speakers 3.3 Staging and audio visual suppliers 3.4 Display suppliers 3.5 Caterers 3.6 Entertainers 3.7 Equipment hire companies
4. Aspects of the event or meeting	May include but are not limited to: 4.1 Availability of all materials and equipment 4.2 Room set up 4.3 Staging 4.4 Technical equipment 4.5 Display and signage 4.6 Food and beverage arrangements 4.7 Registration areas

VARIABLE	RANGE
5. Deficiencies and discrepancies	May include but are not limited to: 5.1 Incorrect room set ups 5.2 Incorrect staging 5.3 Faulty or non availability of technical equipment 5.4 Lack of equipment to manage displays and signage 5.5 Shortage of food and beverage 5.6 Inappropriate space at registration areas
6. Communication and control mechanisms	May include but are not limited to: 6.1 Guidelines on reporting lines during the event 6.2 Regularity of updates to event managers 6.3 Specific performance indicators 6.4 Contingency plans
7. Breakdown	May include but is not limited to: 7.1 Packing and removal of all materials and equipment 7.2 Final check of venue 7.3 Checking and signing of accounts with contractors

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidences that the candidate:</p> <p>1.1 Demonstrated ability to manage the on-site operation of a meeting or event including all aspects of preparation, set up, operation and move out.</p> <p>1.2 Demonstrated knowledge of the range of issues and problems that may arise during the conduct of meetings/events.</p>
<p>2. Underpinning knowledge</p>	<p>2.1 Typical on-site events management systems and procedures</p> <p>2.2 Logistics for on-site management including contractor communication mechanisms and protocols (e.g. main liaison person within a venue, hierarchy of control, walkie-talkie options)</p> <p>2.3 • Running sheets and how they are used</p> <p>2.4 • Importance of and techniques for managing stress and time during the operation of an event</p> <p>2.5 Characteristics of written contractor documentation including event order and other technical specifications</p> <p>2.6 Safety/risk issues associated with the movement of numbers of people at meeting and event venues</p>
<p>3. Underpinning skills</p>	<p>3.1 Negotiation skills in specific relation to time constraints of on-site activities</p> <p>3.2 Checking all aspects of the event or meeting set up against the pre-arranged agreements</p> <p>3.3 Providing a pre-event briefing to operational staff and suppliers</p> <p>3.4 Discussing problems with operational staff and providing advice on how to solve them</p> <p>3.5 Developing plans for on-site management</p> <p>3.6 Preparing service reconfirmation checklists</p> <p>3.7 Providing instructions to operational team members, briefing and debriefing suppliers and staff</p> <p>3.8 Checking capacity of venue outlets against numbers of registrations</p> <p>3.9 Checking and signing accounts in accordance with supplier agreements</p> <p>3.10 Identifying room set up deficiencies and discrepancies in supply of equipment and taking prompt action to rectify the situation</p> <p>3.11 Creating and collating a computerized running sheet</p>

4. Resource implications	<p>The following resources MUST be provided:</p> <p>4.1 Project or work activities that allow the candidate to manage the on-site aspects of a meeting or event within an appropriate venue on more than one occasion to ensure that skills in dealing with a range of circumstances are demonstrated</p> <p>4.2 Involvement of a team of operational staff involved in delivering a meeting or event</p> <p>4.3 • Involvement of suppliers of equipment and services</p> <p>4.4 Realistic ratios of operational staff to delegates and guests</p> <p>4.5 Presence of commercially-realistic time pressures related to the operation of an event</p> <p>4.6 Use of meeting and event operational documents and equipment</p>
5. Methods of assessment	<p>Competency may be assessed through:</p> <p>5.1 Direct observation with Oral Questioning of actual event managed by candidate</p> <p>5.2 • Evaluation of candidate's outputs such as running sheets, site management plans, review of staff or supplier briefing documents and reconfirmation checklists.</p> <p>5.3 Review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate.</p> <p>5.4 Third Party Report</p>
6. Context for assessment	<p>6.1 Competency assessment may occur in workplace or any appropriately simulated environment.</p> <p>6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.</p>

