National Occupational Standards

Small Business Owner/Operator

Contents

Introduction

Tourism HR Canada is a pan-Canadian organization with a mandate aimed at building a world-leading tourism workforce. It facilitates, coordinates, and enables human resource development activities that support a globally competitive and sustainable industry and foster the development of a dynamic and resilient workforce.

Tourism HR Canada is your source for current human resources issues and solutions. The organization works with the industry to attract, train, and retain valuable tourism professionals by giving them the tools and resources they need to succeed in their careers and entrepreneurial endeavours.

To promote sustainable human resource development and a training culture in the tourism sector, Tourism HR Canada develops and offers a variety of supporting emerit® products, including National Occupational Standards, training resources, and professional certification programs.

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by Tourism **HR** Canada

Standards Overview

Comprehensive and Inclusive

These National Occupational Standards provide a comprehensive summary of the competencies small business owner/operators must have to be successful in the many different job situations they face on a daily basis.

Competencies are a set of skills and related knowledge that allow an individual to successfully perform a task or an activity within a specific function of a job. The competencies contained in these National Occupational Standards are drawn from Tourism HR Canada's Competency Framework for Tourism, which is housed in the emerit® Workforce Management Engine.

The Workforce Management Engine includes a comprehensive library of 425+ competencies. These competencies are the building blocks that describe the performance and knowledge required for a dynamic, resilient, diverse and inclusive tourism workforce. The Workforce Management Engine provides access to the competencies through a range of outputs (such as this National Occupational Standards document) and tools.

How the Standards Are Structured

Competency Categories

Competencies are grouped into categories that are organized according to workplace themes associated with business practices and job expectations.

Competency Areas

Each competency category is broken down into competency areas. Each competency area includes a cluster of competencies that define what a person is expected to be able to do and know.

Competency

A competency is defined as a set of skills and related knowledge that allow an individual to successfully perform a task or an activity within a specific function of a job.

Each competency includes several components:

Purpose: why or how that competency is relevant to the occupation

Performance and Abilities: behaviours required for successful job performance

Knowledge: underpinning knowledge required to meet performance requirements

Competencies and standards also contain additional contextual variables that support their application for various purposes, such as creating curriculum, developing training programs, or illustrating career paths. Additional information can include level of practice, associated occupations, Bloom's taxonomy, and contextual rating scales (e.g., criticality, frequency, level of difficulty, autonomy, and time required to gain proficiency).

For more information on contextual variables, please contact info@emerit.ca.

How Are Standards Used?

The emerit® National Occupational Standards for Small Business Owner/Operator form a comprehensive set of knowledge and skills needed to perform successfully on the job. Small business owner/operators, students, educators, managers, employers and business owners are just some of the people who can benefit from these standards.

Tourism HR Canada recognizes that businesses may have internal policies that affect how skills are performed. The National Occupational Standards provide a general base of information upon which an establishment can build its policies.

Are you a Small Business Owner/Operator?

Use the Standards as a guide to:

- have a clear understanding of specific job requirements
- identify the competencies you already have and those you need to improve
- develop a learning plan to develop those competencies you do not currently have

Your particular job context and level of responsibility will determine whether all or only selected competencies apply to you.

Are you a Trainer or Educator?

Use the Standards to:

- ground learning outcomes in industry-validated competencies
- design learning projects and assessment tools
- evaluate curriculum against occupations and industry-validated competencies
- assess learning and performance to ensure your graduates are industry ready

Are you an Employer, Business Owner or Human Resources Professional?

Use the Standards to:

- find the right employees
- manage performance
- train and develop employees
- support career exploration and planning

Are you a Student, Job Seeker or Career Development Professional?

Use the Standards to:

- identify career interests
- explore tourism careers
- perform a job-fit analysis
- facilitate career exploration
- develop career paths
- support job search activities

Job Definition

Small Business Owner/Operator

Small business owner/operators plan, organize, direct, control and evaluate all aspects of their business. Their responsibilities include, but are not limited to, establishing policies and procedures; monitoring budgets, inventory and assets; ensuring safety of employees and clients; responding to inquiries or complaints; negotiating and managing contracts; and hiring, training and supervising staff.

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1 Excellence in Service Delivery

1.1 Promote Culture of Service Excellence

1.1.1 Create culture of service excellence

Purpose

Creating a culture of service excellence is important to meet or exceed guest expectations, to encourage repeat business and to attract new business and clientele. It promotes a positive image of the organization and builds relationships with practitioners, clients and communities. Leaders who consistently inspire employees and clients with service excellence can create an environment of teamwork, trust, well-being and high performance. Service excellence is something that every client should experience during every touch point with an organization. The culture should reflect the emotional nature of the service experience for the client.

Performance and Abilities

1. create organization's vision of service excellence:
   - define mission and values most important to organization
   - explain how core concepts of service excellence align with mission, values and overall brand
   - communicate vision to employees and clients
   - encourage teamwork to achieve vision
   - ensure employees and clients are aware of and understand vision of service excellence, e.g. reinforce vision in messages to employees, describe vision on website

2. create culture of client service:
   - ensure employees have product knowledge and exemplary client service skills
   - emphasize importance of providing value to clients
   - promote creating lasting impression on client
   - put mechanism in place to evaluate client satisfaction
   - evaluate quality and nature of products and services offered to clients:
     - are clients using products and services? if not, how can products and services be changed to entice clients?
     - how do products and services differentiate organization from competitors?
     - what does client feedback reveal about products and services?

3. apply concepts of service excellence in daily undertakings:
   - embrace diversity and inclusion of clients and employees
   - be dependable when responding to employees' and clients' needs, requests for alternative services, and issues, e.g. follow process for service recovery
   - model striving for service recovery
   - empathize with concerns of employees and clients

4. develop policies and procedures related to service excellence, e.g. identifying clients' wants and needs, handling complaints and concerns:
   - ensure policies and procedures are communicated and implemented

Knowledge

1. best practices for developing policies and procedures
2. diversity and inclusion
3. evaluation methods
4. organization's service excellence and continuous improvement programs
5. product and service knowledge
6. relevant policies and procedures
7. research methods
8. task management approaches and techniques
9. type of information included in client profiles

1.1.2   Monitor clients' satisfaction

Purpose

Through the collection of client feedback, organizations can identify opportunities for improvement, as well as strengths to leverage. This allows them to effectively address areas that impact client satisfaction, and thus improve reputation and revenue.

Performance and Abilities

1. **communicate service quality standards to employees:**
   - communicate quality standards and why standards are important
   - ensure employees can apply standards, e.g. provide training, provide necessary tools

2. **monitor delivery of services:**
   - observe employees' interactions with clients
   - review complaints received
   - review social media posts

3. **specify objectives of collecting client feedback**

4. **choose key performance indicators of service quality, e.g. customer satisfaction level, Net Promoter Score (NPS)**

5. **select methods for collecting feedback from clients, e.g. client survey, third party reviewers**

6. **identify channel for collecting feedback, e.g. web, email, feedback cards in service area**

7. **develop tools, e.g. write questions for client survey tool:**
   - ensure tools will gather feedback that is actionable

8. **develop feedback analysis plan based on objective for collecting feedback, e.g. determine if demographics will be used for analysis**

9. **administer selected tool using selected channel to collect feedback**

10. **compile feedback:**
    - enter collected feedback into spreadsheet or other appropriate software
    - organize feedback for analysis

11. **analyze feedback in relation to objectives:**
    - measure results
    - identify areas of success in organization's service and those needing improvement

12. **document research methods and results:**
    - file documents, e.g. on computer, in cabinet

Knowledge

1. key performance indicators of service and tracking methods
2. organization's products and services
3. quality standards used in tourism industry
4. relevant policies and procedures, e.g. administration of customer satisfaction survey
5. types of distribution channels available, e.g. web, mobile, email, social media
6. types of research tools for collecting client feedback (e.g. survey questionnaires, response cards, focus groups) and when to use each and why

1.1.3   Follow up on clients' feedback

Purpose

Following up on clients' feedback about service allows an organization to direct its efforts to improve its offerings. Organizations that do not address service issues, risk loss of clients, reputation and revenue.

Performance and Abilities

1. **review client feedback reports to identify specific initiatives:**
    - strengths to leverage
    - improvement opportunities
2. **prioritize initiatives:**
    - consider information from other sources, e.g. employees, own observations
    - identify training needs
    - conduct cost-benefit analysis for larger-scale initiatives, if required
    - make recommendation to management, if approval is required
3. **develop plan to address initiatives in order of priority:**
    - identify specific actions to be taken
    - identify resources, budget and timeline
4. **develop initiative, as required**
5. **pilot test initiative**
6. **revise initiative based on pilot results**
7. **put initiative into action**
8. **monitor impact of initiative**
9. **file plan and pilot results, e.g. on computer, in cabinet**

Knowledge

1. **cost-benefit analysis**
2. **organization's products and services**
3. **project management best practices**
4. **project planning best practices**
5. **relevant policies and procedures, e.g. project approval process**
6. **relevant third-party reports**
7. **tourism trends**

1.2.1   Contribute to culture of service excellence

Purpose

The success of an organization is directly related to how well its culture of service excellence consistently meets the needs and expectations of clients. Practitioners who seek ways to improve service and consistently meet expectations can create memorable client experiences and encourage return business. When clients experience poor service, individual organizations, service industries and destinations suffer from bad reputations and poor sales.

Performance and Abilities

1. **complete work tasks to high standard, ensuring that:**
   - timelines are met
   - work is accurate and complete
   - prioritization of tasks is based on importance

2. **meet clients' needs:**
   - be proactive, e.g. anticipate clients' needs
   - embrace diversity and inclusion, e.g. culture, gender, ability
   - be dependable and accurate when responding to needs
   - empathize with clients and their concerns:
     - solve problems within limits of authority quickly and efficiently
   - be enthusiastic and attentive:
     - have can-do attitude

3. **communicate effectively**

4. **demonstrate interpersonal awareness, for example:**
   - recognize inherent biases of self and others
   - acknowledge interests and concerns of others
   - appreciate others' strengths and weaknesses
   - anticipate others' reactions to situations
   - practice self-awareness and self-reflection
   - behave ethically

5. **promote organization:**
   - share knowledge of organization and its programs, products and services
   - promote vision, mission, values and ethics of organization

Knowledge

1. organization's service excellence and continuous improvement programs
2. relevance of diversity and inclusion to culture of service excellence
3. relevant policies and procedures, e.g. complaint resolution, limit of authority
4. task management techniques

Purpose

Properly greeting clients sets a positive tone and creates a desirable impression that reflects well on practitioners and the organization. It lets clients know that the organization values their business, will give them personal attention and strive to meet their needs.

Performance and Abilities

1. **acknowledge clients:**
    *   ensure appropriate timing, e.g. acknowledge clients within 3**0** seconds of entry
    *   recognize clients' presence using method appropriate to distance, for example:
        *   use verbal acknowledgement for clients who are in close proximity, e.g. 1**.**5 metres (5 feet)
        *   use nonverbal acknowledgement for clients who are a distance away, e.g. 4**.**5 metres (15 feet)
    *   use appropriate tone, volume and nonverbal cues

2. **engage clients:**
    *   make eye contact
    *   use positive body language, e.g. observe personal space, use open body language
    *   provide a warm and welcoming greeting
    *   smile
    *   introduce self, if appropriate
    *   use client's name when possible, e.g. "It's nice to see you, Ms. Smith."
    *   show interest in client, e.g. "How was your son's graduation?"

3. **exhibit professional appearance, e.g. proper posture, neat attire**

4. **communicate effectively, e.g. listen actively, use appropriate verbal and nonverbal communication**

5. **assess clients' needs:**
    *   review pre-arrival or pre-shift information, when available and applicable
    *   anticipate clients' needs, e.g. take cues from visual appearance, size and type of group, purpose of visit to establishment
    *   ask clients to share information about needs, e.g. front desk clerk would confirm reservation details, host would confirm reason for dining
    *   offer assistance to make client more comfortable, e.g. take coat, hold door
    *   ask open-ended questions to determine how best to help clients or add value to visit
    *   watch for indications of stress or need of additional support, for example:
        *   pay attention to client's demeanor, e.g. does client look ill or stressed?
        *   pay attention to words used and to tone and volume of voice, e.g. does client seem annoyed or worried?
        *   observe young children, elderly people or clients with disabilities to determine needs

Knowledge

1. norms of different cultures and acceptable practices related to greeting individuals or groups
2. organization's product, services and systems
3. relevant policies and procedures
4. verbal and nonverbal communication techniques

Purpose

Clients feel valued when their needs are properly met. When practitioners are willing and able to accommodate diverse needs, organizations fulfill legal requirements to serve all clients fairly. Meeting clients' needs also enhances their satisfaction, enjoyment and loyalty.

Performance and Abilities

1. **review pre-arrival/pre-shift information, when available and applicable**
2. **demonstrate respect for all clients' needs and preferences, for example:**
   * behave ethically and professionally
   * verify assumptions about individual clients rather than acting based on generalizations
   * confirm needs, e.g. type of room required, how bills are to be split, mobility needs
   * respond positively to unfamiliar requests
3. **use knowledge of client needs and preferences to proactively meet and surpass needs, for example:**
   * highlight specialty dietary options, e.g. gluten-free, vegan, lactose free, halal, kosher
   * provide bowl of water for client with service dog
   * offer curb-side pickup for client who has difficulty entering facility
   * offer free dessert to acknowledge special occasion
4. **prioritize clients' needs by taking applicable factors into consideration, for example:**
   * time sensitivities
   * reservations
   * confidentiality requirements
   * specialty orders
   * group dynamics
   * privacy requirements of special delegates
5. **determine appropriate course of action**
6. **accommodate needs, for example:**
   * take ownership of request (within limits of authority) or connect client with appropriate employee
   * discuss options with clients and confirm their preference
   * maintain confidentiality and privacy
   * accommodate additional needs when possible, e.g. arrange transportation to airport
   * refer clients to services where needs can be met

- keep clients informed of progress as necessary, for example:
  - provide updates on wait times for seating or table service
  - provide maintenance reports

7. **confirm clients' needs were satisfactorily met:**
   - gather client feedback
   - confirm if anything else can be done

8. **record client feedback:**
   - file record, e.g. on computer, in cabinet

9. **use client feedback to improve products and services, as required**

Knowledge

1. **inclusive behaviours in client service, e.g. verify assumptions**
2. **local resources and available assistance**
3. **organization's product, services and systems**
4. **relevant legislation and regulations, e.g. protected grounds**
5. **relevant policies and procedures**
6. **types of common barriers that clients may experience**

Purpose

Promoting the organization and destination increases clients' knowledge of information that can enhance their visit. It also benefits the organization and destination by improving revenue, client loyalty, brand recognition, positive destination awareness, employment opportunities and business development opportunities.

Performance and Abilities

1. promote organization:
   • share information about available services
   • use promotional products, e.g. brochures, organization's website
   • follow organization's dress code, e.g. wear company clothing appropriately
   • share information with traditional and social media according to organization's policies
2. promote destination:
   • share promotional products, e.g. brochures about local attractions, map of area, events calendar
3. make clients feel welcome:
   • greet clients, e.g. smile, say "welcome"
   • accommodate additional needs when possible, e.g. arrange transportation to airport
   • invite clients back
   • thank clients for business
4. update knowledge about organization and destination as required

Knowledge

1. attractions and services available in destination
2. information about destination of interest to clients, e.g. statistics, demographics, history, geography, current and significant historical events
3. organization's products and services
4. organization's history, mission, goals and culture
5. relevant policies and procedures
6. tourism sector

1.2.5   Use client profiles

Purpose

Client profiles enable organizations to provide tailored service to clients based on their needs and preferences.

Performance and Abilities

1. **create profile for client on first contact with organization, e.g. generate file**
2. **enter relevant information, for example:**
   - contact details
   - preferred method of contact, e.g. phone, email
   - loyalty program membership and associated benefits
   - special requests, e.g. pet-friendly room, transportation, dietary needs
   - accessibility requirements/requests, e.g. accommodations, seating, vehicle
   - reason for travel, e.g. business or leisure
   - interests
   - culinary preferences, e.g. preferred cuisine, dietary restrictions
   - connections to other profiles, e.g. spouse, groups
   - medical concerns
3. **update client profile during or after additional interactions, e.g. ask questions while taking reservation**
4. **communicate relevant information to other departments (e.g. housekeeping, food and beverage) to enhance service**
5. **tailor services based on information in client profile, for example:**
   - provide recommendations based on client's interests, e.g. restaurant serving favourite food
   - provide preferred cocktail/beverage upon arrival
   - recognize opportunities to exceed expectations, e.g. send email with coupon on birthday

Knowledge

1. **attractions, products and services available in destination**
2. **organization's physical property, e.g. room layouts, floor plans, outside facilities**
3. **organization's products and services**
4. **organization's system for recording client profiles, e.g. customer relationship management system, reservation system**
5. **roles and responsibilities of departments and positions in organization**

1.3.1   Address concerns and complaints

Purpose

When organizations address concerns and complaints, clients feel validated. Resolving problems and taking steps to prevent them from recurring reduces client frustration and promotes a positive business reputation.

Performance and Abilities

1. **identify nature of concern or complaint, for example:**
   - listen actively
   - ask open-ended questions to obtain detailed information
   - observe client body language and nonverbal cues

2. **reflect client's information and emotion:**
   - paraphrase concern or complaint to demonstrate understanding

3. **acknowledge concern, for example:**
   - empathize with client
   - apologize for inconvenience
   - thank client for voicing concern

4. **investigate concern or complaint further, if necessary, e.g. contact relevant departments**

5. **evaluate severity of concern**

6. **select appropriate solution:**
   - ask for client's input, e.g. "What can I do to correct the situation?"
   - consider relevant factors and available resources

7. **summarize information for client:**
   - inform client of action to be taken and time frames for action, or
   - inform client in clear and unoffending way why concern or complaint cannot be resolved

8. **take immediate action to resolve concern or complaint:**
   - request management assistance, if unable to satisfy client within scope of authority or situation escalates

9. **follow up, for example:**
   - ensure concern or complaint has been addressed
   - identify if additional follow-up is required
   - recommend or take action to prevent similar occurrences
   - log client's concern or complaint and action taken

10. **identify repeated client concerns or complaints to prevent reoccurrences:**
    - inform appropriate individuals

Knowledge

1. clients' service needs and expectations
2. communication techniques, e.g. verbal and nonverbal language, using active listening, using open-ended and closed-ended questions
3. conflict resolution techniques
4. importance of client service
5. relevant policies and procedures
6. scope of own authority and limitations to what can be offered to clients

1.3.2   Address clients' undesirable behaviours

Purpose

When clients exhibit undesirable behaviour, it is important to address the issue quickly and effectively. This allows the organization to establish boundaries, prevent escalation and reduce the impact on others. If an undesirable behaviour escalates, the risk to clients, practitioners and the organization could be high.

Performance and Abilities

1. **maintain composure:**
   - stay calm and relaxed
   - do not take behaviour personally
2. **respond in professional manner:**
   - acknowledge issue
   - ask client exhibiting undesirable behaviour and/or observers open-ended questions
   - listen actively
   - restate nature of issue
   - speak clearly and with authority
   - ask client politely, but firmly, to refrain from undesirable behaviour
   - end on positive note or escalate to next level, e.g. call for assistance

Knowledge

1. **behaviour management techniques and strategies**
2. **conflict resolution techniques**
3. **emergency contact information**
4. **relevant legislation and regulations, e.g. workplace violence, harassment**
5. **relevant policies and procedures**

2   Professionalism

2.1   Exhibit Professional Conduct

2.1.1   Behave ethically

Purpose

Practitioners behave ethically to comply with industry best practices and legal requirements. They conduct themselves in an ethical manner to establish and protect their own reputations as well as that of their organization. Unethical behaviour in the workplace contributes to a toxic environment.

Performance and Abilities

1. **demonstrate consistently high standards of behaviour, for example:**
    *   be caring, considerate and respectful of others
    *   be trustworthy and honest
    *   respect competitors
2. **act with integrity, for example:**
    *   interact in fair, honest and open manner
    *   accept responsibility for own actions and decisions, e.g. admit mistakes
    *   avoid conflicts of interest
    *   be punctual
    *   honour agreements
3. **maintain confidentiality, for example:**
    *   be discreet, e.g. do not voice personal details
    *   protect information from unauthorized individuals, e.g. ensure documents are not left unattended, store information in secure location
    *   avoid use of email or social media to transmit confidential data, i.e. any type of personal identification information
    *   shred unnecessary confidential papers
    *   guard password information

Knowledge

1. **organization's code of conduct/ethics**
2. **relevant legislation and regulations, e.g. privacy, confidentiality, fraud prevention**
3. **relevant policies and procedures**

2.1.2   Present professional image

Purpose

Presenting a professional image encourages respect and trust. It also lends credibility and legitimacy to the practitioner and organization. Developing and maintaining one's professional image can lead to enhanced self-confidence and self-esteem. Failing to maintain a professional image can negatively impact clients' perceptions and the organization.

Performance and Abilities

1. follow organization's policies, e.g. dress code, personal hygiene, scent free
2. demonstrate good grooming and hygiene:
   - dress appropriately for work:
     - ensure clothes are clean and wrinkle-free
     - wear suitable attire for work being performed
   - maintain high standards of personal hygiene, e.g. clean hands, brush teeth
3. behave professionally:
   - exhibit confidence
   - have positive, friendly attitude
4. communicate effectively

Knowledge

1. relevant legislation and regulations, e.g. workplace health and safety
2. relevant policies and procedures

2.1.3   Maintain positive attitude

Purpose

A positive attitude develops satisfying and productive relationships with clients and co-workers. It also helps to develop self-confidence and self-esteem. Responding positively to difficult situations is a valuable self-management skill.