UNIT OF COMPETENCY : MANAGE CONTRACTORS FOR INDOOR EVENTS

UNIT CODE : TRS342321

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to manage the staging and operation of a major indoor event comprising multiple components. It does not cover the high levels of technical expertise required to actually provide these services, but focuses on the key knowledge and skills required to oversee the process from an organizational and contractor management perspective.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Identify event operational requirements	1.1 Event staging requirements are analyzed based on detailed review of all aspects of the proposed event with multiple components . 1.2 An accurate summary of staging requirements is developed for each event component in consultation with key stakeholders. 1.3 Safety and risk management issues are incorporated into all planning documentation and processes.
2. Source contractors	2.1 Appropriate contractors are identified and sourced to provide services for the event. 2.2 Accurate briefings or specifications on precise staging requirements are provided to contractors. 2.3 Complete and timely quotations for the provision of services are obtained. 2.4 Quotations are analyzed and contractors are selected in consultation with key stakeholders. 2.5 Agreements with contractors are confirmed in writing to include details and costs of all services.
3. Monitor contractors	3.1 Progress, including safety issues, is monitored at regular intervals through ongoing liaison with contractors and other stakeholders. 3.2 Need for adjustments is identified and appropriate changes are organized with confirmation in writing. 3.3 Adjustments are negotiated to maintain the integrity and quality of the event.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
	3.4 Work completed is evaluated against event requirements and time schedules and appropriate action is taken to address delays.

RANGE OF VARIABLES

VARIABLE	RANGE
1. Staging requirements	May include but are not limited to: <ul style="list-style-type: none"> 1.1 Exhibition set-up 1.2 Audio-visual 1.3 Display and decoration 1.4 Furniture 1.5 Special effects 1.6 Entertainment 1.7 Lighting 1.8 Sound 1.9 Stage design 1.10 Rigging 1.11 Catering and catering set-up 1.12 Security
2. Multiple components	May include but are not limited to: <ul style="list-style-type: none"> 2.1 Multiple contractors 2.2 Substantial catering (not simply afternoon snacks) 2.3 Multiple speakers, performers or exhibitors 2.4 Requirement for display, decoration or theming
3. Contractors	May include but are not limited to: <ul style="list-style-type: none"> 3.1 Venues 3.2 • Speakers 3.3 • Staging and audio visual suppliers 3.4 • Display suppliers 3.5 • Caterers 3.6 • Entertainers 3.7 Equipment hire companies
4. Specifications	May include but are not limited to: <ul style="list-style-type: none"> 4.1 Price 4.2 Performance standards 4.3 Timelines 4.4 Technical specifications for equipment 4.5 Theme-related requirements

VARIABLE	RANGE
	4.6 Regulatory requirements 4.7 Previous experience

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1. Demonstrated general knowledge of all event staging services and terminology.</p> <p>1.2. Demonstrated ability to organize and coordinate multiple contractors as part of the overall event management process.</p>
<p>2. Underpinning knowledge</p>	<p>2.1 Roles and responsibilities of organizations involved in event staging</p> <p>2.2 Fundamentals of Obligations and Contracts</p> <p>2.3 Suppliers of staging services and sources of information on staging services</p> <p>2.4 Risk management issues to be considered for key areas of event staging</p> <p>2.5 Knowledge of terminology, services and key technology in key areas of staging including:</p> <ul style="list-style-type: none"> • Catering • Venue decoration • Audio-visual options • Sound amplification • Lighting • Rigging • Live entertainment • Registration areas • Display • Security • Electronic media coverage of events • Safety equipment <p>2.6 The key inclusions for contractor briefing or specification documents</p>
<p>3. Underpinning skills</p>	<p>3.1 Assessing competitive quotes from staging suppliers</p> <p>3.2 Developing a tender brief for staging suppliers</p> <p>3.3 Appointing and managing multiple suppliers before, during and after an event</p> <p>3.4 Negotiating with suppliers on changing requirements</p> <p>3.5 Calculating numbers of exhibition panels required for a trade show</p>