Performance and Abilities

1. **display positive attitude, for example:**
    *   present professional image
    *   show self-control
    *   show respect for others
    *   show initiative
2. **use positive language, for example:**
    *   express appreciation to co-workers who provide support
    *   provide constructive feedback instead of criticism
    *   avoid complaining
3. **display patience, for example:**
    *   allow people to provide full explanations
    *   repeat information using different words if not clear to listeners
    *   speak quietly and calmly in difficult situations
4. **maintain flexibility, i.e. adapt to changes and unexpected situations:**
    *   display openness to other perspectives
    *   shift to new strategy if selected strategy doesn't work

Knowledge

1. **organization's vision, mission and goals**
2. **techniques for fostering and maintaining positive attitude**
3. **techniques for providing constructive feedback**

2.2.1   Promote teamwork

Purpose

Promoting teamwork contributes to a positive environment and greater productivity. Contributing to a team's ability to work well together and achieve its common goals is important to an organization's success.

Performance and Abilities

1. **maintain clear and positive communication with team members, for example:**
    *   model effective communication skills, e.g. listen actively
    *   offer constructive feedback

2. **maintain positive relationships with team members, for example:**
    *   maintain positive attitude
    *   behave ethically
    *   recognize how own actions affect others
    *   treat team members with courtesy and respect
    *   work together regardless of members' strengths, weaknesses and differences
    *   show appreciation for work of team members
    *   build consensus within team, e.g. negotiate, be adaptable
    *   be receptive to others' input, e.g. accept constructive feedback

3. **contribute to team, for example:**
    *   take ownership of one's roles and responsibilities
    *   complete own tasks within timeframes
    *   adhere to quality standards
    *   discuss organizational goals with team members, e.g. who will do what and when
    *   ask for and offer assistance when needed
    *   share knowledge, skills and experiences constructively, e.g. suggest possible improvements at staff meetings or in logbook
    *   resolve conflicts, e.g. collaborate to find effective solutions
    *   carry out requests from team members promptly
    *   participate in team meetings and activities
    *   encourage active participation of other team members
    *   create opportunities to collaborate, e.g. participate in formal team-building activities, organize informal recreational activities

Knowledge

1. own strengths and weaknesses, and those of co-workers
2. principles and dynamics of teamwork
3. relevant legislation and regulations, e.g. privacy
4. relevant policies and procedures
5. roles and responsibilities of team members
6. stages of group formation, e.g. forming, storming, norming, performing and transforming

2.2.2   Develop professional network

Purpose

Developing a professional network results in mutually beneficial business relationships. Professional networking and community involvement increase the potential for business and destination collaboration and personal and professional development. Developing a network and collaborating with other service providers can result in increased business opportunities and services for the destination and region.

Performance and Abilities

1. **create new professional contacts:**
    *   seek relevant professional organizations at local, regional, national and international levels, e.g. industry associations
    *   participate in activities that support organizational goals, e.g. attend events, present at conferences, volunteer for committee work, use professional social media networks
    *   meet others, for example:
        *   introduce self at events
        *   use social media, e.g. join online forums, manage online presence
        *   share business cards
2. **maintain working relationships:**
    *   recognize areas of mutual interest, e.g. business trends
    *   connect with contacts when appropriate:
        *   follow up with new contacts in timely manner, e.g. telephone or email after conference
        *   stay in touch with contacts as necessary, e.g. update business information
3. **build trust and respect with contacts, for example:**
    *   exhibit professional conduct:
        *   behave ethically, e.g. maintain confidentiality
        *   present professional image, e.g. communicate effectively
        *   maintain positive attitude
4. **evaluate networks regularly:**
    *   look for opportunities to expand network strategically

Knowledge

1. **destination marketing practices**
2. **networking best practices**
3. **networking options on social media**
4. **organization's products and services**
5. **professional organizations with networking potential**
6. **relevant policies and procedures**

2.2.3   Use negotiation skills

Purpose

Negotiation skills help parties reach agreement about how they will participate in an activity together to achieve mutual benefit. Reaching an agreement that meets the needs and reflects the interests of all parties contributes to a positive and productive work relationship.

Performance and Abilities

1. **identify points of negotiation**
2. **explain personal view:**
    *   convey interests and constraints
3. **listen actively to others' views:**
    *   consider their interests and constraints
4. **determine main negotiating points**
5. **use emotional intelligence, for example:**
    *   build rapport
    *   gain trust
    *   avoid responding negatively
    *   consider motivation of other party
6. **address concerns, as applicable:**
    *   discuss negotiable points
    *   offer and support creative solutions
    *   make realistic compromises, e.g. adapt approach
7. **determine mutually preferred outcomes:**
    *   discuss how both sides will benefit
8. **discuss actions to be taken, for example:**
    *   delegate responsibility
    *   set deadlines
9. **ensure that issues have been addressed**

Knowledge

1. **conflict resolution techniques**
2. **job scope, including roles and responsibilities**
3. **negotiation best practices**
4. **principles of emotional intelligence**
5. **relevant policies and procedures**

2.2.4   Address conflicts

Purpose

The ability to address conflicts in a constructive manner is crucial to facilitating collaborative relationships. Addressing conflicts reduces tension, contributes to a positive work environment and can improve productivity and retention rates.

Performance and Abilities

1. **determine nature and extent of conflict, for example:**
    - talk to parties involved, witnesses and management
    - determine areas of agreement and disagreement
2. **determine time and place to address conflict**
3. **use communication skills, for example:**
    - listen actively, e.g. do not interrupt, do not assume
    - ask clarifying questions to identify root causes of conflict
    - use positive nonverbal cues and body language:
        - interpret body language and nonverbal cues of others
4. **use collaboration techniques, for example:**
    - be respectful, tactful and considerate of others
    - be empathetic, e.g. try to understand other party's point of view
    - show willingness to compromise
    - use variety of approaches to resolve issue:
        - change approach when necessary
    - find common ground for discussion, e.g. promote mutual understanding
    - be objective, e.g. do not get drawn into arguments
5. **negotiate with parties to determine solution:**
    - share possible options
    - work toward win-win solution
    - seek agreement on solution from all parties
6. **follow up, for example:**
    - ensure that conflict is resolved
    - document issue:
        - file document, e.g. on computer, in cabinet
    - notify others impacted by conflict and solution
    - review relevant organizational policies and procedures:
        - communicate any need for changes to policies and procedures to appropriate person

Knowledge

1. communication techniques, e.g. types of probing questions, types of nonverbal cues
2. conflict resolution strategies
3. factors that can lead to workplace conflict
4. relevant policies and procedures, e.g. respectful workplace
5. stages of conflict

Purpose

Showing initiative demonstrates a desire to achieve positive results. The ability to show initiative and be proactive are critical self-management skills that contribute to organizational productivity.

Performance and Abilities

1. **identify opportunities to be proactive, for example:**
    *   recognize situations where services, products or work environment could be improved
    *   identify extra opportunities to serve clients or co-workers
    *   recommend improvements for policies and procedures
    *   ask if there are more tasks to be done
2. **display initiative:**
    *   work independently
    *   plan tasks in most effective and efficient order
    *   begin new tasks independently, when appropriate
    *   seek out opportunities for continuous improvement
    *   offer to help others before being asked

Knowledge

1. job expectations, e.g. job description, supervisor's instructions
2. relevant policies and procedures

2.3.2   Demonstrate adaptability

Purpose

In today's world of increasing diversity and change, it is important to be adaptable in both personal and professional situations. Adaptability is an important self-management skill because it helps practitioners accept that change is constant and thereby reduces their stress and improves their willingness to learn and take on new challenges.

Performance and Abilities

1. **be open to change, for example:**
    * seek to understand reasons change is necessary and its benefits
    * observe others who are adapting appropriately to change:
        * emulate effective behaviours
2. **deal constructively with unclear and confusing situations:**
    * ask for clarification
    * find out if more information is available
3. **shift strategy or approach in response to demands of situation:**
    * generate ideas about how to respond to unexpected situations:
        * collaborate with other practitioners to achieve consensus, whenever possible
    * share ideas with other stakeholders, when applicable:
        * be professional and accepting if ideas are rejected
4. **accept new tasks or roles with positive attitude, for example:**
    * ask questions to clarify requirements
    * seek out resources and assistance
5. **be open to opinions and feelings of others:**
    * identify opportunities as well as challenges
6. **seek continual learning and improvement:**
    * ask for direction from others
    * show willingness to learn new methods, procedures and techniques
    * learn from mistakes

Knowledge

1. causes of change in workplace, e.g. change in societal norms, new technology, decreased demand for current services, changes in legislation
2. emotional intelligence
3. importance of diversity in perspectives
4. importance of organizations and people adapting to changing circumstances to stay relevant and viable
5. relevant policies and procedures

### 2.3.3	Solve problems

Purpose

The ability to solve problems is an important skill for all practitioners to possess. Identifying problems and finding solutions in the face of obstacles can result in higher job satisfaction, saved time and increased productivity.

Performance and Abilities

1. **clarify nature of problem:**
    *   gather facts, e.g. ask questions
    *   engage all concerned parties
    *   assess severity, for example:
        *   short- and long-term impacts on organization, clients, other employees and self
        *   safety hazards
        *   costs
2. **consider root cause of problem**
3. **determine who should be involved in problem solving process**
4. **generate potential solutions, for example:**
    *   brainstorm with those involved
    *   consider new approaches for recurring problems
    *   risks and benefits
    *   consider short- and long-term results
    *   review relevant policies and procedures
    *   consider resources available, e.g. materials, equipment, time, money
5. **implement best solution:**
    *   communicate required information to all parties involved
6. **document problem solving process, for example:**
    *   details of issue
    *   action taken
    *   results
    *   suggestions to avoid or resolve future problems, e.g. policy changes
7. **refer unresolved problems to supervisor or management team, according to organization's policy:**
    *   provide details of situation and possible solutions

Knowledge

1. own scope of authority and that of other employees
2. previous problems and solutions
3. problem solving techniques
4. relevant legislation and regulations, e.g. occupational health and safety
5. relevant policies and procedures

2.3.4   Make decisions

Purpose

The ability to make good decisions increases the likelihood of positive outcomes. Effective decision making processes can encourage buy-in from stakeholders, increase morale, and contribute to the organization's mission and goals. The impact of decision making increases as practitioners' level of responsibility increases—decisions made by those in leadership positions have greater impact on the organization and its stakeholders than frontline positions. Poor decisions at the frontline level typically result in stress and inconvenience. Poor decisions at the management/executive level can lead to large financial losses and even an organization's failure. The failure to make decisions can be equally detrimental to the organization. Indecisiveness can negatively impact employee confidence in management and overall morale, and even stagnate organizational growth, development, and innovation.

Performance and Abilities

1. **review situation that requires decision:**
    *   obtain additional information, if necessary:
        *   ensure currency and validity of all information
    *   assess time constraints
    *   determine scope of situation, e.g. what aspects of organization are currently being impacted

2. **determine who should be involved in making decision and how:**
    *   ensure appropriate stakeholders are consulted or included in decision making
    *   provide necessary information
    *   confirm authority and responsibilities of individuals involved
    *   select type of decision making process to be used, e.g. command or consensus

3. **identify options:**
    *   refer to previous experience, if relevant, for possible solutions
    *   eliminate options that are not compatible with organization's:
        *   mission, vision and goals
        *   code of ethics/code of conduct
    *   consider risks associated with options:
        *   eliminate options that have too much risk
    *   consider positive and negative impacts on organization's operations and finances, both short- and long-term
    *   consider positive and negative impact on employees, clients and other stakeholders, both short- and long-term
    *   weigh pros and cons of each option

4. **select best option**

5. communicate decision to those affected:
   - prepare to support decision if others disagree
6. implement decision
7. accept accountability for decision made
8. evaluate implementation process and outcomes:
   - prepare to reverse or amend decision if warranted
9. document details of action taken, adjustments and outcomes

Knowledge

1. decision making responsibilities and authority of positions in organizational structure, including own
2. emotional intelligence
3. relevant policies and procedures, e.g. risk management, signing authority
4. types of decision making processes, e.g. command, consensus, vote

2.3.5   Manage time and priorities

Purpose

Managing time and focusing on priorities results in greater productivity, increases profit for the organization and improves relationships on work teams.

Performance and Abilities

1. **determine tasks to be completed**
2. **estimate time each task will take, considering:**
    - previous experiences
    - other activities that compete for time
    - resources available
    - possible delays
3. **work efficiently:**
    - prioritize tasks based on importance and urgency
    - recognize limits
    - co-ordinate tasks with team members, e.g. share tasks that can be handled by others, share equipment and resources, as required
    - create timelines, if necessary:
        - identify critical dates and times
        - schedule tasks
    - break large tasks into smaller, manageable tasks
    - use checklists
    - concentrate efforts on priority tasks
4. **adjust process based on shifting priorities**
5. **monitor progress of tasks, for example:**
    - use calendar for long-term goals
    - mark checklist for shift end

Knowledge

1. **relevant policies and procedures, e.g. shift tasks**
2. **time management tools**

2.3.6   Manage stress

Purpose

Managing stress improves practitioners' wellbeing and relationships at work and at home. Organizations experience reduced absenteeism and turnover, as well as increased productivity.

Performance and Abilities

1. **identify effects of stress on personal physical and mental health**
2. **identify personal sources of stress:**
    - internal sources of stress, for example:
        - constantly feeling need to please others
        - worrying about decision to be made
        - worrying about mistake that was made
        - worrying about problems related to money or relationships
        - chronic pain or other health issues
    - external sources of stress, for example:
        - not enough time to complete tasks
        - conflicts between work and home commitments
        - changes in working conditions
        - demands of new technology
        - noisy or crowded commute to work
3. **use strategies to prevent stress, such as:**
    - contribute to positive work environment, for example:
        - communicate openly
        - offer solutions to problems
    - manage time and priorities
    - work toward work-life balance, for example:
        - include activities in schedule for family and personal life
    - ask for assistance when needed:
        - involve supervisor, if applicable and when appropriate, e.g. unfair treatment; challenges that may prevent work from being done on time
        - seek professional help, e.g. physician, counsellor
    - recognize own limitations and those of others:
        - recognize when to say no

4. **use strategies to reduce impact of stress, for example:**
   - use resources provided by organization, e.g. employee assistance program
   - access other resources, e.g. mental health organization, local counselling service
   - use relaxation techniques, for example:
     - breathing deeply
     - counting to ten
     - stepping away from situation for brief time
     - meditation
   - exercise self-control, for example:
     - demonstrate positive attitude
     - maintain perspective
     - use sense of humour
   - make changes in personal life, for example:
     - increase physical activity
     - play or listen to music
     - keep a journal
     - spend time with friends

Knowledge

1. **negative impacts of stress on self and others, e.g. inability to focus; feeling anxious, frustrated or irritated**
2. **relaxation techniques**
3. **resources and programs available to support health and wellness**
4. **strategies to maintain work-life balance**

2.3.7   Manage personal wellness

Purpose

Managing personal wellness encourages practitioners to rely on themselves, rather than others, and enables them to navigate difficulties in the workplace and experience long-term success in career and personal life.

Performance and Abilities

1. **be responsible for actions, for example:**
   - take responsibility for own decisions and behaviour, e.g. do not blame others for errors
   - correct errors
   - follow up on requests and promises
   - offer only what is possible
   - take on right amount of work for abilities and time available

2. **manage own work affairs, for example:**
   - plan each shift or day, for example:
     - identify deadlines or production goals
     - evaluate previous day to decide what follow-up to do, e.g. let supervisor and co-workers know about tasks that others will need to complete
     - set goals
     - list tasks to achieve goals
   - organize personal life, for example:
     - allow enough time to prepare for and travel to work
   - manage risk factors under one's control, for example:
     - avoid risky behaviour
     - follow organization's policies and procedures

3. **learn about own rights, for example:**
   - attend information sessions offered by organization
   - read notices on bulletin board
   - ask collective bargaining representative or union representative
   - refer to government websites
   - keep up to date with changes in laws

4. **advocate on own behalf, for example:**
   - express feelings, opinions and needs
   - be decisive, for example:
     - say no to requests that are not possible, explaining why

- set boundaries about how personal time is used
- report any bullying and harassment situations

5. **take charge of personal health and well-being, for example:**
   - manage time and priorities
   - manage stress
   - maintain healthy lifestyle, e.g. healthy eating habits, regular exercise, sufficient sleep

Knowledge

1. impact of stress on well-being
2. importance of being one's own advocate
3. resources and programs available to support health and wellness, e.g. employee assistance program
4. rights and responsibilities in workplace, e.g. human rights, occupational health and safety
5. stress relieving strategies

2.3.8   Develop professionally

Purpose

By developing their work-related knowledge and skills, practitioners are able to improve their performance and achieve work and career goals. Practitioners with enhanced knowledge and skills also help organizations reach their goals.

Performance and Abilities

1. **recognize ongoing need for professional development**
2. **reflect on own abilities and behaviours to engage in continuous learning, for example:**
    *   reflect on current skills to identify strengths and areas for improvement
    *   reflect on feedback from co-workers, supervisor and clients
3. **identify skills and knowledge to develop**
4. **use learning plan:**
    *   set SMART learning goals
    *   establish timeline
    *   identify learning sources
    *   ask for feedback on progress
5. **participate in formal training outside of or through work, for example:**
    *   enroll in certification programs, if accreditation is goal
    *   enroll in seminars, courses and workshops
    *   pursue professional designations, if applicable
    *   identify sources of funds or financial support for training
    *   participate in mentorship programs
6. **participate in informal learning activities at work, for example:**
    *   engage in cross-training with co-workers, e.g. within department, in other areas of organization
    *   learn about new products, services, procedures, e.g. attend lunch-and-learn sessions, read online articles
7. **participate in professional organizations, local trade and business organizations:**
    *   read professional journals and industry publications
    *   volunteer, e.g. help with events in community
    *   network with industry members
8. **share knowledge and skills with fellow practitioners**
9. **track professional development activities to build portfolio of learning experiences**
10. **identify opportunities to apply formal and informal learning on the job**

Knowledge

1. development opportunities
2. networking techniques
3. professional associations related to career goals
4. relevant policies and procedures, e.g. performance reviews, employee learning and development
5. SMART goals, i.e. specific, measurable, achievable, realistic and timely
6. sources of support for professional development, e.g. organization's programs, grants, scholarships

2　　Professionalism

2.3　　Demonstrate Personal Skills

2.3.9　　Demonstrate spatial awareness

Purpose

Demonstrating spatial awareness in the workplace enables practitioners to have knowledge and perception of their environment and the people and objects in it. Spatial awareness can prevent injuries, accidents and other types of undesirable situations from occurring. Having practitioners who protect their own safety, as well as that of co-workers and clients, is critical to successful operations.

Performance and Abilities

1. **be aware of work environment:**
   - familiarize self with equipment, procedures and physical set-up of work environment when working in new space, for example:
     - in office setting, identify where furniture and equipment are located
     - in restaurant setting, identify stationary and moving objects that need to be navigated in kitchen and dining area
     - in outdoors setting, establish landmarks and other visual cues to prevent becoming lost
   - identify location of hazards before starting new task
   - pay attention to immediate surroundings, for example:
     - be aware of what is happening around you
     - study how objects and people move through environment
2. **follow directional flow of services, e.g. one way in, one way out; drop off points**
3. **use senses to anticipate movement of objects in environment, for example:**
   - use visual cues to see what is happening
   - listen carefully to hear if someone or something is approaching
4. **stay alert to changes in environment, for example:**
   - use sense of touch to detect movement in objects being held
   - keep eyes on travel path or task at hand
5. **keep senses sharp, for example:**
   - protect ears to avoid hearing damage
   - practice balancing positions to avoid falls
6. **take precautions when moving, for example:**
   - avoid rushing
   - minimize trip hazards, e.g. keep work areas clean and unobstructed
   - practice safe work habits

Knowledge

1. directional flow of services in workplace, e.g. pick up and drop off, entry and exit points
2. physical self-awareness
3. relevant policies and procedures
4. relevant standard operating procedures
5. safe work practices and habits for practitioners and clients
6. standard operating
7. typical objects and movements in relevant work environments, e.g. forest, streets, hotel lobby, kitchen, office

3.1.1 Develop communication plan for organization or project

Purpose

Developing a communication plan for an organization or project promotes consistency in its messaging. It provides a map of what messages should be delivered to whom and when. It sets the tone and direction so that all communication activities and materials are harmonious, clear and achieve communication goals and objectives. A communication plan that is misaligned with the organization's vision, values and priorities may result in inconsistent and confusing messaging, misunderstandings and even a tarnished public reputation.

Performance and Abilities

1. **determine who should be involved in development of communication plan:**
   - determine their roles in planning communication
2. **identify organization's or project's communication needs, considering, for example:**
   - how communication can help achieve vision, values and current priorities
   - key activities and changes, e.g. new product, new leadership
   - situations that require curated communication and/or separate communication plans, for example:
     - annual budget release, leadership change, public relations crisis, emergency response, special project
   - frequency/timing of messaging, e.g. scheduled newsletters, quarterly updates
3. **identify target audiences (e.g. employees, clients, board, volunteers, community) of organization's communications:**
   - identify information needs of target audiences
   - determine if different plans will be created for external and internal audiences
   - identify what is desired from target audience, e.g. collaboration, funding, shared vision
   - consider volume of communication being sent to target audience to prevent communication overload
4. **determine resources available for plan development**
5. **determine goals of communication plan**
6. **determine specific and observable objectives that will achieve goals**
7. **identify key messages to be communicated:**
   - draft content of key messages using tone suited to purpose and audience
   - identify most suitable spokesperson for key messages, e.g. chief executive officer, general manager, chairman of board of directors
   - identify chain of command for key messages, if applicable
8. **identify priority of messages, e.g. urgent, non-urgent, need to know, routine, non-routine**
9. **establish standardized documents and design elements**

10. **review existing communication pieces and their content:**
    * identify changes that need to be made to messages, standardized documents, and design elements
    * identify modifications that are required based on audience, e.g. tone, language level, information included
11. **identify new communication pieces and content that need to be developed**
12. **determine how communication pieces will be distributed:**
    * select methods suited to target audiences and messages
13. **create timeline for communication activities:**
    * consider when and how frequently to communicate messages
    * identify sequence for communicating message, e.g. board of directors, owners, employees, public
14. **allocate resources to communication activities**
15. **establish key performance indicators:**
    * identify information that needs to be gathered to evaluate effectiveness of communication plan
16. **organize information into draft communication plan:**
    * consult with others, e.g. circulate draft plan to stakeholders for feedback
17. **finalize communication plan:**
    * share, as appropriate
18. **store communication plan**
19. **update as scheduled or as needed**

Knowledge

1. characteristics of effective messaging, e.g. meaningful, simple, key points repeated
2. communication distribution methods (e.g. presentations, organization's website, emails, social media, discussions, reports, newsletters) and their characteristics
3. evaluation methods and best practices
4. organization's vision, values and priorities as described in strategic plan
5. planning methods and best practices
6. process for communicating confidential and sensitive information
7. relevant legislation and regulations, e.g. freedom of information, protection of privacy
8. relevant policies and procedures, e.g. information/record management, business planning process and frequency
9. research methods and best practices
10. types of communication plans (e.g. organizational/project, emergency response, public relations crisis) and their purpose

3.1.2   Implement communication plan for organization or project

Purpose

Implementing a communication plan for an organization or project promotes consistency in its messaging. It results in communication activities and materials that are harmonious, clear and achieves the organization's communication goals and objectives.

Performance and Abilities

1. **share finalized communication plan with parties involved in its implementation:**
    *   highlight important elements, e.g. key messages, target audiences, communication activities and methods for different audiences
    *   review planned activities
    *   review timelines
    *   review evaluation plans
    *   assign responsibilities and resources

2. **create action plans for each activity that specify:**
    *   audience
    *   message
    *   responsibilities, e.g. organizer, spokesperson or communicator
    *   deliverables
    *   delivery methods
    *   timeline, e.g. schedule, frequency
    *   key performance indicators and information to be gathered
    *   budget, as required

3. **implement action plans according to timelines**

4. **monitor progress:**
    *   gather information about key performance indicators
    *   analyze information gathered
    *   compare activities' progress and outcomes to action plans
    *   adjust activities and/or action plans

5. **update communication plan based on new information or priorities, as appropriate**

6. **evaluate communication plan when implementation is completed:**
    *   identify lessons learned

7. **ensure proper filing and recordkeeping of communication plan**

Knowledge

1. evaluation methods and best practices
2. importance of identifying lessons learned and applying them to future communication plans
3. organization's or project's communication plan
4. planning methods and best practices
5. process for communicating confidential and sensitive information
6. relevant legislation and regulations, e.g. freedom of information, protection of privacy
7. relevant policies and procedures, e.g. information/record management, business planning process and frequency
8. types of communication plans (e.g. organizational/project, emergency response, public relations crisis) and their purpose

3.2.1   Listen actively

Purpose

Active listening involves two-way communication where the listener, in addition to listening carefully to the speaker, provides feedback and asks questions to fully understand the message. Having an accurate understanding of someone's message allows practitioners to increase productivity, as well as their ability to influence and negotiate. In addition, active listening helps them to avoid and manage conflict.

Performance and Abilities

1. **be attentive:**
   - avoid interrupting speakers while they are talking
   - avoid distractions, e.g. put phone in silent mode, set aside other tasks
   - be aware of speakers' body language and tone of voice
2. **ask open-ended questions**
3. **probe to clarify information provided and seek additional information, e.g. "Tell me more about..."**
4. **reflect meaning of what speakers have said:**
   - repeat or paraphrase key points to demonstrate understanding
   - mirror feeling and emotion
   - refrain from making assumptions, stereotyping or discrimination:
     - do not question speaker's feelings
     - do not introduce own ideas at this time
     - remain non-judgmental and non-directive

Knowledge

1. **active listening techniques**
2. **communication etiquette, e.g. remaining calm, being polite**
3. **importance of using clear and simple language**
4. **messages conveyed by different types of body language**
5. **relevant policies and procedures, e.g. active participation in meetings**
6. **variety of perspectives and communication styles among people**

3.2 Communicate Effectively

3.2.2 Communicate verbally

Purpose

Effective verbal communication results in a message that is clear and received as intended by the speaker. Practitioners unable to use verbal communication effectively are likely to experience misunderstandings with their clients and co-workers.

Performance and Abilities

1. **prepare before speaking:**
   - identify purpose of message
   - anticipate how message will be received by listener
   - consider needs and expectations of listener
   - determine appropriate time and place to deliver message
2. **use inclusive language wherever possible, e.g. gender-neutral terms, culturally appropriate terms**
3. **present clear message, for example:**
   - enunciate words
   - use correct grammar and sentence structure
   - provide thoughts in logical order
4. **vary tone, volume, inflection and rate of speech**
5. **display appropriate nonverbal behaviour, for example:**
   - make eye contact with listeners
   - ensure body language matches oral message, e.g. smile when welcoming clients, point arm in appropriate direction when giving directions
6. **minimize distractions when communicating, e.g. choose quiet location**
7. **adjust message based on context and feedback from listeners, e.g. shorten conversation if cues from listeners indicate they are becoming restless**
8. **confirm listeners' understanding, e.g. ask questions**
9. **use communication equipment, when necessary, for example:**
   - speaker systems
   - visual presentation devices
   - video conferencing

Knowledge

1. active listening techniques
2. communication etiquette, e.g. use professional language, that is, void of swearing, slang and angry words
3. elements of body language, e.g. eye contact, physical proximity to listeners, arm movements
4. importance of providing current, accurate, clear and concise information
5. needs and expectations of listeners

3.2.3 Communicate in writing

Purpose

Written communication allows writers to refine their messages and readers to study them and they allow both parties to file them for future reference. Well written communication minimizes misunderstandings and improves productivity.

Performance and Abilities

1. **prepare to write message:**
   - identify purpose of message
   - select format suited to purpose, e.g. email, letter, report
   - consider how message will be received by audience
   - consider needs and expectations of audience
   - identify tone and style appropriate to context
2. **use inclusive language wherever possible, e.g. gender-neutral terms, culturally sensitive terms**
3. **draft message, for example:**
   - present thoughts in logical order
   - use accurate spelling, punctuation and grammar
   - employ proper sentence and paragraph structures
   - eliminate words that serve no purpose
4. **review draft message to ensure:**
   - information meets needs and expectations of audience
   - information is accurate
   - writing is clear and concise
5. **proofread before sharing message:**
   - ask co-worker or appropriate individual to also proofread

Knowledge

1. communication etiquette, e.g. professional language that is void of swearing, slang and angry words
2. formats of written communication (e.g. email, letter, report) and their purpose and guidelines
3. importance of providing current, accurate, clear and concise information
4. needs and expectations of audience
5. proper grammar, spelling and word usage
6. relevant policies and procedures, e.g. information and record management
7. writing tools, e.g. word processing software, pen and paper, dictionary

3.2.4   Conduct meetings

Purpose

Meetings allow for greater understanding among attendees because they permit discussion and expression of nonverbal communication (e.g. nodding, smiling) that help attendees communicate their own message and better understand the messages of others. However, a meeting that is poorly planned and facilitated can result in wasted time, poor results, decreased job satisfaction and increased stress.

Performance and Abilities

1. **determine details of meeting:**
    - consult with relevant parties on purpose, time, location, medium (e.g. in-person, web conference) and list of attendees:
        - consider differences in time zone, availability and accessibility to technology for web or telephone conference
    - accommodate unique needs of attendees
    - ask someone to record meeting decisions and action items, if appropriate
2. **prepare agenda and materials in accordance with purpose of meeting and organization's policies:**
    - distribute to attendees in advance or at meeting, as appropriate
3. **open meeting:**
    - review purpose, agenda, desired outcomes and allocated time
4. **facilitate discussion during meeting:**
    - acknowledge all points of view:
        - give all attendees opportunity to participate
    - establish tone of meeting by modelling open, constructive, clear and concise communication:
        - remind attendees to communicate in desired manner, as needed
    - use consensus approach for decision-making
    - maintain meeting focus:
        - refer to agenda items and timelines, as needed
    - use facilitation strategies to resolve difficult situations, e.g. summarize discussion, ask silent attendees to share opinion
5. **finish meeting within agreed time:**
    - reschedule or extend meeting with agreement of attendees, if items on agenda not completed
6. **follow up, for example:**
    - distribute documentation from meeting, e.g. files, meeting minutes, recorded video
    - share outcomes of meeting with others, as appropriate
    - update work schedule and plan according to decisions made at meeting

Knowledge

1. conflict resolution techniques
2. facilitation strategies, e.g. brainstorming, reaching consensus, controlling input from domineering attendees
3. group dynamics
4. meeting communication tools and equipment and how to use them, e.g. web conferencing software, slideshow applications, projectors
5. meeting set-ups, e.g. boardroom style, standing meeting, computer microphones and cameras on or off during web conference
6. relevant policies and procedures, e.g. meeting protocol, recording minutes

3.2.5   Deliver presentations

Purpose

A presentation is an effective way to communicate a message to a group, challenge listeners and inspire them to act. To achieve these outcomes, the presentation needs to have relevant content, be organized, delivered in a way that captures the attention of the listeners, and engage them with a key message or call to action.

Performance and Abilities

1. **define objectives of presentation**
2. **identify audience:**
   - collect information about audience, e.g. motivation for attending, knowledge of subject area
3. **research topic:**
   - collect information from relevant sources, e.g. websites, subject matter experts, books, videos
   - record sources
   - determine accuracy and reliability of information
4. **prioritize information, e.g. select key content that matches objectives**
5. **decide on type of presentation, considering, for example:**
   - size of audience
   - goals of presentation
   - information to be presented
6. **develop presentation:**
   - draft text:
     - create introduction, body and conclusion
   - make presentation multisensory, e.g. include audiovisuals or exercises
   - incorporate variety and creativity
   - check content and flow against objectives
   - create supporting materials, e.g. handouts, presenter's notes
   - edit text, e.g. ensure language is appropriate to audience and information is cohesive
   - prepare contingency plan for issues that may arise, e.g. technical glitches
7. **schedule time and location:**
   - assess venue for size, sightlines, acoustics, layout and connectivity
   - share required specifics with attendees
8. **practice delivery:**
   - become familiar with script
   - rehearse using supporting materials until natural flow and comfort level are achieved:
     - time rehearsals
     - adjust content or pace to fit within time allotment

- allow time for questions, if appropriate
- assess effectiveness of text and supporting materials:
  - revise as necessary

9. **make final preparations:**
   - dress appropriately
   - set up venue in advance, for example:
     - post directions and logistical information at site, e.g. signs at front door
     - ensure equipment works properly
     - modify room layout
     - distribute support materials
   - apply stress-reducing techniques to overcome nervousness, e.g. deep breathing, visualization
   - greet audience members upon arrival, if appropriate to situation

10. **present to audience:**
    - welcome audience members
    - communicate agenda
    - present key message
    - share supporting information
    - engage audience:
      - make eye contact
      - use appropriate nonverbal communication
      - vary tone, volume, inflection and rate of speech
      - use appropriate language
    - adapt to audience's reactions
    - adhere to time allotment
    - adapt process or apply contingency plan, as required
    - summarize key ideas
    - invite questions and comments

11. **obtain feedback, as necessary, e.g. post-presentation surveys**
12. **evaluate presentation to identify strengths, weaknesses and areas for improvement**

Knowledge

1. **communication techniques, e.g. writing, public speaking, body language**
2. **learning styles**
3. **presentation technology, e.g. equipment, software**
4. **relevant legislation and regulations, e.g. copyright**
5. **relevant policies and procedures**
6. **research methods**
7. **sourcing and referencing guidelines**

3.2.6   Demonstrate cross-cultural communication

Purpose

The character of many of today's workplaces includes people of diverse backgrounds, where cross-cultural communication is essential to maintaining team morale and productivity. Working with and providing excellent customer service to co-workers and clients from all over the world requires an understanding and appreciation of cultural differences.

Performance and Abilities

1. **practice effective communication techniques, e.g. active listening, speaking and writing clearly**
2. **create safe environment for sharing different viewpoints, for example:**
    *   build trust, e.g. consider perspectives of others with open mind, share own perspective without expecting others to agree
    *   withhold judgement
3. **research customs and behaviours of different cultures**
4. **recognize cultural differences in communication, for example:**
    *   format of greetings, e.g. handshake, bow, common phrases used
    *   amount of eye contact made
    *   importance of establishing personal relationship
    *   desire to know reasons for requested action before performing it
5. **show respect for cultural differences:**
    *   adopt some of co-workers' and clients' cultural practices when interacting with them, for example:
        *   bow in response to their bow
        *   use less eye contact if they avoid eye contact
        *   greet them in their first language
6. **try different methods to communicate messages, e.g. draw a map, point arm in correct direction**
7. **seek assistance, for example:**
    *   ask co-worker with same cultural background and language to assist
    *   ask for support services, e.g. interpreter, translation application for mobile device

Knowledge

1. barriers to cross-cultural communication, e.g. lack of understanding, inclination to judge
2. communication techniques
3. cultural practices, e.g. customs, celebrations, greetings, giving gifts, communication preferences
4. importance of understanding and adapting to cultural differences
5. organizational relevant policies and procedures, e.g. communication protocol, customer client service
6. translation tools and applications

4.1   Promote Inclusive Environment

4.1.1   Manage diversity and inclusion

Purpose

Establishing a diverse and inclusive environment can reduce harassment and discrimination, lower employee turnover, and increase engagement, a sense of belonging and profitability due to a better understanding of others.

Performance and Abilities

1. **examine diversity and inclusion as it relates to organization:**
    - collaborate to define meaning of diversity and inclusion for organization
    - identify existing systemic barriers to diversity and inclusion within organization, for example:
        - communication
        - physical environment
        - cultural or personal biases
    - identify related issues and interests that organization shares with community

2. **plan diverse and inclusive organization:**
    - consider requirements in federal, provincial/territorial legislation and local/municipal bylaws
    - research best practices, for example:
        - national and provincial/territorial tourism associations
        - Hotel Association of Canada and provincial/territorial hotel associations
    - reflect diversity and inclusion principles in goals, norms, policies, practices and procedures
    - build diverse and inclusive workforce:
        - reflect diversity and inclusion in training programs for employees and management, e.g. include diversity and inclusion expectations, goals and values
        - design opportunities for full participation, development and advancement of all
    - participate and/or contribute to diversity and inclusion through corporate social responsibility programs (CSR)
    - integrate diverse and inclusive perspectives (e.g. universal design principles) into products, services and environments:
        - provide same products, services or environments for all, e.g. communicate information effectively regardless of user's situation or abilities
        - be able and willing to adapt, e.g. rearrange design elements to eliminate hazards

3. **support organization's diversity program:**
    - integrate diversity and inclusive values into training, including onboarding, and day-to-day operations
    - be a positive role model
    - address exclusive behaviours in timely and sensitive manner
    - consult regularly with stakeholders to obtain feedback
    - share evidence of progress toward goals, e.g. stories, statistics, key performance indicators (KPI)

Knowledge

1. behaviours that hamper diversity and inclusion (e.g. favouritism, discrimination, bias, harassment) and ways to address these
2. communication skills and techniques
3. diversity (e.g. dimensions of diversity) and inclusion strategies, e.g. best practices for supporting dimensions
4. duty to accommodate and importance of addressing requests for accommodation
5. internal and external resources for advice, support and training
6. KPI and relationship to diversity and inclusion
7. organization's values, culture and mission statement
8. relevant Indigenous agreements, e.g. protected grounds
9. relevant legislation and regulations, e.g. Canadian Charter of Rights and Freedoms
10. relevant policies and procedures, e.g. hiring, promotion
11. universal design principles

4.1.2   Practice inclusion of others

Purpose

When tourism practitioners accept diversity and practice inclusion, they contribute to productive relationships with co-workers, clients, suppliers and others they interact with. Doing this helps to create a healthy and safe workplace and increase a sense of belonging for all.

Performance and Abilities

1. **respond constructively to policies and procedures related to diversity and inclusion:**
   - ask for clarification, if necessary
   - share relevant examples
   - contribute to implementation
   - focus on shared sense of purpose, e.g. fairness and equity in workplace, team goals, sense of belonging at work

2. **build self-awareness:**
   - understand personal strengths and weaknesses
   - consider own biases, and impact on perspectives and behaviour
   - be open to feedback from others
   - consider being wrong

3. **continue learning about diversity and inclusion, e.g. communicate with others from diverse backgrounds:**
   - seek to understand, and be open to, different perspectives
   - treat others as they want to be treated
   - reflect on how others' experiences have shaped their perspectives and opinions

4. **model inclusive behaviour, for example:**
   - be open and approachable, e.g. make others feel welcome and safe
   - initiate conversations using safe topics, e.g. food, weather, hobbies
   - demonstrate respect and acceptance
   - be empathetic, e.g. be sensitive to how others may be feeling
   - treat others fairly and reasonably
   - acknowledge contributions of others

5. **use inclusive language and communication techniques, for example:**
   - confirm preferred terms of address
   - ensure body language matches verbal messages
   - use neutral language
   - focus on individual rather than stereotypes

- seek aid from co-workers who speak other languages
- ask open-ended questions
- listen actively
- use different ways to present information, e.g. verbal, written, pictorial, tactile
- leave space in conversation for other to process and respond

6. **correct negative messages or actions (i.e. those that devalue, discourage or impair workplace relationships or performance) in nonaggressive ways, for example:**
    - reflect on own reactions and feelings, e.g. do not make assumptions
    - state how other's actions make you feel, i.e. address behaviour, not person, e.g. "I was hurt when my idea was ignored."
    - describe expectations for future, e.g. "I would like to see us work together to …"

Knowledge

1. assertive communication tactics, e.g. use of clear, direct, respectful language
2. benefits of diversity and inclusion to self and co-workers
3. constructive methods for giving and receiving feedback
4. cultural differences
5. diversity and inclusion strategies, e.g. dimensions of diversity
6. methods of increasing self-awareness, e.g. of own values, beliefs, cultural conventions and language use
7. organization's values, culture and mission statement
8. relevant legislation and regulations, e.g. human rights
9. relevant policies and procedures, e.g. employee conduct
10. systemic and individual barriers that cause exclusion, e.g. biases, prejudice, stereotypes, policies, societal norms

5 Compliance

5.1 Develop Policies and Procedures

5.1.1 Develop organizational policies and procedures

Purpose

Organizational policies and procedures provide guidelines that standardize operations and clarify the organization's expectations for employees. In addition, policies and procedures promote compliance with legislation, minimize risk and liability, and maintain administrative continuity.

Performance and Abilities

1. **identify policies and procedures needed for operations:**
   - consider organization's values, culture, mission statement, goals and objectives
   - identify federal, provincial/territorial legislation, municipal bylaws, and indigenous agreements that apply to organizational operations, for example:
     - employment standards
     - occupational health and safety
     - human rights
     - temporary foreign workers
     - responsible alcohol service
     - data management and privacy protection
     - marketing activities
     - contract rights and responsibilities
   - consult with other operators, government agencies, trade associations and professional sources
2. **prepare draft policies and procedures:**
   - align policies with organization's values, culture, mission statement, goals and objectives
   - incorporate legislation into policies and procedures
   - consult others, for example:
     - supervisors
     - employee and stakeholder focus groups
     - manufacturer's equipment manuals
     - ergonomic or workflow specialists
     - legal counsel
     - management team
   - determine appropriate consequences for non-compliance
3. **present draft for approval:**
   - revise as required
4. **file document, e.g. on computer, in cabinet**
5. **prepare resources for employees, e.g. employee handbooks, standard operating procedures (SOPs)**

6. support training for employees on policies and procedures, for example:
   - contract third party services
   - approve or allocate resources
   - provide input or review content
7. identify metrics for evaluation of effectiveness of policies and procedures
8. update policies and procedures regularly, e.g. annually:
   - identify issues or areas for improvement, for example:
     - consult with supervisors
     - refer to evaluation information
     - review incident reports
     - stay current with changes to legislative requirements
   - obtain approvals

Knowledge

1. contractual requirements, e.g. student employment program
2. format of policies and procedures
3. organization's values, culture, mission statement, goals and objectives
4. organizational structure
5. purpose of policies and procedures
6. relevant federal, provincial/territorial legislation, municipal bylaws and indigenous agreements

5.1.2   Incorporate legislation into policies and procedures

Purpose

Legislation affects the rights and responsibilities of employees and organizations. By integrating legislation into its policies and procedures, organizations promote compliance among employees and leaders. This reduces liability, protects the public, and enhances the credibility of the organization and tourism industry.