	<p>3.6 Negotiating with a supplier who is failing to meet contract obligations</p> <p>3.7 Creating different staging scenarios</p>
4. Resource implications	<p>The following resources MUST be provided:</p> <p>4.1 Standard office electronic equipment</p> <p>4.2 Access to venues for staging of an indoor event</p> <p>4.3 • Access to all equipment required for the staging of an event</p> <p>4.4 Liaison with and involvement of multiple contractors</p>
5. Methods of assessment	<p>Competency may be assessed through:</p> <p>5.1 Evaluation of candidate's output to review documentation used to manage contractors.</p> <p>5.2 Oral questioning to assess knowledge of key staging services and relevant terminology.</p> <p>5.3 Review of third-party workplace reports of on-the-job performance by the candidate.</p>
6. Context for assessment	<p>6.1 Competency assessment may occur in workplace or any appropriately simulated environment.</p> <p>6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.</p>

UNIT OF COMPETENCY : DEVELOP AND UPDATE KNOWLEDGE ON PROTOCOL

UNIT CODE : TRS342322

UNIT DESCRIPTOR : This unit covers the knowledge, skills, behavior and motivations required to develop and apply knowledge of protocol to a range of tourism related activities. It is particularly relevant to those involved in the management and operation of events, including functions.

ELEMENT	PERFORMANCE CRITERIA <i>Bold and italicized terms</i> are elaborated in the Range of Variables
1. Seek information on appropriate protocol	1.1 Sources of accurate information on protocol are identified. 1.2 Relevant protocol information is accessed in response to workplace needs.
2. Integrate appropriate protocol procedures into work activities	2.1 Areas of work activity and/or functions that require appropriate use of protocol are identified in a timely manner. 2.2 Correct use of protocol is integrated into work activities . 2.3 Appropriate protocol requirements are determined by liaising with colleagues and other stakeholders. 2.4 Appropriate information on protocol is provided to relevant colleagues and stakeholders.
3. Update knowledge on protocol	3.1 Opportunities to update protocol knowledge are identified and used. 3.2 Updated knowledge is shared with customers and colleagues as appropriate and incorporated into day-to-day working activities.

RANGE OF VARIABLES

VARIABLE	RANGE
1. Sources of accurate information	May include but are not limited to: 1.1 • Libraries 1.2 Internet 1.3 Department of Foreign Affairs 1.4 Department of Interior and Local Government 1.5 National Council of Culture and Arts 1.6 Office of the United Nations
2. Functions	May include but are not limited to: 2.1 Civic receptions 2.2 • Formal parades 2.3 City ceremonies 2.4 National holiday receptions 2.5 Independence ceremonies 2.6 Private functions 2.7 Functions with VIPs and/or government officials in attendance
3. Work activities	May include but are not limited to: 3.1 Issuing invitations 3.2 Preparing running sheets 3.3 Preparation of briefing papers 3.4 Liaison with dignitaries and officials 3.5 Correspondence to dignitaries and officials 3.6 Providing various services during the conduct of on-site management, service of food and beverage

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Demonstrated knowledge of where to source accurate information on protocol for specific situations.</p> <p>1.2 Demonstrated knowledge of protocols.</p>
<p>2. Underpinning knowledge</p>	<p>2.1 • Importance and role of protocol in different events and situations</p> <p>2.2 Key sources of information on protocol</p> <p>2.3 Main types of civic functions held in the Philippines</p> <p>2.4 Philippine ranking system including order of precedence, ranks and forms of address and wearing of honors and medals</p> <p>2.5 Appropriate protocols for the involvement of indigenous peoples and other cultural groups in events</p> <p>2.6 Correct use of national symbols including flags, anthems and military salutes</p> <p>2.7 Forms of address for different VIPs and dignitaries, both for written correspondence and in oral communication</p> <p>2.8 Protocol procedures for different types of function including:</p> <p style="padding-left: 20px;">2.81 Invitations to VIPs</p> <p style="padding-left: 20px;">2.82 Arrival procedures, including for government officials</p> <p style="padding-left: 20px;">2.83 Introduction protocols and order of speakers</p> <p style="padding-left: 20px;">2.84 Order of precedence for official guests</p> <p style="padding-left: 20px;">2.85 Seating arrangements</p> <p style="padding-left: 20px;">2.86 Dress styles</p>
<p>3. Underpinning skills</p>	<p>3.1 Determining the protocol information required for a particular event</p> <p>3.2 Advising colleagues about protocol requirements for a given event</p> <p>3.3 Integrating protocol into event organization activities</p> <p>3.4 Liaising with protocol officers from a government department</p> <p>3.2 Finding protocol information in relation to a totally unknown situation</p> <p>3.3 Using the internet to source protocol information</p>