Performance and Abilities

1. **obtain legislation, regulations and supporting documents from recognized authorities, e.g. government departments, industry associations**
2. **review authorities' information, for example:**
   - Workers' Compensation Board website about how to report injuries
   - provincial occupational health and safety publications about employers' responsibilities related to health and safety
   - union contract about requirements for employee benefits
   - Canadian Institute of Food Safety website for links to food safety standards
3. **ensure policies and procedures reflect legislation and regulations:**
   - seek clarification and confirmation on legislation and regulations, when required, e.g. contact authorities
4. **stay current with changes to legislation and regulations, for example:**
   - liaise with other operators through trade associations
   - seek advice from legal and professional sources
   - read publications, e.g. newspapers, trade journals, association newsletters

Knowledge

1. **consequences of non-compliance**
2. **jurisdictions responsible for legislation relevant to organization, for example:**
   - municipal/regional legislation concerning building permits and licensing
   - provincial/territorial legislation concerning employment standards and human rights
   - federal legislation concerning coastal waterways and labeling of consumer products
   - indigenous agreements concerning land use and cultural practices
3. **legal rights and responsibilities**
4. **potential sources of information, e.g. government contacts, newsfeeds**
5. **types of contracts, e.g. collective agreement, supply agreements, employment contracts**

5.2.1   Facilitate compliance with policies and procedures

Purpose

Facilitating compliance helps employees understand the importance of policies and procedures and the role of laws and guidelines in protecting the public, clients, employees and the organization.

Performance and Abilities

1. **keep up to date with changes to policies and procedures that affect area of responsibility**
2. **ensure operations in area of responsibility comply with policies and procedures, for example:**
   - organization's communications and marketing messages
   - use of resources, e.g. scheduling, inventory control
   - onboarding, e.g. employee sign-offs, training
3. **promote importance of policies and procedures to employees:**
   - communicate benefits of following policies and procedures and risks of not following them
   - inform employees of consequences of non-compliance
4. **facilitate employee compliance:**
   - provide tools and resources for employees, for example:
     - standard operating procedures (SOPs)
     - checklists
     - employee manual/handbook
   - provide training
   - update employees on changes to policies and procedures
   - set up acknowledgement system, e.g. employee sign-offs, employee reviews
   - provide feedback to employees about how to modify behaviours or outputs to achieve compliance
5. **monitor compliance:**
   - observe employee performance
   - review incident reports
6. **address non-compliance:**
   - implement consequences of non-compliance, up to and including termination as per organization's policies and procedures
7. **identify issues and areas for improvement, for example:**
   - consider feedback from employees
   - review number and types of incidents
   - record issues and areas for improvement to inform updates of policies and procedures:
     - share with appropriate parties
     - file records, e.g. on computer, in cabinet

Knowledge

1. legislation that has been incorporated into policies and procedures, for example:
   - municipal/regional legislation concerning building permits and licensing
   - provincial/territorial legislation concerning employment standards and human rights
   - federal legislation concerning coastal waterways and labeling of consumer products

2. relevant policies and procedures, e.g. performance reviews, training, non-compliance

3. types and formats of tools and resources that can be used to facilitate compliance, e.g. checklists, SOPs, employee sign-offs, training materials

Purpose

Establishing an information and record management system is an essential element of facilitating compliance with an organization's policies and procedures and incorporated legislation. It identifies and protects critical records, reduces time and frustration spent searching for information, and reduces costs with respect to storage requirements. Poor information and records management systems can result in reduced productivity, financial loss and being charged with an offence.

Performance and Abilities

1. **identify types of information and records to be managed, for example:**
    - administrative, e.g. procedures, personnel files
    - operational, e.g. policies and procedures
    - financial, e.g. audited financial statements, client credit card information
    - legal, e.g. status of incorporation

2. **use logic to create filing systems:**
    - avoid complicated coding or numbering systems
    - consider searchability, e.g. intuitive keywords for electronic records
    - consider ease of use by employees

3. **create retention and disposal schedule according to organizational policy and legislated requirements, for example:**
    - identify lifecycle of different types of records, e.g. 1, 3, 5 or 7 years:
        - determine appropriate disposal methods at end of lifecycle
    - identify records that must be kept indefinitely or for lifetime of organization
    - identify records that may be needed for potential audit, litigation or investigation purposes

4. **establish system for classifying information and records according to level of security and privacy required, e.g. public, internal, confidential, restricted:**
    - clarify employees' role in secure custody, transport and storage of information and records

5. **provide secure storage capacity, for example:**
    - ensure fire-proof filing cabinets and rooms with locks are available for paper records
    - ensure records management software application provides required level of security for electronic information

6. **follow legislation and organization's policies related to privacy of information and access to information, e.g. obtain individuals' consent to collect, use or disclose their personal information**

7. **implement system audits to test functionality and integrity of information and records management**

Knowledge

1. importance of complying with legal responsibilities and policies and procedures
2. relevant legislation, e.g. personal information protection, records retention, Payment Card Industry Data Security Standards
3. relevant policies and procedures, e.g. security of organization's information

5 Compliance

5.3 Comply with Legislation, Policies and Procedures

5.3.1 Comply with policies and procedures

Purpose

Policies and procedures clarify expectations and protect employees and the organization. Compliance with organizational policies and procedures ensures that employees and operations are meeting legal responsibilities. The impacts of noncompliance include reduced safety, productivity and overall performance as well as increased organizational and personal risk and liability.

Performance and Abilities

1. review organizational policies and procedures relevant to position, for example:
   - onboarding training information
   - resources provided by organization, e.g. employee manual/handbook
2. participate in organizational training related to policies and procedures, e.g. employee rights and responsibilities
3. identify procedures for work, e.g. review standard operating procedures (SOPs)
4. seek clarification from supervisor, management or authorities as required
5. conduct work activities according to policies and procedures, e.g. use checklists
6. raise compliance issues to protect organization's obligations and reputation, e.g. out of date SOPs, procedural conflicts
7. stay up to date on changes to policies and procedures:
   - attend training sessions
   - read memos and newsletters
   - attend employee meetings
   - acknowledge updates, e.g. sign off on memos
8. provide input and feedback on policies and procedures:
   - identify challenges and opportunities for improvements

Knowledge

1. importance of complying with policies and procedures
2. information sources, e.g. employee manual/handbook, policies and procedures, SOPs, checklists

5.3.2   Comply with legislation and regulations

Purpose

All employees are responsible for complying with legal requirements that apply to their tasks. Compliance with legislation protects the organization's employees, clients, partners and community. The impacts of noncompliance include reduced safety and increased organizational and personal risk and liability.

Performance and Abilities

1. identify types of legislation and regulations that apply to organization, role or activity/event, as required:
    • identify relevant jurisdictions, e.g. local/district, provincial, federal
    • locate applicable legislation and regulations, e.g. Internet search, ask supervisor
2. participate in training related to legislation and regulations
3. seek clarification from supervisor, management or authorities, as required
4. apply legislation and regulations to activities, e.g. follow requirements for alcohol service, obtain permits, protect client privacy
5. communicate relevant legislation and regulations to team members and clients, e.g. hand out copy of hunting regulations:
    • explain consequences of non-compliance, if applicable
6. stay up to date on changes to legislation and regulations, e.g. read current news sources
7. cooperate with inspectors and officials, as required, e.g. answer questions, provide documentation
8. communicate compliance issues to team members, supervisors and/or managers, as required, e.g. report violations to appropriate agency, identify out-of-date/non-compliant standard operating procedures (SOPs)

Knowledge

1. implications of illegal activities, e.g. court case, fine, loss of licence
2. sources of relevant legislation and regulations

6.1   Create Safe Environment

6.1.1   Assess potential hazards

Purpose

Properly assessing potential hazards is critical to reducing the risk of injuries, illnesses and accidents, as well as protecting the safety of those in the workplace (e.g. employees, clients, volunteers, owners).

Performance and Abilities

1. **gather information on potential hazards, for example:**
    *   conduct walk-through of workplace/site
    *   observe performance of tasks
    *   discuss safety concerns with others, e.g. conservation officers, employees
    *   assess applicable information, e.g. weather forecasts, news, wildlife activity
    *   inspect equipment, e.g. personal protective equipment (PPE), machinery, tools, survival clothing and kits
    *   review incident and near miss reports, e.g. trends, types of injuries, frequency
    *   review industry trends, e.g. potential cyber hazards

2. **analyze findings, considering, for example:**
    *   probable causes, e.g. improper use of equipment, defective tools
    *   likelihood of occurrence or recurrence
    *   severity of risk
    *   underlying hazards and trends

3. **consider preventative and corrective actions to minimize or eliminate risk, for example:**
    *   develop new, or revise, standard operating procedures (SOPs) and safe working practices
    *   modify work processes
    *   identify new training needs
    *   deliver refresher training
    *   upgrade equipment

4. **document findings**
5. **file document, e.g. on computer, in cabinet**
6. **update document, e.g. as scheduled, annually**

Knowledge

1. basic fire safety information, e.g. components of fire triangle, classes of fire
2. evacuation plan
3. location of emergency facilities, e.g. hospital, medical clinics
4. relevant legislation and regulations, e.g. occupational health and safety
5. relevant policies and procedures
6. research methods, e.g. data collection and analysis
7. risk management techniques
8. roles of emergency personnel, e.g. fire warden, first-aiders
9. types of workplace hazards, for example:
    *   biological, e.g. bacteria, parasites, viruses
    *   chemical, e.g. fumes, explosive reactions, exposure
    *   environmental, e.g. unstable ground, dangerous wildlife, weather
    *   physical, e.g. noise; electricity; temperature; ergonomic, such as repetitive movements and poor workstation design
    *   psychological, e.g. violence, harassment, stress
    *   safety, e.g. unsafe working conditions and practices, faulty equipment

6.1.2   Establish health and safety program

Purpose

Well-designed safety programs create a safer and healthier workplace and help prevent injuries and occupational illnesses.

Performance and Abilities

1. **determine needed health and safety program elements, for example:**
   - goals, objectives, roles and responsibilities
   - required health and safety policies and procedures, e.g. regulated issues, standard operating procedures (SOPs)
   - employee training and development
   - reporting and investigation structure
   - emergency plan and procedures, e.g. medical, fire, environmental disaster
   - corrective actions to minimize or eliminate known risks
   - safety committee and/or hired consultants

2. **develop program elements, for example:**
   - develop or hire training personnel
   - determine onboarding requirements
   - document key performance indicators (KPIs), e.g. desired results, stages of attainment
   - write manuals and procedural flow charts, e.g. safety requirements for each position, SOPs

3. **implement program, for example:**
   - deliver training, for example:
     - discuss issues, e.g. use and location of first aid stations; right to refuse hazardous work; importance of Workplace Hazardous Materials Information System (WHMIS), safety data sheets (SDS) and reporting of incidents
     - share KPIs
     - demonstrate use of personal protective equipment (PPE)
     - practice emergency responses
   - maintain records and statistics, e.g. accidents, safety inspections, investigations, completion of training

4. **evaluate effectiveness of health and safety program regularly, e.g. compare results against KPIs:**
   - create worksite inspection schedule, considering:
     - legal requirements
     - history of incidents and near misses
     - nature of work, e.g. risk and severity of hazards

5. adjust program as required:
   - consider strategies to address gaps
6. file documentation, e.g. on computer, in cabinet

Knowledge

1. evaluation methods
2. organization's health and safety program, statistics and records system, e.g. required program elements, such as emergency plan, and maintenance of records and statistics
3. organization's workers' compensation program, e.g. trends, cost mitigation strategies, return-to-work program
4. relevant legislation and regulations, e.g. occupational health and safety, WHMIS
5. relevant policies and procedures
6. research methods, e.g. data collection and analysis
7. risk management techniques
8. roles and responsibilities of management and employees
9. types of workplace hazards, for example:
   - biological, e.g. bacteria, parasites, viruses
   - chemical, e.g. fumes, explosive reactions, exposure
   - environmental, e.g. unstable ground, dangerous wildlife, high cliffs, weather
   - physical, e.g. noise; electricity; temperature; ergonomic, such as repetitive movements and poor workstation design
   - psychological, e.g. violence, harassment, stress
   - safety, e.g. unsafe working and practices, faulty equipment

6.1.3   Safeguard employee safety

Purpose

Employers must safeguard employee safety to protect against illness, injury and death in the workplace.

Performance and Abilities

1. **train employees in areas of safety and about healthy work environments, for example:**
    - health and safety requirements and legislation
    - criteria for safe handling and storage of hazardous materials
    - proper operation of equipment
    - standard operating procedures (SOPs)
    - employer and employee responsibilities in relation to harassment, violence and bullying
2. **document completion of training**
3. **reinforce training by posting, for example:**
    - health and safety policies in appropriate locations, e.g. evacuation route maps near exits
    - job-related procedures and measures to mitigate risks
    - SOPs in easy-to-follow format
4. **ensure appropriate tools are available for tasks**
5. **ensure equipment is properly maintained and safe to use**
6. **ensure protective devices:**
    - are available
    - fit appropriately
    - are properly maintained
    - are worn as required
7. **cooperate with health and safety committee and safety representatives**
8. **support employees in vulnerable/high-risk work situations, for example:**
    - enforce employee check-in procedures
    - implement safe return-to-work plans for employees returning to work after injury
    - use client escalation policies to ensure support for front-line employees
    - install protective and/or security devices
    - use applications to allow geographic location tracking
9. **monitor employee compliance:**
    - ensure employee engagement in safety program
    - identify issues with performance, e.g. harassing or violent behaviours, unsafe equipment operation:
        - address issue with employee involved, e.g. identify problem, develop action plan, discipline employee
        - follow-up with employee to ensure compliance

10. **ensure employees report and record incidents:**
    - encourage timely and accurate accounts
    - allow confidential feedback when necessary
11. **file documents, e.g. on computer, in cabinet**

Knowledge

1. components of employee safety, i.e. physical and psychological health and well-being
2. high-risk or vulnerable workplace positions and situations, e.g. working along, working night shifts, working in remote locations, returning to work after illness or injury
3. layout of workplace, e.g. location of shut-off mechanisms, emergency exits and extinguishers
4. organization's health and safety program
5. relevant legislation and regulations, e.g. occupational health and safety, Workplace Hazardous Materials Information System (WHMIS)
6. relevant policies and procedures
7. risk management techniques
8. roles and responsibilities of management and employees
9. roles of trained personnel, e.g. fire warden, first-aiders

6.1.4 Investigate incidents and near misses

Purpose

Workplace incidents and near misses are investigated to identify causes, determine corrective actions and prevent recurrences.

Performance and Abilities

1. **gather incident and near miss information, for example:**
   - issue, e.g. injury, illness
   - employees involved, e.g. names, experience, training
   - location
   - relevant details, e.g. equipment involved, time of day
   - relevant standard operating procedures (SOPs)

2. **analyze findings:**
   - identify:
     - causes, e.g. poor training; inadequate lighting; defective tools, equipment or materials
     - likelihood of recurrence
     - severity
     - consequences

3. **report incidents and near misses, as required**

4. **recommend corrective actions and preventative measures to minimize or eliminate risk, for example:**
   - update SOPs
   - deliver refresher training
   - upgrade materials, e.g. machinery, personal protective equipment (PPE)

5. **implement required actions and measures**

6. **follow up:**
   - verify that corrective actions were taken
   - confirm that corrective actions prevented future occurrences, e.g. revisit six months later

7. **document findings, recommendations and actions taken**

8. **file documents, e.g. on computer, in cabinet**

9. **update documents, e.g. as scheduled, annually**

Knowledge

1. organization's health and safety program, statistics and records system
2. relevant legislation and regulations, e.g. occupational health and safety, Workplace Hazardous Materials Information System (WHMIS)
3. relevant policies and procedures, e.g. reporting requirements
4. research methods, e.g. data collection and analysis
5. risk management techniques
6. types of workplace hazards:
   - biological, e.g. bacteria, parasites, viruses
   - chemical, e.g. fumes, explosive reactions
   - environmental, e.g. unstable ground, dangerous wildlife, high cliffs, weather
   - physical, e.g. noise; electricity; temperature; ergonomic, such as repetitive movements and poor workstation design
   - psychological, e.g. violence, harassment, stress
   - safety, e.g. unsafe working conditions and practices, faulty equipment
7. work environment

6.2   Maintain Safe Working Environment

6.2.1   Follow safe work practices

Purpose

Following safe work practices helps to prevent injuries and reduce illnesses.

Performance and Abilities

1. **maintain required credentials, e.g. keep certifications up to date, participate in training**
2. **follow Workplace Hazards Materials Information System (WHMIS) guidelines and standard operating procedures (SOPs), e.g. food safety and sanitation practices**
3. **be prepared to use emergency and safety equipment (e.g. fire extinguishers, first aid kit) when necessary**
4. **follow fire safety requirements, for example:**
    *   keep kitchen hoods and other equipment free from grease build-up
    *   keep fire stairs and exits clear
    *   keep fire doors closed
    *   report use of fire extinguisher to supervisor
    *   smoke only in designated areas
5. **prevent injuries, for example:**
    *   follow safe lifting, carrying, bending and reaching practices, e.g. gain firm footing, ask for assistance, use ladders
    *   ensure adequate lighting for tasks
    *   prevent repetitive movements, e.g. rotate tasks
6. **do not put self or others at risk, for example:**
    *   avoid working while impaired
    *   provide safety instructions to clients
    *   prevent robberies and assaults, e.g. keep cash hidden, use buddy system
    *   walk; do not run
    *   inspect workspace and equipment, e.g. ensure equipment is safe to use, ensure safety guards are in place
    *   clarify expectations or unclear points to ensure understanding, i.e. avoid acting on assumptions
    *   eliminate potential hazards, e.g. clean spills promptly, use signs to mark wet areas, keep floors free of debris and clutter, report maintenance needs
    *   report situations that could result in harm to self or others, e.g. hazards, unsafe practices, injuries, illnesses, near misses, suspicious activity
    *   do not perform tasks that are unusually dangerous or unsafe
7. **notify designated responders (e.g. floor fire marshal) when necessary**
8. **collaborate in incident investigations, as required**

Knowledge

1. components of fires, e.g. classes, fire triangle
2. location of emergency equipment, e.g. heart defibrillator, first aid kit
3. organization's health and safety program, e.g. roles and responsibilities of employees
4. relevant legislation and regulations, e.g. WHMIS hazard symbols, safety data sheets (SDS)
5. relevant policies and procedures, e.g. standard operating procedures (SOPs)
6. risk management techniques
7. trained personnel, e.g. fire warden, first aiders

Purpose

Operating equipment safely is essential in preventing injuries to self and others.

Performance and Abilities

1. use equipment only when and as authorized to do so
2. follow manufacturers' operating manuals and instructions for use, e.g. intended use only, use safety guards, avoid pinch points
3. have proper training before operating equipment
4. do not disturb those using equipment
5. dress appropriately, e.g. wear personal protective equipment (PPE), refrain from wearing dangling jewellery or loose clothing
6. keep extremities, tools and utensils away from moving parts
7. inspect workspace and equipment prior to use, for example:
    *   ensure safety guards are in place
    *   check for signs of wear or damage, e.g. frayed cord
    *   verify that equipment is properly assembled
    *   verify that machinery is in safe working order
    *   adjust or report, as required
8. identify issues that become evident while using equipment, e.g. smoking motor, digital radio not working:
    *   handle problem, as required, for example:
        *   remove equipment from service
        *   identify as not safe for use, e.g. lock-out, tag-out, identify as unserviceable
        *   seek repairs
9. turn equipment off when not in use
10. perform maintenance and cleaning as per manufacturers' specifications, for example:
    *   turn off equipment and disconnect power source before servicing or cleaning
    *   use proper tools, e.g. clean griddles with grill stone
    *   follow sanitation standard operating procedures (SSOPs)
11. report misuse of equipment and faulty/broken equipment
12. document maintenance, as required:
    *   file maintenance records, e.g. on computer, in cabinet

Knowledge

1. equipment parts and functions
2. operation of equipment and machinery, e.g. manufacturers' specifications
3. relevant legislation and regulations, e.g. occupational health and safety
4. relevant policies and procedures, e.g. organization's documentation procedures, standard operating procedures (SOPs) for operation and cleaning of equipment
5. risk management techniques
6. type of equipment, e.g. electrical, hydraulic, mechanical, pneumatic, digital

6.2   Maintain Safe Working Environment

6.2.3   Handle hazardous materials

Purpose

Hazardous materials must be handled properly in order to prevent injuries to self and others, as well as to protect the organization and environment.