4. Resource implications	<p>The following resources MUST be provided:</p> <p>4.1 Standard office electronic equipment</p>
5. Methods of assessment	<p>Competency may be assessed through:</p> <p>5.1 Oral questions to assess knowledge of protocol for different situations.</p> <p>5.2 Review of portfolios of evidence of on-the-job performance by the candidate.</p> <p>5.3 Third party workplace reports of on-the-job performance by the candidate.</p>
6. Context for assessment	<p>6.1 Competency assessment may occur in workplace or any appropriately simulated environment.</p> <p>6.2 Assessment may be performed on multiple occasions involving a combination of direct, indirect and supplementary forms of evidence.</p>

SECTION 3 TRAINING STANDARDS

These guidelines are set to provide the Technical and Vocational Education and Training (TVET) providers with information and other important requirements to consider when designing training programs for EVENTS MANAGEMENT SERVICES NC III.

The guidelines include information on curriculum design, training delivery, trainee entry requirements, tools and equipment, training facilities, and trainer's qualification among others.

Course Title: EVENTS MANAGEMENT SERVICES NC Level: III

Nominal Training Duration: **20 Hrs. (Basic)**
 24 Hrs. (Common)
 64 Hrs. (Core)

Course Description:

This course is designed to enhance the knowledge, skills, behavior and motivations in accordance with industry standards. It covers the basic, common and core competencies required for the NCIII level in coordinating events. The competencies for event planning include planning and developing an event proposal, bid, concept, and program, selecting event venue and site, and developing and updating event industry knowledge. The competencies for onsite management include providing onsite management services, managing contractors for indoor events, and developing and updating knowledge on protocol. It also includes competencies on leading workplace communication and small teams, controlling and ordering stock, and establishing business relationships.

3.1 CURRICULUM DESIGN

BASIC COMPETENCIES

Unit of Competency	Learning Outcomes	Methodology	Assessment Approach
1. Lead workplace communication	1.1 Communicate information about workplace processes. 1.2 Lead workplace discussions. 1.3 Identify and communicate issues arising in the workplace	<ul style="list-style-type: none">• Group discussion• Role Play• Brainstorming	<ul style="list-style-type: none">• Observation• Interviews

Unit of Competency	Learning Outcomes	Methodology	Assessment Approach
2. Lead small teams	2.1 Provide team leadership. 2.2 Assign responsibilities among members. 2.3 Set performance expectation for team members. 2.4 Supervise team performance	<ul style="list-style-type: none"> • Lecture • Demonstration • Self-paced (modular) 	<ul style="list-style-type: none"> • Demonstration • Case studies
3. Develop and practice negotiation skills	3.1 Identify relevant information in planning negotiations 3.2 Participate in negotiations 3.3 Document areas for agreement	<ul style="list-style-type: none"> • Direct observation • Simulation/role playing • Case studies 	<ul style="list-style-type: none"> • Written test • Practical/ performance test
4. Solve workplace problems related to work activities	4.1 Explain the analytical techniques. 4.2 Identify the problem. 4.3 Determine the possible cause/s of the problem.	<ul style="list-style-type: none"> • Direct observation • Simulation/role playing • Case studies 	<ul style="list-style-type: none"> • Written test • Practical/ performance test
5. Use mathematical concepts and techniques	5.1 Identify mathematical tools and techniques to solve problem 5.2 Apply mathematical procedures/solution 5.3 Analyze results	<ul style="list-style-type: none"> • Direct observation • Simulation/role playing • Case studies 	<ul style="list-style-type: none"> • Written test • Practical/ performance test
6. Use relevant technologies	6.1 Study/select appropriate technology 6.2 Apply relevant technology 6.3 Maintain/enhance relevant technology	<ul style="list-style-type: none"> • Direct observation • Simulation/role playing • Case studies 	<ul style="list-style-type: none"> • Written test • Practical/ performance test

COMMON COMPETENCIES

Unit of Competency	Learning Outcomes	Methodology	Assessment Approach
1. Roster staff	1.1 Develop and implement staff rosters 1.2 Maintain staff records	<ul style="list-style-type: none"> • Discussion • Case study 	<ul style="list-style-type: none"> • Observation • Interview • Written test
2. Control and order stock	2.1 Maintain stock levels and records 2.2 Process stock orders 2.3 Manage stock losses 2.4 Follow-up orders 2.5 Organize and administer stocks	<ul style="list-style-type: none"> • Discussion • Lecture • Simulation 	<ul style="list-style-type: none"> • Written test • Review of documents
3. Train small groups	3.1 Prepare for training 3.2 Deliver training 3.3 Provide opportunities for practices 3.4 Review training	<ul style="list-style-type: none"> • Lecture/ • Discussion • Demonstration • Hands-on • Video Viewing 	<ul style="list-style-type: none"> • Written Test • Oral Questioning • Review of documents • Direct observation
4. Establish and conduct business relationships	4.1 Establish and conduct business relationships 4.2 Conduct negotiations 4.3 Make formal business agreements 4.4 Foster and maintain business relationships	<ul style="list-style-type: none"> • Lecture/ • Discussion • Demonstration • Hands-on • Video Viewing 	<ul style="list-style-type: none"> • Written Test • Oral Questioning • Review of documents • Direct observation • Case studies

CORE COMPETENCIES

EVENT PLANNING SERVICES

Unit of Competency	Learning Outcomes	Methodology	Assessment Approach
1. Plan and develop event proposal or bid	1.1 Interpret event brief 1.2 Develop proposal and bid details 1.3 Develop bid materials 1.4 Submit or present the bid or proposal on time	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration • Practical Exercises 	<ul style="list-style-type: none"> • Oral or written test • Direct observation • Evaluation of work done by learner
2. Develop an event concept	2.1 Identify overall event objectives and scope 2.2 Establish event concept theme and format	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration • Practical Exercises 	<ul style="list-style-type: none"> • Oral or written test • Direct observation • Practical test • Evaluation of work done by learner
3. Develop event program	3.1 Identify conference objectives 3.2 Design event program 3.3 Finalize program details	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration • Practical Exercises 	<ul style="list-style-type: none"> • Oral or written test • Direct observation • Practical test • Evaluation of work done by learner
4. Select event venue and site	4.1 Analyze venue or site requirements 4.2 Source event venues or sites 4.3 Confirm venue or site arrangements	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration • Practical Exercises 	<ul style="list-style-type: none"> • Oral or written test • Direct observation • Practical test • Evaluation of work done by learner
5. Develop and update event industry knowledge	5.1 Source and apply information on the structure and operation of the event industry 5.2 Source and apply information on ethical and legal issues for the event industry 5.3 Source and apply information on event industry technology 5.4 Update event industry knowledge	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration • Practical Exercises 	<ul style="list-style-type: none"> • Oral or written test • Direct observation • Practical test • Evaluation of work done by learner

ON-SITE EVENT MANAGEMENT SERVICES

Unit of Competency	Learning Outcomes	Methodology	Assessment Approach
1. Provide on-site event management services	1.1 Prepare for on-site management 1.2 Oversee meeting/event set up 1.3 Monitor meeting/event operation 1.4 Oversee meeting/event breakdown	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration • Practical Exercises 	<ul style="list-style-type: none"> • Oral or written test • Direct observation • Practical test • Evaluation of work done by learner
2. Manage contractors for indoor events	2.1 Identify event operational requirements 2.2 Source contractors 2.3 Monitor contractors	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration • Practical Exercises 	<ul style="list-style-type: none"> • Oral or written test • Direct observation • Practical test • Evaluation of work done by learner
3. Develop and update knowledge on protocol	3.1 Seek information on appropriate protocol 3.2 Integrate appropriate protocol procedures into work activities 3.3 Update knowledge on protocol	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration • Practical Exercises 	<ul style="list-style-type: none"> • Oral or written test • Direct observation • Practical test • Evaluation of work done by learner

3.2 TRAINING DELIVERY

The delivery of training should follow the design of the curriculum. Delivery should be guided by the 10 basic principles of competency-based TVET.