Performance and Abilities

1. **follow safe handling procedures, for example:**
   - adhere to safety data sheet (SDS) guidelines, e.g. dilute only as directed
   - wear recommended personal protective equipment (PPE), e.g. gloves, eye protection
   - prevent inhalation of fumes, e.g. use mask or foam nozzle
   - use only approved containers when transferring products
   - keep empty containers closed to contain residue and odours
   - follow procedures for disposing of flammable waste, e.g. oil, greasy rags
   - keep flammable objects away from flames
   - do not store incompatible chemicals together
2. **manage spills/accidental releases of hazardous materials:**
   - identify type and extent of spill/accidental release, e.g. localized spill vs. release of chemical into waterway
   - isolate hazard, if possible
   - notify supervisor of spill/accidental release, if required
   - arrange for cleanup of spill/accidental release
3. **follow storage procedures for hazardous materials:**
   - report issues (e.g. signs of damage or leaks) to supervisor
4. **complete documentation, as required, e.g. use of hazardous materials:**
   - file document, e.g. on computer, in cabinet

Knowledge

1. **organization's health and safety program, e.g. roles and responsibilities of employees, staff members trained in first aid, locations of emergency equipment**
2. **potential hazardous materials, e.g. gases; explosives; flammable or combustible liquids; bioazardous/infectious materials, including bodily fluids and excrement; oxidizing materials; corrosive materials**
3. **relevant legislation and regulations, e.g. occupational health and safety, Workplace Hazardous Materials Information System (WHMIS)**
4. **relevant policies and procedures, e.g. response procedures for spills or accidental releases, standard operating procedures (SOPs)**
5. **risk management techniques**

6.2.4   Safeguard client safety

Purpose

Safeguarding clients involves identifying situations that might put clients' safety at risk, and then taking action to reduce those risks to better protect clients from illness, injury and death.

Performance and Abilities

1. **review products and services to identify possible safety issues, e.g. possibility of falls, exposure to elements, wildlife encounters, food contamination**

2. **assess likelihood (e.g. high, moderate, low) of issue and possible harm, for example:**
    *   life threatening or serious, e.g. necessitating call to 911
    *   requiring assistance, e.g. support with onsite staff
    *   minor injury, e.g. offer ice pack

3. **develop relationships with emergency service providers and personnel, e.g. fire department, police, wildlife conservation officers:**
    *   develop mutual understanding of services provided
    *   establish protocols for response

4. **take action to increase client safety, for example:**
    *   inform client of potential harm, e.g. detail possible issues in waiver for client to read and sign
    *   assess client's needs and abilities, e.g. dietary needs, required physical condition, medical information
    *   provide safety equipment, e.g. helmet, personal floatation device (PFD)
    *   instruct client, e.g. demonstrate use of personal protective equipment (PPE), discuss contingency plans
    *   state expectations, e.g. stay on path, watch for traffic when disembarking vehicle
    *   adhere to alcohol service regulations, e.g. do not overserve

5. **address client's unsafe behaviour:**
    *   remain calm
    *   take client aside
    *   identify undesirable behaviour
    *   state company policy and consequences of noncompliance
    *   consider motivation or reasons for behaviour, e.g. misunderstanding or confusion
    *   ask client to discontinue behaviour
    *   ask for assistance, if required, e.g. escalate issue to supervisor
    *   ensure personal safety, e.g. withdraw if client becomes volatile
    *   if undesirable behaviour continues:
        *   take action to correct behaviour, e.g. redirect client to appropriate walking path, cancel activity
        *   seek assistance, as necessary, e.g. call supervisor, security and/or police

6. address illegal activities appropriately and immediately, e.g. call police or wildlife conservation officers
7. document incidents, for example:
   • note issue and action taken
   • ask witnesses to sign statement
8. file documents, e.g. on computer, in cabinet

Knowledge

1. conflict resolution techniques, e.g. de-escalation techniques for addressing unsafe behaviours
2. location and details of emergency preparation plan
3. locations of emergency facilities, e.g. hospital, medical clinic
4. organization's health and safety program, e.g. location of communication and signaling equipment, location of first aid and survival kits
5. relevant legislation and regulations, e.g. occupational health and safety
6. relevant policies and procedures

6.3.1   Develop emergency plan

Purpose

Developing an emergency plan helps to protect the health and safety of employees and clients. It can also help to secure vital records and assets, and allow for self-sufficiency, provide some continuity of operations and minimize the organization's liability following an emergency situation.

Performance and Abilities

1. **create emergency planning team, e.g. person in charge, alternate crisis manager, spokesperson, off-site team lead, communications lead**
2. **create lists of:**
    *   employees with first aid training
    *   employees' emergency contacts
    *   employees with special requirements/restrictions, e.g. mobility issues, dietary restrictions, medical conditions
    *   emergency contacts, e.g. local authorities; media representatives; critical suppliers; utility companies; hospital, fire and police services; city personnel
    *   board members
    *   locations of services, e.g. fire alarms, extinguishers, electrical panels, gas and water shut-off valves, stock materials
3. **work with subject matter experts to identify potential emergency situations, such as:**
    *   natural, e.g. avalanches, floods, earthquakes, landslides, extreme weather, wildfire
    *   environmental, e.g. hazardous material spills
    *   social/political, e.g. acts of terrorism, crime, riots, bomb threats
    *   health-related, e.g. epidemics
    *   technological, e.g. power outages, water disruptions
4. **consult emergency services for help in creating comprehensive and coordinated approaches, e.g. request training from fire/police, contact utilities company to determine best practices**
5. **evaluate probabilities, time frames and potential impacts of identified risks**
6. **formulate responses, e.g. quarantine, lock-down, shelter-in-place:**
    *   determine how to protect individuals and property, for example:
        *   employees and clients, including those with special requirements/restrictions, e.g. diabetic, anaphylactic
        *   records, e.g. have offsite storage, store in waterproof and fireproof container
        *   infrastructure and assets, e.g. secure space, cover equipment
        *   provisions and emergency supplies

- map evacuation and/or shelter-in-place plan:
    - note emergency exits, muster/gathering points and crisis headquarter location, considering:
        - ease of access
        - assistance required for those with special needs
        - alternative sites in case original selections are inaccessible

7. **stock materials to meet basic needs if shelter-in-place might be required, for example:**
    - emergency water
    - non-perishable food:
        - consider allergies and special needs, e.g. gluten free, nut free
    - medical supplies, e.g. pain medication, bandages, disinfectant, masks
    - sanitation needs, e.g. garbage bags, moist towelettes, hand sanitizer
    - emergency supplies, e.g. battery-powered flashlights, extra batteries, cellular telephone with charger, whistles, emergency contact list

8. **distribute finalized emergency plan, e.g. give copy to employees, post in strategic locations**

9. **provide training:**
    - train employees in use of plan
    - hold regular practice drills:
        - review processes, procedures, roles and responsibilities
        - walk through evacuation routes
        - practice shelter-in-place plans/approaches
    - address concerns
    - ensure employees are able to participate in training/drills, e.g. schedule across multiple shifts
    - document employees' completed training and attendance at drills

10. **file documents, e.g. on computer, in cabinet**

11. **keep emergency plan and other documents up to date, e.g. review every six months, update lists as required**

Knowledge

1. **layout of property, e.g. location of emergency exits, evacuation routes and emergency equipment**
2. **local area and potential risks, e.g. natural threats, power outages**
3. **organization's health and safety plan**
4. **relevant legislation and regulations, e.g. occupational health and safety**
5. **relevant policies and procedures**

6.3.2   Develop strategy to communicate emergency plan

Purpose

Having a strategy to communicate the emergency plan can help keep stakeholders informed during an emergency, potentially increasing safety and security.

Performance and Abilities

1. **build emergency communication team, e.g. spokesperson, communication coordinator, team lead:**
    *   establish required roles and tasks for each role
    *   name individuals, as well as back-up personnel, for each role
    *   ensure team members have skills and training to fulfil roles in stressful situations
2. **identify external contacts with whom to work to deliver coordinated response, e.g. police service, health services, city personnel, utility companies, media contacts, suppliers, contractors**
3. **prepare communication materials, for example:**
    *   develop short, clear key messages for each possible crisis
    *   tailor messages to different audiences, e.g. clients, employees, emergency responders, news media
    *   identify channels for communication and monitoring of crisis, e.g. social media, satellite telephone, intranet
4. **determine how to assess crisis and severity, e.g. listen to news report of impending storm**
5. **develop crisis communication strategy, for example:**
    *   determine how team will be activated when crisis occurs
    *   establish method of notifying stakeholders, e.g. owners, upcoming booked clients
    *   determine how to adapt communication strategy as situation changes, e.g. content, channels
    *   establish how to coordinate effort with relevant external contacts, e.g. police, media
    *   consider how to manage social media, e.g. how to share accurate information
6. **file plan, e.g. on computer, in cabinet**
7. **keep plan up to date, e.g. review every six months, update lists as required**

Knowledge

1. **evaluation methods**
2. **potential crises, e.g. earthquake, food poisoning, terrorist incident, communicable disease, animal attack**
3. **relevant legislation and regulations, e.g. occupational health and safety**
4. **relevant policies and procedures**
5. **roles, responsibilities, skills and training of management and employees**
6. **types of communication, e.g. tactical, strategic, emergency**

Purpose

Proper response to an emergency can stabilize a situation, protect self and others from injury or possible death, and help to eliminate or ease safety and security issues.

Performance and Abilities

1. **recognize signs of problem or potential emergency situation, e.g. smoke, alarms, yelling, weather advisories**
2. **remain calm**
3. **use emergency plan training**
4. **assess situation:**
   - determine type of emergency, e.g. medical, chemical, fire, violence, terrorism
   - identify potential hazards, e.g. smoke inhalation, physical threat, unstable building
5. **apply relevant policies and procedures, e.g. from fire response plan or violence response plan**
6. **determine ability to assist others, e.g. certified in first aid, crisis management training**
7. **respond to immediate issues if safe to do so, for example:**
   - call 911:
     - provide requested information
     - follow instructions given
   - activate fire alarms
   - assist individuals that require help, e.g. guide to nearest exit
   - check washrooms and client areas
   - extinguish small/contained fires
   - address medical emergencies, for example:
     - determine person's ability to respond, e.g. ask questions or squeeze ear lobe gently to gain reaction of eyes fluttering, body movement or groan
     - keep person still, quiet and warm
     - remain with person until arrival of emergency personnel
     - perform first aid, if certified to do so, until emergency assistance arrives, for example:
       - check for signs of shock, broken bones or fracture
       - perform rescue breathing or cardiopulmonary resuscitation (CPR)
       - apply direct pressure to bleeding wound
8. **stay alert, e.g. react to unfolding events**

9. **determine whether to shelter-in-place or evacuate to safe location:**
   - apply relevant policies and procedures, for example:
     - if evacuating: leave belongings behind, help others leave, prevent others from entering area
     - if sheltering-in-place: close, lock and barricade door; take cover or hide under desk or in closet; keep away from doors and windows; leave only when instructed to do so by emergency personnel
10. **provide guidance and reassurance to others, within own abilities**
11. **conduct post-incident activities:**
    - protect privacy of casualties, e.g. do not discuss incident with co-workers or clients
    - document details, e.g. date, time, nature of emergency, time authorities arrived, witness information
12. **follow up as requested by management, for example:**
    - suggest recommended action to prevent reoccurrence
    - follow revised action plan

Knowledge

1. **decision making and problem solving techniques**
2. **evaluation methods**
3. **fire extinguisher use, i.e. PASS:**
   - **P**ull pin
   - **A**im extinguisher
   - **S**queeze trigger (or release retardant following manufacturer's instructions)
   - **S**weep from side to side
4. **post-incident activities**
5. **relevant legislation and regulations, e.g. occupational health and safety, good Samaritan law for jurisdiction**
6. **relevant policies and procedures, e.g. emergency plan**
7. **relevant standard operating procedures (SOPs)**
8. **types of emergencies, for example:**
   - natural, e.g. avalanches, floods, earthquakes, landslides, extreme weather, wildfire
   - environmental, e.g. hazardous material spills
   - social/political, e.g. acts of terrorism, crime, riots, bomb threats
   - health-related, e.g. epidemics, severe pain, difficulty breathing, bleeding
   - technological, e.g. power outages, water disruptions

7 Security

7.1 Maintain Security Measures

7.1.1 Develop security plan

Purpose

Developing a good security plan is critical to establishing a comprehensive, informed approach to managing security risks that may threaten an organization and its employees, clients and property. Using this security plan can decrease an organization's vulnerabilities and increase its capacity to counter threats.

Performance and Abilities

1. create security planning team
2. consult organization's risk management strategy (if available) to identify security-related content
3. identify organization's internal and external security systems, e.g. alarms, two-way radios, emergency first responders, security company
4. assess organization's security threats:
   - determine associated vulnerabilities and risks
   - consider consequences of security breaches:
     - estimate severity
     - determine maximum possible loss or liability, e.g. consult with insurance provider
     - include social and reputational costs
5. prioritize risks, e.g. probability, frequency, severity
6. develop procedures for managing different risks, e.g. crowd control, site evacuation, communications:
   - specify responsibilities, e.g. who, what
7. develop incident reporting and documenting procedures
8. allocate required resources, e.g. employee time and funding for security training, security equipment:
   - determine need to contract security professionals
9. identify barriers to implementing plan, e.g. staff workload, perceived seriousness of threats:
   - create strategies to reduce barriers
10. validate security plan:
    - check feasibility/functionality, e.g. get opinion from police or management
    - test plan, e.g. role-play scenarios or simulations
11. file security plan, e.g. on computer, in cabinet
12. review security plan, e.g. as scheduled, annually:
    - revise plan, as necessary

Knowledge

1. contact information for authorities, e.g. emergency first responders, security company, senior leadership team, key stakeholders
2. policy development
3. relevant legislation and regulations, e.g. building and fire codes
4. relevant policies and procedures
5. relevant standard operating procedures (SOPs)
6. security-related trends, e.g. social or political crime, new security technology
7. types of response measures
8. types of security threats:
   - behavioural, e.g. harassment, vandalism, trespassing, theft
   - natural, e.g. hail, tornados, floods
   - physical, e.g. building damages, power failures
   - technical, e.g. network or system breaches
9. types of vulnerabilities and threats

7.1.2 Manage access to site

Purpose

It is important to manage access to an organization's site in order to protect the people and assets at the location.

Performance and Abilities

1. **control access to restricted areas, for example:**
   - install doors, fencing or gates
   - post signs to define boundaries and access limitations
   - position employees at access points, e.g. front entrance
   - ensure surveillance system is working properly
   - ensure employees and volunteers have designated access credentials, e.g. access pass, name tag, swipe card
   - ensure key systems are secure, maintained and up to date, e.g. are not vulnerable to hacking or unlawful access

2. **remove unauthorized individuals from restricted areas:**
   - intervene, as required
   - call appropriate authorities if problem escalates

3. **establish policies and procedures related to employees' role in monitoring access to site, for example:**
   - ensure employees maintain casual surveillance of entrances, e.g. watch for loiterers
   - encourage employees to make eye contact with individuals entering site

4. **control after-hours access, if applicable, for example:**
   - have employees or security personnel tour site frequently
   - ensure access points are secure, e.g. windows, doors

5. **ensure vendors (e.g. landscapers, caterers) and volunteers are screened upon entry, if necessary**

6. **perform routine assessment of site to identify changes in vulnerabilities**

Knowledge

1. **contact information for authorities, e.g. emergency first responders, security company**
2. **organization's restricted areas, e.g. storage rooms, service or reception areas, offices, member-only facilities, sites for use by paid clients**
3. **organization's security or surveillance system**
4. **policy development**
5. **relevant legislation and regulations, e.g. removing trespassers**
6. **relevant policies and procedures, e.g. organization's security plan, procedures for managing site access**
7. **site layout, floorplan and access points**

7.1.3 Manage security of assets

Purpose

Properly managing the security of assets is critical to minimizing loss and to developing a sense of trust and safety with employees and clients.

Performance and Abilities

1. **establish security measures for organization's assets, for example:**
    *   provide surveillance cameras in high-risk areas
    *   post employees or security service in designated areas
    *   secure cash drawers, e.g. closes on timed system or under lock and key
    *   restrict access to areas with valuables, e.g. limit to authorized employees with access codes or keys
    *   post signs to define boundaries and access limitations
    *   use password protection to secure confidential computer files, e.g. client information
    *   implement inventory control system, e.g. key sign-out, logbook entry
2. **establish security measures for clients' assets:**
    *   provide locked storage areas, e.g. for technical or sporting equipment
    *   provide secure location for small valuables, e.g. room safe, lockers
    *   ensure rooms have functioning locks
    *   ensure access is issued to authorized clients only
    *   provide surveillance cameras in public areas with clients' valuables, e.g. parking areas
3. **ensure clients are informed about security measures and options, e.g. in person, within contract, on website**
4. **document security measures:**
    *   file document, e.g. on computer, in cabinet
5. **review security measures, as required, e.g. annually:**
    *   document areas of increased vulnerability, e.g. nature of threats, possible solutions

Knowledge

1. **clients' assets to be kept secure, e.g. vehicles, pets, personal information**
2. **organization's assets to be kept secure, e.g. equipment, cash, inventory, information**
3. **organization's floor plan, e.g. secure location options for organization's and clients' assets**
4. **organization's security or surveillance system**
5. **relevant legislation and regulations, e.g. protection of client information**
6. **relevant policies and procedures, e.g. organization's security plan**
7. **technology and trends in security and surveillance**

7.1.4   Manage fraud prevention

Purpose

Preventing fraud is critical to maintaining a secure environment, controlling financial loss and having a trustworthy and professional image.

Performance and Abilities

1. **take preventative actions to minimize fraud committed by external sources:**
    - provide training for employees, e.g. discuss procedures for detecting fraud
    - ensure fraudulent activity is documented
    - consider investing in software that detects and blocks fraudulent online activity and purchases
2. **take preventative actions to minimize fraud committed by internal sources:**
    - keep approved vendor list:
        - review purchases
    - maintain comprehensive control over inventory, e.g. implement requisition system
    - ensure cash management procedures are adequate and up to date
    - analyze financial transactions (e.g. sales, inventory, purchases, commissions) and statements to be sure they are legitimate
    - implement regular reviews of cases with worker compensation and health insurance providers
    - provide employees with ways to report fraudulent activities:
        - protect privacy, e.g. offer method for providing anonymous information
    - watch for unusual behaviours and situations, e.g. employees routinely staying late or working weekends, inventory shortages, accounting discrepancies
3. **document fraud prevention plan**
4. **file document, e.g. on computer, in cabinet**
5. **review prevention program, as required:**
    - revise, as necessary

Knowledge

1. key characteristics of currencies from target-market countries
2. relevant legislation and regulations
3. relevant policies and procedures
4. trends in fraud prevention and detection, e.g. typical behavioural patterns, fraud protection software
5. types of external fraud, for example:
   - counterfeit currency
   - credit card fraud, e.g. stolen credit card used to make illicit purchase
   - cyberfraud, e.g. hacking, phishing, use of malicious software
   - friendly fraud, e.g. requesting credit card chargeback for purchased product/service
   - identity fraud, e.g. falsifying identification to gain access to property
   - loyalty/reward card fraud, e.g. using stolen credit cards to gain access to loyalty points
   - voucher/coupon fraud, e.g. creating false document to receive discount or free product/service
6. types of internal fraud, for example:
   - accounting fraud, e.g. manipulating financial statements
   - commission fraud, e.g. falsifying sales record to gain compensation
   - health insurance fraud, e.g. falsifying visit to health practitioner to gain compensation
   - inventory fraud, e.g. item not entered into point of sale (POS) system and kept for personal use
   - payroll fraud, e.g. falsifying hours worked, manipulating rate of pay
   - vendor fraud, e.g. overbilling for product
   - worker compensation fraud, e.g. falsifying work-related injury to gain compensation or time off with pay

7.1.5   Report suspicious activities

Purpose

Reporting suspicious activities contributes to an organization's efforts to protect its clients, employees, property and community. Illegal and dangerous activities could occur in any tourism setting (e.g. hotel, restaurant, sports event, convention centre) and impact the security and safety of the organization and the people present.

Performance and Abilities

1. be aware of possible security threats and issues, e.g. labour trafficking, sale of illegal products
2. watch for unusual behaviours, for example, individual who:
   - attempts to access secure or restricted areas, e.g. parking garage, another client's suite, closed sections
   - avoids security measures, e.g. entering away from main entrance, masking identity in proximity to security cameras
   - shows unusual interest in site, e.g. asking employees about operating procedures or nearby high-profile buildings, taking notes or unusual photographs, has maps with excessive notes
   - refuses to provide personal information, e.g. place of residence or employment, reason for being at location
   - requests that personal information be kept confidential
   - uses cash, multiple currencies or untraceable currencies (e.g. bitcoin, cryptocurrency) for large purchases
   - uses credit card with different name
   - requests specific room or floor
   - refuses help to carry heavy items
   - refuses maintenance or cleaning services
3. watch for unusual items, for example:
   - luggage or packages of unusual weight, size or number
   - deliveries of unusual weight, size or frequency
   - unattended luggage or packages
   - presence of firearms or ammunition, as well as chemicals, wiring, batteries and other devices from which weapons could be created
   - luggage or packages with unusual stains and odours
4. watch for unusual circumstances related to vehicles and parking areas, for example:
   - abandoned or illegally parked vehicles
   - driver who appears unfamiliar with operation of vehicle
   - unusual items in vehicles, e.g. chemicals, blanket covering large items
   - unfamiliar delivery trucks

5. watch for illegal activities, e.g. drinking in public areas; using illegal drugs and substances; altered fire alarms, smoke detectors or surveillance cameras

6. follow security procedures when unusual activities or situations are observed, e.g. ask for proof of identification or access card

7. report suspicious activities, as necessary, e.g. immediately to security, supervisor or management:

   - remain calm

   - stay safe, e.g. do not put self in danger, do not approach individuals, do not handle suspicious items, avoid attracting attention to self

   - provide detailed information as requested by security or management, for example:

     - identify self

     - describe observations, e.g. situation; individual's clothing, hair colour and estimated age

     - specify time and location

Knowledge

1. contact information for designated authorities, e.g. emergency support, security organization

2. organization's security tools and resources, e.g. close-circuit television system (CCTV), security personnel, alarm systems, access control systems

3. organization's site map, e.g. licensed areas, back of house, access points

4. problem solving techniques

5. processes for determining suspicious persons or activities

6. relevant legislation and regulations, e.g. requirement to stop onsite disturbance in hotel

7. relevant policies and procedures, e.g. security, health and safety

8. risk management techniques

9. types of security threats, e.g. terrorism, identity fraud, human trafficking

7.1.6   Apply security measures

Purpose

Applying good security measures contributes to a safe and secure environment.