- The training is based on curriculum developed from the competency standards;
- Learning is modular in its structure;
- Training delivery is individualized and self-paced;
- Training is based on work that must be performed;
- Training materials are directly related to the competency standards and the curriculum modules;
- Assessment is based on the collection of evidence of the performance of work to the industry required standard;
- Training is based both on and off-the-job components;
- Allows for recognition of prior learning (RPL) or current competencies;
- Training allows for multiple entry and exit; and
- Approved training programs are Nationally Accredited

The competency-based TVET system recognizes various types of delivery modes, both on and off-the-job as long as the learning is driven by the competency standards specified by the industry. The following training modalities may be adopted when designing training programs:

- The dualized mode of training delivery is preferred and recommended, thus, programs would contain both in-school and in-industry training or fieldwork components. Details can be referred to the Dual Training System (DTS) Implementing Rules and Regulations
- Modular/self-paced learning is a competency-based training modality where the trainee is allowed to progress at his own pace. The trainer only facilitates the training delivery
- Peer teaching/mentoring is a training modality wherein fast learners are given the opportunity to assist the slow learners
- Supervised industry training or on-the-job training is a training approach designed to enhance the knowledge and skills of the trainee through actual experience in the workplace to acquire specific competencies prescribed in the training regulations
- Distance learning is a formal education process in which majority of the instruction occurs when the students and instructor are not in the same place. Distance learning may employ correspondence study, audio, video or computer technologies

3.3 TRAINEE ENTRY REQUIREMENTS

Trainees or students who wish to enter this training should possess the following requirements:

- can communicate in basic English in both oral and written form
- physically and mentally fit
- with good moral character
- can perform basic mathematical computation

This list does not include specific institutional requirements such as educational attainment, appropriate work experience, and others that may be required of the trainees by the school or training center delivering the TVET program.

3.4 LIST OF TOOLS, EQUIPMENT AND MATERIALS

Recommended list of tools, equipment and materials for the training of a maximum of 25 trainees for EVENTS MANAGEMENT SERVICES NC III are as follows:

TOOLS		EQUIPMENT		MATERIALS	
QTY		QTY		QTY	
		5 units	Computer with internet connection	1 set	Telephone Directory
		1 unit	LCD projector		
		2 units	Two-way radio		
		2 units	Mobile phone		
		1 unit	Telephone		
		1 unit	Fax machine		
		1 unit	Digital camera		
		1 unit	Video camera		
		1 unit	Microphone		
		1 unit	Sound system		
		1 unit	Megaphone		
		5 sets	First aid kit		

***NOTE:** Implementation of the training program can be facilitated through a Memorandum of Agreement between the training provider and industry partner/s regarding the use of facilities. This is in response to the high cost of facilities and equipment. Airconditioned vehicles can be hired on a per trip basis subject to requirement.

3.5 TRAINING FACILITIES

Based on a class intake of 25 students/trainees.

Space Requirement	Size in Meters	Area in Sq. Meters	Total Area in Sq. Meters
Student/Trainee Working Space	1 x 1 m.	1 sq. m.	25 sq. m
Lecture/Demo Room	8 x 5 m.	40 sq. m.	40 sq. m.
Learning Resource Center	3 x 5 m.	15 sq. m.	15 sq. m.
Facilities/Equipment/Circulation Area			24 sq. m.
Total workshop area:			104 sq. m.

3.6 TRAINER'S QUALIFICATIONS FOR TOURISM SECTOR

EVENTS MANGEMENT SERVICES NC III

TRAINER'S QUALIFICATIONS (TQ III)

- Must have completed a Trainer's Training Methodology Course (TM III) or its equivalent
- Must be physically and mentally fit
- Must have at least 3-5 years job/industry experience
- Must be a holder of Events Management Services NC Level III Certificate or equivalent qualification
- Must be of good moral character
- With pleasing personality
- Must have attended relevant training and seminars

3.7 INSTITUTIONAL ASSESSMENT

Institutional assessment is undertaken by trainees to determine their achievement of units of competency. A certificate of achievement is issued for each unit of competency.

SECTION 4 NATIONAL ASSESSMENT AND CERTIFICATION ARRANGEMENTS

- 4.1 To attain the National Qualification of **EVENTS MANAGEMENT SERVICES NC III**, the candidate must demonstrate competence in all the units of competency listed in Section I. Successful candidates shall be awarded a National Certificate signed by the TESDA Director General.
- 4.2 Individuals aspiring to be awarded the qualification of **EVENTS MANAGEMENT SERVICES NC III** must acquire Certificates of Competency in all the following groups/cluster of core units of the Qualification. Candidates may apply for assessment in any accredited assessment center.

4.2.1 Event Planning Services

- 4.1.1.1 Plan and develop event proposal and bid
- 4.1.1.2 Develop an event concept
- 4.1.1.3 Develop event program
- 4.1.1.4 Select event venue and site
- 4.1.1.5 Develop and update event industry knowledge

4.2.2 On-Site Event Management Services

- 4.2.2.1 Provide on-site event management services
- 4.2.2.2 Manage contractors for indoor events
- 4.2.2.3 Develop and update knowledge on protocol

Successful candidates shall be awarded Certificates of Competency (COC).

- 4.3 After accumulation and submission of all COCs acquired for the relevant units of competency comprising a qualification, an individual shall be issued the corresponding National Certificate.
- 4.4 Assessment shall focus on the core units of competency. The basic and common units shall be integrated or assessed concurrently with the core units.

- 4.5 The following are qualified to apply for assessment and certification:
 - 4.5.1 Graduates of formal, non-formal and informal including enterprise-based training programs.
 - 4.5.2 Experienced Workers (wage employed or self-employed)
- 4.6 The guidelines on assessment and certification are discussed in detail in the "Procedures Manual on Assessment and Certification" and "Guidelines on the Implementation of the Philippine TVET Qualification and Certification System (PTQCS)".

COMPETENCY MAP - TOURISM Sector EVENTS MANAGEMENT SERVICES NC III

ANNEX A

CORE COMPETENCIES	Book travel-related reservation	Administer billing and settlement plan	Issue air sea land tickets and multi-purpose documents	Research information relevant to tour itinerary	Manage arrangements for visitors	Accompany and guide visitors in accordance with the tour itinerary	Receive and process reservations	Operate computerized reservations system	Provide accommodation reception services
	Conduct night audit	Provide club reception services	Provide porter services	Plan and develop event proposal and bid	Develop an event concept	Develop event program	Select event venue and site	Develop and update event industry knowledge	
	Provide on-site event management services	Manage contractors for indoor events	Develop and update knowledge on protocol						
COMMON COMPETENCIES	Develop and update industry knowledge	Observe workplace hygiene procedures	Perform computer operations	Perform workplace and safety practices	Provide effective customer service	Roster staff	Control and order stock	Train small groups	Establish and conduct business relationships
	Conduct assessment	Manage workplace diversity	Manage finances within a budget	Manage quality customer service					
BASIC COMPETENCIES	Participate in workplace communication	Work in team environment	Practice career professionalism	Practice occupational health and safety practices	Lead workplace communication	Lead small teams	Develop and practice negotiation skills	Solve problems related to work activities	
	Use mathematical concepts and techniques	Use relevant technologies	Utilize specialized communication skills	Develop teams and individuals	Apply problem-solving techniques in the workplace	Collect, analyze and organize information	Plan and organize work	Promote environmental protection	

DEFINITION OF TERMS

1. **BID** – a price proposed in exchange for events management services
2. **CATERING** – the business of providing food and food service at a remote site
3. **CONTRACTOR** - a person, business or corporation which provides goods or services to another entity under terms specified in a contract
4. **EGRESS** – human evacuation of a building during an emergency
5. **EVENT** - refers to a social gathering or activity, such as a festival, ceremony, competition, party, convention or meeting
6. **EVENT MANAGEMENT** - the application of the management science of project management to the creation and development of festivals and events. It involves identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually executing the modalities of the proposed event.
7. **PCVC** – Philippine Convention and Visitors Corporation
8. **PROPOSAL** - a business proposition
9. **PROTOCOL** - a rule which guides how an activity should be performed, especially in the field of diplomacy. In the diplomatic and government fields of endeavor protocols are often unwritten guidelines. Protocols specify the proper and generally-accepted behavior in matters of state and diplomacy, such as showing appropriate respect to a head of state, ranking diplomats in chronological order of their accreditation at court, and so on.
10. **RISK MANAGEMENT** - the process of measuring, or assessing, risk that may stem from natural disasters, fire or accidents, and developing strategies to manage it. Strategies include transferring the risk to another party, avoiding the risk, reducing the negative effect of the risk, and accepting some or all of the consequences of a particular risk.
11. **SPONSOR** – the individual or group that provides support to an event, whether financially or through the provision of products or services

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