Performance and Abilities

1. **implement measures to secure access to site, for example:**
    *   maintain casual surveillance of entrances, e.g. watch for loiterers
    *   make eye contact with individuals entering site
    *   control access to restricted areas, e.g. kitchen, behind bar, offices, storage rooms
2. **implement measures to secure assets of organization and clients, for example:**
    *   secure protected areas properly after use, e.g. cash drawers, storage areas, offices
    *   follow logbook procedures for inventory, e.g. sign in, get required authorization
    *   request identification from clients when replacing lost access credentials, e.g. key, room card, gym card
3. **implement measures to prevent fraud, for example:**
    *   use knowledge of bank note security features to identify counterfeit bills
    *   report unusual client or co-worker behaviours
4. **follow cybersecurity procedures, e.g. keep passwords confidential**
5. **implement measures to secure confidential and restricted records and information:**
    *   store in designated locations, e.g. filing cabinet, safe, computer with password protection
    *   do not leave in unsecure locations, for example:
        *   on printer tray
        *   in unlocked filing cabinet
        *   on USB flash drive or computer without password protection
        *   on unattended computer screen
    *   dispose of records/documents as required, e.g. shred, permanently delete e-records, prepare records for off-site storage
6. **address behaviour of individual threatening security of others or property:**
    *   intervene if safe and authorized to do so, for example:
        *   request change in behaviour, e.g. "Please refrain from ... "
        *   ask party to leave
    *   notify management or authorities if situation is beyond capacity to handle, or if circumstances escalate
7. **report breach in security and actions taken**

Knowledge

1. contact information for appropriate authorities, e.g. security company, police, fire, ambulance
2. instances when intervention may be required, e.g. drinking in non-licensed areas, unauthorized entry, disruptive behaviour, apparent intoxication
3. organization's required security levels for information and records
4. organization's surveillance systems
5. potential threats and issues, e.g. unauthorized persons and vehicles, use of illegal drugs
6. relevant legislation and regulations
7. relevant policies and procedures, e.g. reporting of security breach, protecting confidential information, safe work practices, cybersecurity procedures
8. site layout, e.g. floor plans, access and entry points
9. types of fraud, e.g. credit card fraud, cyberfraud, voucher or coupon fraud, identity theft, chargeback fraud

7.2   Open and Close Establishment/ Department

7.2.1   Open establishment/ department

Purpose

Following appropriate opening procedures prepares an organization for safe, efficient business activities and for welcoming clients.

Performance and Abilities

1. turn on lights
2. sign in
3. adjust equipment, e.g. turn up heat, activate drink machines
4. perform general check of premises:
    *   ensure appropriate cleanliness
    *   mitigate safety hazards, e.g. dry or block access to wet floor
    *   ensure availability of needed supplies, e.g. pens, towels, coffee
5. check logbook or notice board for updates and information, e.g. equipment being repaired, new policy
6. turn on open signs, if required
7. follow alarm shut-off procedure, if applicable
8. unlock doors

Knowledge

1. operation of equipment, e.g. security system, air conditioner
2. relevant legislation and regulations, e.g. safe work practices
3. relevant policies and procedures, e.g. opening requirements

7.2.2   Close establishment/department

Purpose

Following appropriate closing procedures helps to ensure that an organization is safe, secure and prepared for the next shift.

Performance and Abilities

1. ensure equipment that is required to be off is turned off
2. secure sales receipts, e.g. put in safe
3. conduct security check, including thorough walk-through of facility, e.g. check washrooms and stairwells, ensure storage areas are locked
4. secure establishment, for example:
   - lock interior doors
   - close and lock windows
5. sign out
6. turn off lights
7. set alarm, if applicable
8. lock exterior door:
   - check that it is securely locked

Knowledge

1. operation of equipment, e.g. alarms, window locks
2. relevant legislation and regulations
3. relevant policies and procedures, e.g. closing requirements, buddy system in high-risk situations

8.1   Ensure Cleanliness

8.1.1   Manage organization cleanliness

Purpose

Managing cleanliness supports a safe environment for clients and employees. A properly maintained environment helps to build positive first impressions, create a pleasant environment and reduce workplace hazards.

Performance and Abilities

1. identify cleaning requirements for organization, e.g. kitchen, public restrooms, lobby, outside building, hallways, stairwells, laundry, fitness room, pool area, conference rooms
2. develop protocols for cleaning tasks, e.g. window washing, carpet cleaning, furniture rotation
3. develop cleaning schedules for tasks, e.g. daily, periodic, seasonal
4. coordinate cleaning activities with other departments, contractors and employees, e.g. assign areas to be cleaned to specific individuals
5. monitor quality and timeliness of cleaning activities
6. perform routine inspections:
   - verify compliance with cleaning standards:
     - conduct visual and physical inspections
     - use advanced technologies, e.g. black light
   - document evidence of compliance and non-compliance
   - take corrective actions, e.g. meet with employee to discuss how to address issue, offer additional training, review quality standards
   - follow up, e.g. check that cleaning standards are maintained
7. conduct regular staff meetings to review cleaning issues, e.g. address concerns on situations impacting quality of cleanliness
8. ensure required cleaning supplies are available
9. ensure required personal protective equipment (PPE) is available, e.g. masks, gloves, approved sanitizer
10. ensure employees are trained to perform cleaning tasks safely and to organization's standards
11. report regularly to management team

Knowledge

1. recommendations of global and local public health authorities
2. relevant legislation and regulations, e.g. Workplace Hazardous Materials Information System (WHMIS)
3. relevant policies and procedures, e.g. cleaning protocols for different surfaces
4. technologies to improve cleanliness
5. uses of PPE
6. waste management program

8.1.2   Oversee sanitation practices

Purpose

Properly overseeing sanitation practices supports a safe environment for clients and employees.

Performance and Abilities

1. identify sanitation requirements for organization, e.g. kitchen, public restrooms, lobby, hallways, stairwells, laundry, fitness room, pool area, conference rooms
2. develop protocols for sanitation tasks
3. develop sanitation schedules, e.g. daily, periodic, seasonal
4. coordinate sanitation activities with others, e.g. departments, contractors, employees
5. ensure sanitation equipment and tools are:
   - in good operating condition
   - sufficient in number
6. ensure sanitation supplies are available as needed
7. ensure personal protective equipment (PPE) is available as needed, e.g. masks, gloves
8. ensure employees are trained to perform sanitation tasks safely and to organization's standards
9. monitor quality and timeliness of sanitation activities
10. perform routine inspections:
    - verify compliance with sanitation standards:
      - conduct visual and physical inspections
      - use tools, e.g. black light
    - document evidence of compliance and non-compliance
    - take corrective actions, e.g. meet with employee to discuss how to address issue, offer additional training, review quality standards
    - follow up, e.g. check that sanitation standards are maintained
11. conduct regular meetings to review sanitation issues:
    - address employee concerns
12. report regularly to management team

Knowledge

1. public health authorities' recommendations, e.g. local, global
2. relevant legislation and regulations, e.g. Workplace Hazardous Materials Information System (WHMIS) regulations
3. relevant policies and procedures, e.g. sanitation protocols for different surfaces
4. technologies to improve sanitation practices
5. uses of PPE
6. waste management program

8.2.1   Follow sanitation guidelines

Purpose

Following proper sanitation guidelines reduces contamination and the spread of illness, which helps to ensure client and worker safety.

Performance and Abilities

1. complete industry-recognized sanitation course, e.g. food safety course:
    - keep certification and training current
2. follow proper procedures and regulations, e.g. workplace guidelines, manufacturers' instructions
3. use cleaning and sanitation supplies properly, e.g. employ Workplace Hazardous Materials Information System (WHMIS)
4. wear personal protective equipment (PPE) when required
5. prevent cross-contamination, for example:
    - wash hands frequently, e.g. after breaks, after using washroom, between tasks
    - use appropriate cleaning equipment for designated areas, e.g. toilet cloths and brush for toilets
    - separate soiled and unsoiled materials and equipment
6. prevent chemicals from coming into contact with food, for example:
    - avoid mixing or using cleaning products near food preparation
    - ensure surfaces are clean and dry before starting food preparation
    - store chemicals away from food and beverage products
7. follow workplace waste management program
8. document completed sanitation tasks

Knowledge

1. relevant legislation and regulations, e.g. WHMIS
2. relevant policies and procedures, e.g. sanitation guidelines, hand washing procedures
3. signs of pests
4. uses of PPE
5. waste management plan

8.2.2   Follow waste management program

Purpose

Properly following a waste management program helps to ensure a safe and hygienic environment for clients and workers. Environmental responsibility is promoted by decreasing the amount of waste produced and following procedures for properly handling recyclable materials.

Performance and Abilities

1. **use proper tools to collect waste, e.g. broom and dustpan, vacuum cleaner**
2. **use safe work methods, for example:**
    *   wear disposable gloves to handle human waste and pests
    *   use heavy-duty gloves to dispose of sharp objects and chemical waste
    *   do not place hands inside waste containers
    *   report incidents of waste spills and personal contamination to supervisor
3. **dispose of waste appropriately, e.g. in designated containers**
4. **sort recyclable materials according to organization's waste management/zero waste program, e.g. place in proper designated containers, identify items appropriate for reuse**
5. **follow proper hand washing procedures after handling waste materials**

Knowledge

1. **location of receptables for waste**
2. **relevant policies and procedures, e.g. waste management/zero waste program, hand washing**
3. **waste that requires special disposal procedures:**
    *   hazardous waste, for example:
        *   sharp objects, e.g. broken glass, syringes
        *   items soiled with or containing human waste and therefore capable of contaminating, e.g. surgical dressings, used condoms, diapers
        *   products dangerous to environment, e.g. chemical products, batteries
        *   pests and pest waste
        *   ashes from ashtrays and fireplaces
    *   recyclables, e.g. paper, cardboard, plastic, glass
    *   food and organic waste, e.g. leaf and yard waste

8.2.3   Conduct pest control activities

Purpose

Properly conducting pest control activities helps to inhibit the spread of disease, decrease damage to equipment and property, and support a safe and hygienic environment for clients and workers.

Performance and Abilities

1. **look for signs of pests in:**
   - furniture and bedding, e.g. bugs, bloodstains
   - kitchen cupboards and food storage areas, e.g. bugs, droppings, chew marks
   - outdoor areas, e.g. under eaves, on patios, around waste containers
   - employee areas, e.g. linen/storage rooms
   - client facilities and public areas, e.g. fitness centre, breakfast/dining area
2. **report presence of pests to supervisor immediately**
3. **clean and sanitize designated area, as necessary:**
   - use applicable cleaning products
   - wear necessary personal protective equipment (PPE), e.g. wear mask and gloves when cleaning up rodent droppings
   - dispose of pests and pest waste appropriately
4. **employ measures to eliminate pests, e.g. electrocutors, traps, sprays**
5. **document steps taken and further action required**
6. **monitor areas for recurring signs of pests**

Knowledge

1. **identification of pests, e.g. bedbugs, roaches, rodents**
2. **relevant legislation and regulations, e.g. Workplace Hazardous Materials Information System (WHMIS)**
3. **relevant policies and procedures**
4. **signs of pest activity, e.g. droppings, chew marks**
5. **typical environments for specific pests, for example:**
   - bedbugs in furniture and bedding
   - cockroaches and ants in kitchens
   - wasps on balconies and patios

9.1 Manage Sustainable Tourism Operation

9.1.1 Develop sustainability management plan

Purpose

Having an effective sustainability management plan can help an organization to establish, manage and operate in ways that maximize positive benefits, minimize negative impacts and support continuous improvement.

Performance and Abilities

1. determine organization's current practices and impact
2. assess organization against industry sustainability standards
3. research sustainability management approaches:
   - determine effective approaches in region and tourism sector, e.g. trends, best practices
   - consider pros and cons of each approach
   - explore options, for example:
     - ask clients what they would value and be willing to pay for
     - ask staff for input and ideas
     - consult with local communities, e.g. indigenous communities
     - communicate with sustainable tourism and local organizations
     - research available certifications, resources and partnerships
4. consult with experts to determine best practices, as required, e.g. biologist
5. determine aspects of sustainability to be addressed in plan, for example:
   - climate action
   - community support
   - energy conservation, e.g. power-down policy
   - protection of human and labour rights
   - sustainable procurement
6. research government programs that provide resources to organizations implementing sustainable practices, e.g. support for efficient energy systems or reducing waste
7. develop goals and objectives, for example:
   - targets for energy consumption or savings
   - percentages for waste reduction
   - number of new community partnerships
   - targets for donations to community programs
8. determine financial viability:
   - conduct cost-benefit analysis
9. ensure that plan complies with relevant laws and regulations

10. determine associated impacts, both positive and negative, of environmental, social, cultural, economic, quality, human rights, health and safety issues:
    - identify opportunities and concerns:
        - collaborate with stakeholders
    - address issues and concerns:
        - document factors and impacts, including:
            - risks and crisis management approaches
            - goals and strategies to ensure sustainable operations
        - identify process to maximize positive and minimize negative impacts
        - consider long-term implications, e.g. initial expensive investments that will lower operating costs or increase future revenue
11. develop strategy to communicate sustainability objectives and performance criteria to stakeholders
12. develop approach for monitoring and evaluating progress:
    - establish timeframes for review, e.g. monthly, annually, per project
    - include mechanisms for obtaining stakeholder feedback, e.g. supplier sustainability survey
13. integrate sustainability commitments into organization's mission statement, as required
14. update plan, as necessary
15. file plan, e.g. on computer, in cabinet

Knowledge

1. approach for developing goals and objectives, e.g. SMART (specific, measurable, attainable, relevant, timely)
2. aspects of sustainability that apply to tourism businesses, e.g. climate action, human trafficking, local procurement, protection of historical and heritage sites/items, water management
3. clients, partners, suppliers and stakeholders
4. common sustainability policies and practices in tourism sector
5. evaluation methods, e.g. formative, summative
6. methods for attaining, managing and responding to feedback
7. organization's operations, activities, goals and capabilities
8. relevant legislation and regulations, e.g. health, safety, labour, environmental
9. relevant policies and procedures
10. risk management strategies
11. sources of information and support, e.g. post-secondary education providers, tourism industry associations, program delivery resources like Ocean Wise

9.1.2   Implement sustainability management plan

Purpose

Properly implementing a sustainability management plan will help to gain buy-in for the plan. Having a well-implemented plan can help an organization to maximize positive benefits, minimize negative impacts and support continuous improvement.

Performance and Abilities

1. **determine roles and responsibilities necessary for execution of sustainability management plan, e.g. assign ambassador/champion**
2. **promote sustainability initiatives (e.g. recycling programs, ride-share initiatives, energy-conservation practices) through marketing, communications and public relations practices:**
    *   network with partners and stakeholders, e.g. tourism associations, clients
    *   connect with communities, e.g. community action groups
3. **ensure relevant information and expectations are shared with required parties:**
    *   discuss importance of sustainable practices with suppliers
    *   provide training and education to employees, for example:
        *   hold workshop on human trafficking
        *   create discussion session on environmental impacts of tourism
    *   engage employees on how to put plan into practice
4. **request support from clients, employees and stakeholders**
5. **empower employees to make changes within guidelines:**
    *   promote innovation
6. **evaluate plan:**
    *   determine compliance:
        *   confirm that staff, suppliers and clients are following practices
        *   ensure condition of facilities and equipment is acceptable, e.g. recycling bins are clean
    *   collect information on effectiveness:
        *   conduct internal or external audit, e.g. waste audit
        *   compare client experience to environmental impacts
    *   identify areas for improvement
7. **share successes and results, e.g. with employees, clients and stakeholders**
8. **adapt plan, as required:**
    *   adjust practices, behaviours and actions to improve outcomes, enhance efforts and simplify processes
    *   document corrective actions taken
9. **file plan, e.g. on computer, in cabinet**

Knowledge

1. approach for developing goals and objectives, e.g. SMART (specific, measurable, attainable, relevant, timely)
2. aspects of sustainability that apply to tourism businesses, e.g. labour rights, energy conservation, protection of historical and heritage sites/items
3. clients, partners, suppliers and stakeholders
4. common types of sustainable policies and practices in tourism sector
5. effective communication strategies
6. evaluation methods
7. methods for attaining, managing and responding to feedback
8. organization's operations, activities, goals and capabilities
9. relevant legislation and regulations, e.g. environmental
10. relevant policies and procedures

9.1.3 Promote sustainable construction and maintenance of structures

Purpose

To support sustainable tourism operations, efforts must be made to ensure mindful design, construction, renovation, demolition and use of structures. Due diligence helps to ensure that structures are beneficial and appropriate to the community while minimizing impacts on the surroundings and environment.

Performance and Abilities

1. comply with requirements and legislation, e.g. zoning, protected and sensitive areas, heritage sites:
    *   attain required licences and permits
2. comply with non-statutory area management plans and guidance, e.g. covenants, design suggestions
3. conduct impact assessment, considering:
    *   landscape, cultural and natural heritage of site
    *   protection of biologically sensitive and protected areas
    *   preservation of integrity of archaeological, cultural, heritage and sacred sites
    *   mitigation of negative impacts on wildlife and habitats
    *   existing water courses, catchments, wetlands and run-off
    *   risk factors, e.g. climate change, natural disasters, visitor safety
4. develop plans for design, construction, renovation, demolition and user-flow based on impact assessment
5. use sustainable practices and materials when possible, for example:
    *   source local materials and workers
    *   use native and endemic plants from sustainable sources:
        *   avoid exotic and invasive species
    *   obtain appropriate design and construction certifications, e.g. Leadership in Energy and Environmental Design (LEED) certification
    *   dispose of construction waste in environmentally sound manner
6. consider universal design principles to maximize accessibility for all, for example:
    *   provide clear and accurate descriptions of level of accessibility
    *   install ramps, pull bars and automatic doors
    *   ensure washrooms and hallways are wide enough to accommodate wheelchairs and walkers
    *   ensure ongoing maintenance of accessibility systems

Knowledge

1. best practices and non-statutory guidelines
2. methods for conducting impact assessments
3. relevant legislation and regulations, e.g. code requirements
4. sources of sustainable and local products and materials, and local workers
5. universal design principles

9.1.4   Implement sustainable purchasing

Purpose

Implementing sustainable purchasing practices can support healthy ecosystems and communities, impacting the longevity of an organization and the tourism sector as a whole.

Performance and Abilities

1. **identify organization's goals of sustainable purchasing, e.g. be seen as ethical business, attract new clientele, reduce waste**
2. **determine criteria to qualify as sustainable supplier, for example:**
   - local suppliers
   - businesses owned by those in underrepresented groups, e.g. Indigenous, people of colour, women
   - environmental protection, e.g. methods of growing or production, transportation, seasonality, water use
   - fair labour practices, e.g. no child or slave labour, good working conditions, equitable compensation
   - commitment to sustainability, e.g. use of sustainable practices,. sustainability certification, such as Rainforest Alliance (RA) certified
3. **determine criteria to qualify products as sustainable, for example:**
   - avoids waste, e.g. can be reused or recycled, contains recycled content, can be bought in bulk, no excess packaging, few/no single-use products
   - acceptable countries of origin
   - organic, natural and/or chemical-free, i.e. non-toxic
   - does not threaten or endanger species, e.g. certified as Ocean Wise, meets World Wildlife Fund's procurement policy
4. **communicate importance of sustainable practices to employees, clients and suppliers**
5. **source new suppliers, as required:**
   - include requirements for sustainability in requests for proposals
6. **evaluate existing and potential suppliers:**
   - rate suppliers against sustainability criteria
7. **monitor suppliers' compliance regularly, including maintaining:**
   - sustainability practices
   - required work environments, facilities and equipment, e.g. good working conditions
8. **monitor own organization's compliance:**
   - conduct internal or external audit

9. adapt purchasing practices, as required:
   - adjust practices, behaviours and actions to improve outcomes, enhance efforts and simplify processes
   - document corrective actions taken
10. file plan, e.g. on computer, in cabinet

Knowledge

1. aspects of sustainability and trends that apply to tourism businesses, e.g. climate action, local procurement, energy conservation
2. clients, partners, suppliers and stakeholders
3. common types of sustainable purchasing policies and practices in tourism sector
4. effective communication strategies
5. evaluation methods
6. impact of tourism businesses and purchasing practices
7. organization's operations, activities, goals and capabilities
8. relevant legislation and regulations, e.g. environmental
9. relevant policies and procedures
10. standards, guidelines and certifications related to sustainable purchasing in tourism, e.g. World Wildlife Fund Procurement Policy and Procedures for Goods and Services, Audubon Green Lodging Program

9.2   Promote Environmental Protection

9.2.1   Conserve resources

Purpose

Conserving resources, such as energy and water, provides benefits to tourism operators by mitigating the environmental impacts of the business, saving money and reducing waste.

Performance and Abilities

1. **identify wasteful practices and behaviours, e.g. resources overused in organization:**
    *   assess organizational practices periodically, e.g. monthly, annually, post-project
    *   participate in internal or external audit

2. **conserve energy, for example:**
    *   use renewable sources of energy, e.g. wind, solar, geothermal, tidal
    *   use low-emission, hybrid or electric vehicles
    *   purchase energy-efficient appliances and equipment
    *   look for opportunities to save energy, e.g. consolidate deliveries, turn off lights when leaving, turn off HVAC during times of no or low occupation

3. **conserve water, for example:**
    *   use equipment and practices that minimize water consumption, e.g. low-flow toilets, rain water harvesting, towel re-use program
    *   consider short- and long-term impacts of operations on water sources
    *   ensure that water originates from legal and sustainable source

4. **engage co-workers, suppliers and clients in organization's conservation practices, for example:**
    *   explain practices and rationale
    *   discuss innovations

5. **recommend changes to sustainability management plan, as required**

Knowledge

1. **environmental certifications**
2. **environmentally sustainable practices and approaches e.g. tourism sustainability standards**
3. **financial benefits of environmentally friendly practices**
4. **methods for measuring, monitoring and reducing resource consumption**
5. **organization's sustainability management plan**
6. **potential environmental impacts of activities**
7. **principles of minimum impact tourism**
8. **relevant legislation and regulations, e.g. environmental**
9. **sources of wasteful resource use, e.g. outdated equipment**

Purpose

Canada's environment is key to the success of our tourism industry; therefore, it is important that operators serve as environmental ambassadors by ensuring that organizations minimize pollution and waste, and by mitigating negative impacts on the environment.

Performance and Abilities

1. **identify sources of pollution (e.g. greenhouse gases, carbon emissions, heating systems) and waste, e.g. single-use items; paper collateral, such as pamphlets and programs:**
   - assess organizational practices periodically, e.g. monthly, annually, post-project
   - participate in internal or external audit

2. **address pollution, for example:**
   - decrease light pollution:
     - follow Royal Astronomical Society of Canada (RASC) light-pollution abatement guidelines
   - decrease noise:
     - reduce noise volume
     - use noise-isolating materials
   - decrease soil pollution:
     - use pesticide-free food sources
     - use natural or organic options for landscaping or pest control
   - decrease waste, for example:
     - install recycling and composting stations:
       - store items in designated bins or areas, e.g. used batteries or light bulbs, obsolete appliances
     - reduce paper use
     - eliminate use of single-use items, e.g. water bottles, cutlery
     - repair equipment to increase longevity
     - donate excess food to groups in need
     - reuse or compost food scraps
   - decrease emissions, for example:
     - use eco-friendly transportation options, e.g. bike rentals, car sharing, shuttles
     - use cleanest and most resource-efficient transport, e.g. hybrid/electric vehicles
     - minimize use of single-occupancy vehicles
     - choose local suppliers
     - promote plant-based alternatives on menus

3. ensure proper disposal of wastewater:
   - ensure suitable treatment on-site, if suitable municipal wastewater treatment is not available
4. use environmentally-preferred products, when possible, e.g. cleaning solutions
5. handle hazardous materials safely
6. offset pollution, for example:
   - purchase carbon offsets from accredited organizations
   - purchase renewable energy, e.g. solar, wind, biomass
   - plant trees, grasses and flowers
   - compost
7. engage co-workers, suppliers and clients in organization's reduction of pollution and waste practices, for example:
   - explain practices and rationale
   - discuss innovations
8. recommend changes to sustainability management plan, as required

Knowledge

1. available wastewater treatment options and waste management operations
2. efficient transportation opportunities
3. environmentally sustainable practices and approaches, e.g. tourism sustainability standards
4. financial benefits of environmentally friendly practices
5. forms of pollution, e.g. light, noise, soil
6. methods for measuring, monitoring and reducing emissions and waste
7. organization's sustainability management plan
8. pollution offset options
9. potential environmental impact of activities
10. principles of minimum impact tourism
11. relevant legislation and regulations, e.g. Workplace Hazardous Materials Information System (WHMIS), environmental
12. sources of greenhouse gases, carbon emissions and waste

9.2 Promote Environmental Protection

9.2.3 Reduce human impact on wildlife and habitat

Purpose

Wildlife and habitat are often key resources for tourism and can be negatively impacted by the movements and behaviours of people. Tourism operators should manage human interaction with flora, fauna and habitat in a responsible and respectful way so that the resource can prosper and clients' experiences be enhanced.

Performance and Abilities

1. **identify impacts on wildlife and habitat:**
   - assess organizational practices periodically, e.g. monthly, annually, post-project
   - participate in internal or external audit
2. **collaborate with communities**
3. **comply with laws, regulations, guidelines and policies regarding wildlife and habitat, e.g. adhere to seasonal closures**
4. **educate co-workers, suppliers and clients on regulations, policies and best practices, e.g. post clear rules and requirements**
5. **manage interactions with wildlife, for example:**
   - do not habituate wildlife, e.g. do not feed
   - maintain respectful and safe distance
   - do not disrupt natural behaviours, e.g. do not follow animal, do not use drones
   - respect wildlife corridors
   - eliminate wildlife attractants from property
   - avoid visiting during critical seasons, e.g. nesting, breeding, spawning
   - keep domestic animals leashed
6. **manage interactions with captive animals, e.g. in zoos and aquariums, for example:**
   - ensure that care personnel are licensed and have appropriate qualifications
   - inspect animals' health and housing conditions regularly
   - minimize interactions between captive and non-captive animals
7. **practice responsible hunting, fishing and foraging, if applicable:**
   - follow regulations, e.g. limits, size, catch and release
   - promote selective harvesting
8. **preserve habitat, for example:**
   - stay on designated paths
   - avoid contamination or introduction of invasive species and diseases:
     - clean gear, watercrafts and vehicles in designated areas
   - protect fragile habitat when clearing land for development, when possible
   - consider carrying capacity of area, e.g. limit number of clients, coordinate activities with other users

9. follow responsible fire practices, e.g. Fire Smart Canada, for example:
   - promote awareness
   - follow regulations and policies
   - allow fires only in designated areas
   - report uncontrolled fires immediately
10. leave what is found in place, for example:
    - leave rocks, plants and other natural objects as found
    - do not introduce or transport non-native species
    - do not adapt natural areas, e.g. do not build structures or dig trenches
11. participate in restoration activities, for example:
    - remove foreign objects and garbage
    - participate in community initiatives, e.g. tree planting, trail maintenance
12. recommend changes to sustainability management plan, as required

Knowledge

1. ecologically sensitive areas, e.g. nesting and spawning areas, fragile plants
2. environmentally sustainable practices and approaches, e.g. tourism sustainability standards, responsible harvesting and hunting practices
3. local experts, e.g. biologist
4. organization's sustainability management plan
5. potential environmental impact of activities
6. principles of minimum impact tourism
7. relevant legislation and regulations, e.g. wildlife harvesting and trade
8. relevant policies and procedures, e.g. stay within roped boundary
9. wildlife behaviours and habitats, e.g. local, endangered and/or vulnerable species, wildlife corridors and migration patterns

Purpose

By being active community members, tourism operators enhance their businesses while contributing to the social and economic vibrancy of their communities.

Performance and Abilities

1. gather information on community, e.g. values, culture, socioeconomic factors
2. analyze organization's business practices:
   - identify current engagement in community
   - assess social impact
   - identify opportunities for involvement
   - establish policies
3. provide opportunities for employment and advancement to community members, for example:
   - market positions and opportunities within community
   - offer training to residents to enhance employment opportunities
   - showcase local artists
4. provide opportunities for employees to participate in community projects, e.g. charity drive:
   - encourage volunteering in community, e.g. provide incentives for community involvement
5. contribute to community and community's charitable organizations, e.g. volunteer, donate money, provide in-kind donations
6. purchase from local suppliers when feasible:
   - consider sources of goods and services regularly
   - promote local suppliers
7. provide mentorship and opportunities to local entrepreneurs, for example:
   - help to develop, market and sell authentic and sustainable products and services
   - provide access to premises and clients for commercial activity
   - provide feedback, advice and input on quality and sustainability of products and services
   - consider joint ventures and partnerships
8. respect community environment, e.g. reduce pollution and waste, conserve resources
9. encourage sustainable practices in community, for example:
   - ways to minimize impact on sites or natural attractions
   - routes to explore on foot to reduce emissions
10. share local information with clients, for example:
    - cultural norms
    - where to buy local products and services
    - public transit availability and access

11. **seek opportunities to engage with community members, for example:**
    - build relationships with neighbouring Indigenous communities and organizations
    - host gatherings or sponsor events
    - attend community meetings, e.g. committee meetings, meetings with officials or elders
    - offer familiarization tours of organization and resources
    - offer discounted rates, space and resources

12. **monitor impact of organization's operations on community's access to local services and infrastructure, e.g. number and type of visitors:**
    - implement feedback process for community members to express compliments or concerns, e.g. grievances, formal complaints
    - respond to feedback, e.g. mediate situations, take corrective action
    - collaborate with community members to identify mutually beneficial resolutions

13. **communicate feedback to organization from community members and clients about sustainability of products and services**

14. **document impact of organization on community (e.g. economic impact, donations, service project) and corrective action**

15. **file documents, e.g. on computer, in cabinet**

16. **update documents, e.g. as scheduled, annually**

Knowledge

1. collaboration techniques
2. conflict resolution techniques
3. environmentally sustainable practices and approaches, e.g. tourism sustainability standards
4. local communication tools, e.g. newspapers, social media pages
5. local customs, practices, values and priorities
6. local entrepreneurs and service offerings
7. methods for monitoring organization's impact
8. methods for responding to grievances
9. organization's sustainability management plan
10. potential environmental impact of activities
11. relevant legislation and regulations, e.g. environmental
12. relevant policies and procedures, e.g. partnership, mentorship

9.3.2   Promote awareness of local culture and history

Purpose

Promoting awareness of local culture and history helps to showcase and recognize their importance and deepen clients' understanding of, and connections with, the area.

Performance and Abilities

1. **engage community members and site personnel:**
   - agree upon best practices and guidelines
2. **comply with best practices, protocols, laws and regulations regarding activities related to local cultural and historic sites, e.g. Indigenous communities, national sites**
3. **educate employees, suppliers and clients about guidelines and requirements**
4. **monitor compliance with guidelines and requirements:**
   - identify unacceptable behaviours
   - take corrective action
   - document corrective action taken
5. **contribute to protection, preservation and enhancement of historical and cultural sites, for example:**
   - make monetary contributions
   - provide in-kind support
   - respect intellectual property rights and Indigenous traditional knowledge of local communities
6. **incorporate culture and heritage of local area into operations, for example:**
   - prepare resources and materials in collaboration with Indigenous community members
   - use local arts and crafts in design and furnishings
   - represent heritage and traditions in cuisine, retail spaces and events
7. **protect artefacts:**
   - report use of artefacts in activities
   - prevent removal or damage of artefacts

Knowledge

1. best practices for cultural and historic preservation
2. conflict resolution techniques
3. culturally respectful behaviours, e.g. obtain permissions
4. Indigenous communities in area
5. Indigenous traditional knowledge, rights and protocols
6. intellectual property rights
7. natural and cultural heritage of area
8. relevant legislation and regulations, e.g. pertaining to historical and cultural sites and use of artefacts
9. sources of local arts and crafts

9.3.3   Support human and labour rights

Purpose

Supporting human and labour rights enables organizations to reduce the risk that activities will harm the rights of others, and instead help workers and clients to take the necessary steps to avoid, mitigate or remedy potential, actual or perceived abuses.

Performance and Abilities

1. demonstrate respect:
   * treat clients and workers with kindness and courtesy
   * encourage feedback and sharing of ideas
   * be aware of own body language and nonverbal cues
2. **ensure organization's projects meet legal and ethical requirements, e.g. ethical land acquisition and use, no persons displaced as result of organization's actions, no practices of cultural appropriation:**
   * consult with communities
   * act with transparency, e.g. communicate plans and actions
3. **provide equal opportunities for employment and engagement**
4. **provide and/or take training in human and labour rights, e.g. how to identify human trafficking, what constitutes cultural appropriation, how to accommodate diverse abilities**
5. **communicate organization's human and labour rights practices to workers, suppliers and clients:**
   * explain details and rationale
6. **contribute to safe and secure working environment:**
   * comply with labour standards and regulations, policies and procedures, e.g. harassment policy
7. **safeguard clients, e.g. identify potential signs of human trafficking:**
   * request support, as necessary, e.g. contact manager or authorities
8. **ensure labour rights are followed by suppliers**
9. **work with community to prevent exploitation and harassment:**
   * identify potential issues or risks to community members, e.g. racial slurs, property vandalism
   * support ways to mitigate issues
10. **monitor issues:**
    * take corrective action as required
    * document corrective action
    * file document, e.g. on computer, in cabinet

Knowledge

1. best practices in human and labour rights, e.g. United Nations Guiding Principles on Business and Human Rights, Kéroul standards and certification, inclusion principles and practices
2. conflict resolution techniques
3. indicators of abuse and discrimination, e.g. signs of forced labour, signs of human trafficking
4. local demographics
5. potential impact of activities
6. relevant legislation and regulations, e.g. employment and human rights legislation
7. relevant policies and procedures, e.g. employer's roles and responsibilities regarding nonviolence, harassment and discrimination
8. vulnerable groups (e.g. adolescents, women, visible minorities, newcomers to Canada, persons with disabilities) and needs

10.1.1   Participate in development of information and communication technology strategy

Purpose

Participating in the development of an information and communication technology (ICT) strategy helps to ensure that the needs of the organization are incorporated into the strategy, which can help to meet goals and objectives more efficiently and cost-effectively.

Performance and Abilities

1. **participate in researching necessary information, for example:**
    - global, national and local industry trends
    - ICT issues and solutions
    - best practices
    - competitors' practices
2. **determine budget for ICT requirements**
3. **collaborate with ICT strategy management team:**
    - share roles, responsibilities, goals and objectives for area of responsibility
    - review current hardware and software in use in area of responsibility
    - participate in evaluating and revising strategy as goals, objectives and priorities shift
4. **assist with analysis of organization's operations:**
    - provide information on industry context
    - provide data on:
        - productivity, e.g. time required to complete tasks
        - downtime due to technological issues
        - recurring technological issues, e.g. software incompatibility
        - employees' technological skills
    - identify tasks and services that could be conducted more effectively and efficiently with technology
5. **inform employees of strategy details during development process:**
    - encourage employees to participate in ICT strategy focus groups, if applicable:
        - schedule time for employees to attend
6. **assist with identifying metrics to measure impact of ICT strategy, e.g. productivity timelines, client feedback**

7. provide feedback on draft versions of ICT system design:
   - ensure that plan addresses both short- and long-term operations
   - review proposed budget for development of support infrastructure, and upgrades and changes to system
   - review plan for current software and hardware, e.g. upgrades, replacement
   - review strategy priorities, for example:
     - requirement for proprietary software, or purchased software to be customized
     - software application suites that best meet demands of current and future needs
     - hardware that provides flexibility for expansion of life cycle

Knowledge

1. collaboration techniques
2. current technology use in area of responsibility
3. employees' technical skills
4. evaluation techniques, e.g. formative, summative
5. features, capabilities and requirements of available software and hardware
6. ICT infrastructure and design requirements
7. methods used to evaluate organizational activities for strategic-planning, e.g. Needs, Opportunities, Improvements, Strengths, Exceptions (NOISE); Strengths, Weaknesses, Opportunities, Threats (SWOT); Strengths, Opportunities, Aspirations, Results (SOAR); Strengths, Challenges, Options, Responses, Effectiveness (SCORE)
8. organization's mission statement, goals and objectives
9. performance and productivity data, and technological issues, for area of responsibility
10. problem solving guidelines
11. project planning best practices
12. relevant budget information
13. relevant operational metrics and key performance indicators
14. relevant policies and procedures
15. research techniques and sources
16. roles and responsibilities of management and employees

10 Digital Competence

10.1 Participate in Development of Information and Communication Technology Plan

10.1.2 Participate in development of information and communication technology implementation plan

Purpose

It is important to assist in the development of the information and communication technology (ICT) implementation plan in order to allow area of responsibility's technology interests to be represented.

Performance and Abilities

1. review organization's ICT strategy
2. participate with ICT strategy management team to:
   - set priorities for organization and area of responsibility
   - manage budget for implementation plan, e.g. costs to implement, costs of ICT requirements
3. assist in developing implementation details for area of responsibility, for example:
   - provide information to inform timeline, for example:
     - employee availability, e.g. vacations
     - annual patterns, e.g. high season, peak periods, holidays
     - external environment, e.g. global events, legislative changes, economic issues
   - establish critical path and action plan
4. assist in determining requirements for training, for example:
   - assess current employees' skill levels
   - identify gaps in employee training
   - identify skilled employees as potential mentors or coaches
   - identify gaps in establishment's existing labour force
5. provide feedback on ICT tasks to be completed, for example:
   - priorities for area of responsibility
   - plans for legacy hardware and software
6. endorse final implementation plan
7. communicate relevant details to employees, e.g. timelines, responsibilities

Knowledge

1. collaboration techniques
2. employees' technical skills
3. features, capabilities and requirements of available software and hardware
4. interfaces with other areas of organization
5. labour market
6. organization's ICT strategy
7. organization's mission statement, goals, objectives and standards
8. peak operational periods
9. relevant budget information
10. relevant policies and procedures
11. research methods, e.g. data collection and analysis
12. roles and responsibilities of management and employees

10.1.2 Participate in development of information and communication technology implementation plan

10.1.3 Manage cybersecurity

Purpose

It is critical for the management team to implement and maintain cybersecurity policies and procedures in order to prevent damage to the organization's clients, operations and reputation, as well as to meet legal obligations.

Performance and Abilities

1. **determine responsibility for cybersecurity, e.g. check organizational structure, assess reporting procedures**
2. **review cybersecurity policies, procedures and guidelines, for example:**
    *   level of risk in area of responsibility
    *   standards for organization-wide, system- and issue-specific information and communication technology (ICT) activities, e.g. access, Virtual Private Network (VPN), acceptable use
    *   requirements, e.g. log in, back up, multifactor authentication
    *   baseline expectations for compliance
    *   post-incident guidelines
3. **collaborate with management team to:**
    *   develop new procedures to address new internal or external risks
    *   establish processes to inform employees of policies and procedures, for example:
        *   training sessions, e.g. onboarding education, courses to reinforce policies and update trends
        *   code of conduct and security agreements, e.g. acceptable use, access control agreements
        *   procedures to address internal or external risks, e.g. post-incident actions
    *   determine consequences of noncompliance:
        *   consider potential impact on organization's operations, employees and clients
        *   establish progressive discipline procedures, up to and including termination
    *   ensure tools to comply are available, e.g. cybersecurity standards, approved hardware and software, network access codes
    *   monitor compliance, for example:
        *   review numbers and types of incidents
        *   create baseline evaluation results
4. **update compliance requirements in response to change, e.g. technology, legislation**

Knowledge

1. collaboration techniques
2. cybersecurity agreements
3. employees' technical skills
4. features, capabilities and requirements of available software and hardware
5. organization's codes of conduct
6. organization's ICT strategy
7. organization's system design
8. organization's vulnerability to cyberattack
9. potential consequences of cyberattack
10. relevant legislation and regulations
11. relevant policies, procedures, standards and guidelines
12. roles and responsibilities of management and employees

10.2.1 Generate reports

Purpose

Data collected by organizations can be viewed, organized, interpreted and presented in many different ways using data software applications. These applications allow organizations to generate reports to identify trends, issues, markets and results, and to conduct comparisons and analyses that can be used to support decision making.

Performance and Abilities

1. determine purpose of report, for example:
   - answer questions
   - identify trends or correlations
   - compare results or performance, e.g. workflow issues or outcomes
   - analyze markets
2. consider needs of user or audience of report, for example:
   - level of detail required
   - application
3. determine data needed to achieve purpose of report:
   - choose sources of data:
     - linked databases, e.g. client information and client visits
     - digital format of data
4. address data gaps, e.g. create new data field
5. determine framework for representation of data, e.g. horizontal and vertical axes, table columns and rows
6. determine best graphic format for use, for example:
   - table or pivot table
   - graph/chart, e.g. line, bar, pie, column, scatter, area, surface, waterfall, radar
   - gauge
7. use software functions to:
   - select data fields to populate report
   - input data into desired format
   - add filters for specific parameters, e.g. time frame
   - customize details, e.g. provide numbers as sums, averages, means or minimum/maximum
   - combine graphics with text
   - refine format following brand standards, e.g. font, size, colour, line widths, spacing, position
8. communicate results to stakeholders, e.g. make presentations
9. file document, e.g. on computer, in cabinet

Knowledge

1. data and graphic formats
2. data collection software applications, e.g. characteristics, functionality
3. data fields
4. data types, e.g. metrics
5. links between databases
6. potential business applications for data use
7. presentation development and delivery guidelines
8. relevant policies and procedures, e.g. access and use of data
9. users' needs and expectations

10.2.2   Implement software/ hardware upgrades

Purpose

It is important to implement software and hardware upgrades in a way that minimizes disruption and increases overall efficiencies and services.

Performance and Abilities

1. **review information communication and technology (ICT) upgrade implementation plan:**
    *   confirm type of upgrade
    *   check schedule for rollout date
    *   determine employees and functions affected

2. **determine scope of upgrades with organization's ICT specialist:**
    *   determine impacts on products, services and clients
    *   discuss changes to employees' use of computer system and applications
    *   determine training required and timeline, e.g. prior to upgrade
    *   consider changes to be made to ICT policies for employees
    *   revise existing standard operating procedures (SOPs) for system use, if required, e.g. log-in procedures, permissions, access, activity tracking

3. **provide ICT training, if required:**
    *   coordinate with internal or external ICT trainer
    *   adjust employees' schedules
    *   coordinate logistics, e.g. place, materials, audiovisual equipment, computer hardware
    *   ensure employees sign off on training

4. **assist ICT team, for example:**
    *   back up data
    *   run trial or set up live testing environment
    *   help with testing
    *   support live rollout

5. **monitor implementation, for example:**
    *   ask employees how they are adjusting to changes
    *   collect feedback from clients and employees
    *   determine impact of upgrade, e.g. monitor employees' productivity and times of task completion

6. document implementation, for example:
   - type of upgrade
   - scheduling and start and completion dates
   - effectiveness of training, e.g. hours, budget
   - issues, corrective actions and results
   - evaluations done
   - recommendations for future upgrades
7. file document, e.g. on computer, in cabinet

Knowledge

1. employee attitudes towards technology, e.g. early adopters, resistors
2. employee schedules
3. employee use of computer system and applications
4. ICT upgrade implementation plan
5. identified roles and responsibilities of team members
6. organization's proprietary/customized software applications and purchased packages
7. potential impacts of upgrade on employees and areas of responsibility
8. pre- and post-key performance indicators
9. relevant policies and procedures, e.g. computer system use

10.2.3	Liaise with information and communication technology specialists

Purpose

As organizations become increasingly dependent on computers and software to enable operations, many are hiring information and communication technology (ICT) service professionals to manage hardware and software maintenance and planning. It is important to develop a relationship with the ICT personnel to help ensure that technical issues are resolved, employees feel supported and that changes are managed smoothly.

Performance and Abilities

1. **establish lines of communication:**
   - determine internal and external ICT personnel
   - determine responsibilities and reporting structure
   - share reporting structure with employees

2. **determine communication policies with ICT personnel, for example:**
   - who to contact for emergencies
   - who to contact for information about software applications, e.g. upgrades
   - how to request hardware maintenance or replacement

3. **share information with ICT personnel, for example:**
   - feedback on upgrades, hardware and software issues, e.g. workarounds
   - impact of ICT on productivity, services and products
   - advice on establishing ICT policies
   - cybersecurity incidents and risks
   - insights based on results, e.g. additional programming requirements

4. **resolve conflicts or service lapses with appropriate personnel**

5. **document interactions with ICT personnel, e.g. requests for assistance, responses, response times**

6. **file document, e.g. on computer, in cabinet**

Knowledge

1. **conflict resolution techniques**
2. **importance of relationship building**
3. **proprietary and customized software and purchased packages**
4. **relevant policies and procedures, e.g. reporting software issues, troubleshooting hardware requirements**
5. **roles and responsibilities, e.g. of internal and external ICT services**

10.2.4   Implement cybersecurity

Purpose

To ensure the consistency and integrity of data, to manage the appropriate use of software and hardware, and to maintain the security of the organization's system, it is necessary to implement and enforce cybersecurity practices and procedures.

Performance and Abilities

1. **review organization's information and communication technology (ICT) strategy and cybersecurity policies**
2. **review guidelines with manager or ICT specialist**
3. **determine applicable guidelines and procedures, for example:**
    - log-in/log out procedures, e.g. multifactor identification
    - remote access
    - acceptable use
    - personal devices
    - back-up procedures
4. **ensure employees have knowledge of cybersecurity policies, for example:**
    - ensure agreements have been signed
5. **provide cybersecurity training on regular basis:**
    - coordinate with internal/external ICT specialist
    - adjust employees' schedules
    - coordinate logistics, e.g. place, materials, audiovisual equipment, hardware
    - ensure employees sign off on training
6. **inform employees about changes to compliance requirements:**
    - ensure new agreements are provided and signed
    - provide effective date for new or revised policies
7. **monitor compliance:**
    - monitor employee cybersecurity baseline results
    - watch for indicators of noncompliance, e.g. not logging out of system
8. **address noncompliance:**
    - discuss consequences of noncompliance
    - provide feedback about how to adjust behaviours or outputs to achieve compliance
    - implement progressive discipline, up to and including termination
9. **encourage employees to report unusual hardware or software behaviour, e.g. freezing, slow response time, suspected phishing attempts**
10. **participate in cybersecurity training sessions, as required**

Knowledge

1. cybersecurity baseline requirements for area of responsibility
2. importance of relationship building with ICT professionals
3. organization's computer system and applications used by employees
4. organization's ICT strategy
5. relevant policies, procedures and standards
6. troubleshooting procedures for hardware and software procedures

10.3	Use Digital Applications

10.3.1   Use communication applications

Purpose

Communication and collaboration applications serve as cost-effective and time-efficient means for information exchange and document sharing. Audiovisual communication applications (especially those with document-sharing capabilities) help to facilitate meetings, training and increased collaboration among users, regardless of users' locations.

Performance and Abilities

1. **select recipients who need to respond to information in message:**
   - copy message to individuals who need to be aware of information
2. **choose application (e.g. email) appropriate to situation:**
   - consider complexity, urgency, sensitivity and confidentiality of message
3. **follow organization's protocols, e.g. required salutation, sign-off or disclaimer**
4. **use email:**
   - use subject line:
     - enter concise subject matter heading to message
     - leave existing subject matter heading if it accurately reflects topic of communication
   - use appropriate format for attachments, e.g. PDF, Word
   - organize mailboxes to improve efficiency, for example:
     - use settings to redirect mail to specific folders, e.g. junk mail, personalized mailboxes
     - flag messages if action is required
     - file messages and attachments in archive/hard or cloud drive
5. **use text messaging:**
   - keep message brief
   - do not use texting abbreviations, e.g. lol, btw
   - do not use emojis or attachments, e.g. animated GIFs
6. **use collaborative applications:**
   - send invitations of virtual meetings to participants
   - use document program features to:
     - edit on screen in real time
     - share control of screen
     - communicate with other participants
   - coordinate with conference calling or Voice Over Internet Protocol (VOIP) services to speak to virtual meeting members

- use online document-hosting sites to share documents:
  - upload and download documents to make changes
  - follow file naming procedures to control versions, e.g. dates, initials, numbering sequence
- ensure appropriate conditions for using collaborative applications, for example:
  - ensure computer screen background display is appropriate
  - ensure quiet background when using audio

Knowledge

1. **audience needs and expectations**
2. **business writing guidelines**
3. **organization's approved communication and collaborative applications**
4. **protocols for system and applications**
5. **purpose of communication**
6. **relevant policies and procedures, e.g. computer and software use, filing of information, cybersecurity**

10.3.2 Use common software applications

Purpose

Computer software applications help to increase the productivity and efficiency of practitioners and enhance service to clients.

Performance and Abilities

1. select appropriate application for activity, e.g. writing report, taking photograph or video, creating presentation, inputting data into spreadsheet, organizing digital storage
2. when working with word processing and spreadsheet applications:
   - set up document to maximize efficiency, e.g. use customized templates from other projects, standardize formatting
   - save document upon opening and regularly afterwards to decrease chances of lost work
   - use program icons and functions on toolbar/ribbon, for example:
      - edit content appearance
      - perform mathematical functions
      - present numerical data in graphical representation
3. when working with photographs or videos:
   - identify situations when photograph or video is more effective than text, e.g. send photograph of broken item to maintenance
   - select method to capture images best suited for end use, e.g. panorama, video
   - check image/video to ensure it is clear or to desired quality
   - use program icons to download, share, edit or delete photographs
4. when creating presentations:
   - select slide theme, colours and format to present cohesive presentation
   - create slides as speaking points or as visual representations of discussion points
   - minimize amount of text
   - ensure slides are legible when projected, e.g. font size, colour
   - insert organization's branding images, as required
5. save documents and photographs to hard, shared or cloud drive or in appropriate folder, e.g. images in photo storage application:
   - name file according to file-naming procedures
6. share data (e.g. import, export) with applications, as necessary

Knowledge

1. access controls and restrictions, e.g. usernames, passwords
2. application toolbar/ribbon icons and functions, e.g. bold, font, formatting, text wrapping, formulas
3. available software applications
4. file naming procedures
5. purposes and features of software applications
6. relevant policies and procedures, e.g. computer use, mobile devices, cybersecurity

10.3   Use Digital Applications

10.3.3   Use navigation and mapping applications

Purpose

Navigational and mapping applications are used to support safe and efficient travel from one location to another. Correct use of these applications is important to protect the safety of clients and co-workers.

Performance and Abilities

1. **use global positioning system (GPS)-enabled device required for task**
2. **initialize device, if required:**
    - follow manufacturer's instructions, e.g. connect to computer
    - enable settings, e.g. download updated maps, test functions
3. **prepare GPS-enabled device for trip:**
    - stand in open area, rather than in buildings or near tall structures
    - allow GPS to pinpoint location, i.e. for satellites to lock onto receiver
    - input starting location and destination, using coordinates if addresses are not available
4. **decide on route, considering relevant factors, e.g. toll free, clients' abilities, terrain**
5. **check device:**
    - test batteries:
        - carry extra set of batteries or battery pack
        - protect batteries from extreme temperatures
    - check memory:
        - change memory card, if necessary
        - take additional card if more space is required
    - check that magnetic compass is working
6. **take compass and hard copy of maps as backup if going into rural or backcountry areas**
7. **provide address or coordinates of destination and trip route to dispatch/home base**
8. **set GPS system to take waypoint coordinates along trip route, especially if off-road**
9. **follow trip routing to go on to next waypoint or return to starting point**
10. **comply with use of GPS features in vehicles or on personal locator beacon**
11. **download trip details when trip is completed, if required**

Knowledge

1. capabilities, limitations, restrictions and use of navigation system, mapping applications and GPS-enabled devices
2. compass use
3. geographical coordinates
4. relevant legislation and regulations
5. relevant policies and procedures, e.g. client safety, reporting, GPS use, vehicle tracking
6. types of maps and how to interpret them

Purpose

It is essential to an organization's productivity and security that information entered and retrieved is organized, accurate, secure and being used as required.

Performance and Abilities

1. **follow organization's requirements to log in to and log out of applications and computer system:**
    *   comply with assigned level of access to data, e.g. use only authorized account

2. **follow organization's ICT protocols when creating, transferring, requesting or receiving data-based information, for example:**
    *   cybersecurity, e.g. log in, log out, uploading from external sites
    *   approved common and proprietary applications, purposes and uses
    *   use of personal devices to access organization's system
    *   confidentiality and privacy
    *   file-naming procedures
    *   organization of shared drives
    *   printing protocols, e.g. shared printers, access codes
    *   file-sharing protocols between organization's users

3. **follow policies and procedures:**
    *   when entering data:
        *   record data by:
            *   scanning with electronic scanner using bar codes, e.g. Universal Product Codes (UPC), employee codes
            *   entering manually
        *   check accuracy of data entry:
            *   attempt to correct input errors prior to contacting ICT specialist
    *   when retrieving data:
        *   locate required files or databases on computer drives or on organization's shared drives:
            *   use appropriate search terms (e.g. file name, subject matter, client name) to find information
        *   prevent unintended changes or misconfiguration of data:
            *   do not edit or change data without permissions
        *   follow affiliated network's policies and procedures when accessing information from approved affiliated networks, e.g. central reservation system, rewards programs

4. use save function frequently to prevent data loss:
   - follow required procedures for naming files
   - save in appropriate drives
5. upload approved files to external sources (e.g. payroll, accounting, inventory), if required
6. work with organization's ICT specialists when, for example:
   - data requirements change
   - new equipment or new operating software is introduced
   - data collection equipment and software applications are not functioning correctly

Knowledge

1. access permissions and restrictions
2. importance of accurate data
3. indicators of potential malware attacks
4. indicators of system malfunction
5. organization's ICT protocols
6. personal password
7. relevant policies and procedures, e.g. computer and system use, shared devices, information sharing

10.3.5   Conduct online research

Purpose

It is important for a practitioner to conduct online research using sources that are credible and factually correct. Depending on the information required, research may be current or future-oriented, with diversified or common viewpoints. In any case, incorrect or dated information can negatively impact decisions made, which can frustrate clients and affect an organization's integrity.

Performance and Abilities

1. **determine online research strategy:**
    - identify tools (e.g. search engines, websites/databases of proprietary research) appropriate for different search purposes, e.g. direction, recommendations, market analysis
    - define keywords, phrases and questions
    - balance research between depth required and time allotted
2. **enter search terms, e.g. use relevant and specific words and phrases**
3. **identify credible sources:**
    - evaluate each source of information continuously:
        - use selection criteria, e.g. dates of publication, types of sources, potential biases, credentials of publisher, other cited sources
    - create folders or bookmarks to save links, if applicable
4. **review content of sources:**
    - assess relevancy to topic
    - determine level of detail appropriate for purpose
    - validate content accuracy, for example:
        - compare similarities and differences of sources, e.g. common information, facts and viewpoints
5. **identify additional potential resources as needed, for example:**
    - use links in initial research to connect to other sources
    - check resources listed in bibliographies of other sources
    - widen or narrow scope of search, e.g. use different search terms
6. **summarize research findings:**
    - make notes on content that match needs of research:
        - identify source of notes, including information required for selected format of citation
        - note specific location of direct quotes to be used
7. **follow copyright laws and ethics:**
    - do not plagiarize others' ideas or writing, e.g. use own words to describe findings, acknowledge excerpts from source
    - determine requirements for copyright permission
    - cite sources

Knowledge

1. copyright legislation, e.g. protection of intellectual property
2. cybersecurity risks
3. different tools, e.g. browsers
4. potential biases of different sources, e.g. equipment vendor article, academic research paper, blog article
5. purpose and scope of research
6. relevant policies and procedures, e.g. computer use, seeking copyright permission, permissions required to sign up and access specific sources
7. required citation format
8. types of search sources

10.3.6   Follow cybersecurity procedures

Purpose

It is essential for practitioners to follow cybersecurity procedures in order to reduce the risk of security breaches. These breaches can put an organization's, its vendors' and clients' private information in jeopardy, potentially harming the organization's business and reputation.

Performance and Abilities

1. **use equipment/software applications approved by organization**
2. **follow system log-in/log-out procedures, for example:**
    *   log out of system when work is completed or equipment is unattended
    *   use passwords:
        *   change passwords when requested or as required by organization's information and communication technology (ICT) procedures
        *   use mix of symbols, letters and numbers to ensure password strength
        *   do not share passwords with others or store them where easily accessible
3. **comply with assigned permissions and access limits**
4. **do not:**
    *   work using unsecured internet connections or on public computers
    *   leave digital equipment (e.g. cellular telephone, tablet, flash drives) unattended
    *   plug unauthorized flash drives or cellular telephones into devices
    *   alter or disable security programs on organization's system
5. **update security as directed**
6. **carry out work on web in secure manner, for example:**
    *   use secure web browsers and search engines, for example:
        *   check universal resource locator (URL) for https://; s indicates secure connection
        *   examine for spelling errors, sometimes minor, that may indicate fraudulent websites
    *   avoid using links, when possible, even in secure websites
    *   follow procedures for allowing/removing cookies and history
7. **use communication applications in secure manner, for example:**
    *   use approved communication channels and procedures, especially when communicating or exchanging information with other organizations
    *   verify authenticity of unknown senders before opening suspicious mail or attachments, e.g. check email address domain, provide ICT specialist with captured screenshot of email
    *   do not provide sensitive work information to unknown email sources or callers:
        *   requests for information could be attempts at phishing or social engineering
    *   do not post work information on personal social networks without authorization

8. back up files as directed
9. contact ICT specialists immediately if:
   - troubleshooting attempts fail
   - computer or device is unresponsive or is operating in unusual manner, e.g. frequent information or data disruptions, misconfigurations, gaps or unexplained changes
   - system or software opens with unusual messages, demands or instructions

Knowledge

1. access permissions and restrictions, e.g. personal password
2. approved applications
3. approved communication channels
4. importance of keeping private information secure and confidential
5. indicators of poor computer performance, data corruption and potential risks to system, e.g. viruses, malware, ransomware
6. indicators of unsecured or fraudulent websites
7. relevant policies, protocols and procedures
8. roles and responsibilities of internal/external ICT services
9. secure internet connections, web browsers and search engines

10.3.7   Troubleshoot issues with applications and computers

Purpose

Troubleshooting minor issues with computers and software applications increases productivity and reduces the costs associated with information and communication technology (ICT) specialists. It is important, however, to recognize when an issue is beyond one's expertise and requires the attention of a specialist.

Performance and Abilities

1. identify nature of issue, e.g. hardware, software, power supply, regional problem:
    *   check system status
2. use basic troubleshooting techniques:
    *   check power supply and internet connection, e.g. cable connection, surge protection, battery status
    *   restart devices
3. act within limits and expertise if issue continues, for example:
    *   run antivirus application
    *   update drivers
    *   check online for other solutions
4. seek assistance from ICT specialists if issue persists:

Knowledge

1. backup power supply
2. importance of acting within limits and expertise
3. indicators of poor computer performance
4. peripherals and connections
5. relevant policies and procedures
6. software applications, hardware use and operating systems

11.1.1 Conduct research

Purpose

Organizations collect and analyze data to make informed decisions on a range of ideas such as starting a new business, developing new products, or improving services.

Performance and Abilities

1. **develop research questions that reflect organization's information needs, for example:**
   * how to achieve organization's goals
   * explore an idea
   * how to address current challenges
   * identify opportunities

2. **determine type of information needed to answer research questions, for example:**
   * target market, e.g. needs and expectations, motivations
   * products and services, e.g. demand, suppliers
   * economic, environmental, social and political conditions
   * local labour market, e.g. skills, education level, availability, demographics, languages
   * trends, e.g. technology, legislation
   * access and transportation to location
   * sustainability practices, e.g. social, environmental
   * competitors' strengths and weaknesses

3. **identify research methods that will collect information needed:**
   * consider secondary methods first as they are less expensive, then primary methods

4. **develop research budget**

5. **plan research activities that fit within budget**

6. **gather information:**
   * access existing research results, e.g. industry reports, online customer reviews
   * conduct additional research as needed, e.g. interview employees and/or clients

7. **analyze information**

8. **summarize findings**

9. **answer research questions**

10. **develop conclusions**

11. **share conclusions with relevant parties**

12. **file research documents, e.g. on computer, in cabinet**

Knowledge

1. factors that affect organizations' activities and success, e.g. tourism trends, clients' needs
2. information sources, e.g. tourism industry associations, labour market studies, chamber of commerce, economic development authorities
3. relevant legislation and regulations
4. relevant policies and procedures
5. types of research methods including data collection and analysis

11.1.2   Conduct feasibility analysis

Purpose

Determining the feasibility of an idea (e.g. to start a business, develop a new product or service, or build infrastructure) allows organizations to determine the likelihood of its success before investing considerable resources into its implementation. The analysis of information to determine the viability of an idea helps organizations make better decisions and attract investors.

Performance and Abilities

1. **analyze information with business idea in mind, e.g. problem that new product or service will solve, goal of new business**
2. **conduct analysis of strengths, weaknesses, opportunities and threats (SWOT), considering data collected**
3. **analyze risk:**
   - identify risks
   - determine probability of each risk
   - assess potential impact of each risk
   - identify risk mitigation solution
4. **conduct financial analysis, for example:**
   - determine estimated implementation and operating costs
   - determine pricing of new or revised product/service
   - determine breakeven point
   - forecast profit:
     - define value of target market
     - estimate market share of new or revised product/service
     - compare costs to estimated revenue
   - forecast sales cycle
   - determine how much working capital and cash flow is needed to sustain implementation and operation
5. **summarize feasibility findings:**
   - recommend whether to pursue business idea or not
   - share findings and recommendations with appropriate parties in suitable format
6. **add idea to planning process, if endorsed by stakeholders:**
   - verify that business idea is aligned with strategic vision
   - create action plans to guide implementation
7. **file documents created during feasibility analysis, e.g. on computer, in cabinet**

Knowledge

1. competitive advantage analysis
2. creativity and innovation best practices
3. factors considered in SWOT (strengths, weakness, opportunities, threats) analysis
4. principles of entrepreneurship, e.g. recognizing opportunities, concept development, acquisition of financial resources
5. principles of financial management
6. types of research methods including data collection and analysis

11.1.3   Develop strategic vision

Purpose

Developing a strategic vision encourages organizations to reflect on the purpose of their existence. The articulation of an organization's strategic vision creates meaning, inspires commitment and builds a bridge from the present to the future.

Performance and Abilities

1. **plan approach for developing strategic vision, e.g. process, stakeholders, communication strategy**
2. **identify organization's vision statement to clarify what organization wants to achieve, i.e. what future success looks like:**
    *   identify key achievements and objectives to be fulfilled in three to five years
3. **identify organization's mission statement to clarify its fundamental purpose, i.e. why organization exists:**
    *   articulate key aspects of purpose, for example:
        *   why clients choose organization's products and services
        *   range of core products and services
        *   organization's points of differentiation
4. **identify core values needed to fulfill vision and mission statements:**
    *   identify three to seven core values, e.g. entrepreneurial spirit, continuous improvement

Knowledge

1. **communication strategies**
2. **ideation techniques, e.g. brainstorming, probing questions**
3. **leadership best practices**
4. **planning process and best practices**
5. **principles of entrepreneurship, e.g. recognizing opportunities, concept development, acquisition of financial resources**
6. **tourism and business information sources**
7. **type of research methods including data collection and analysis**

11.1.4   Develop business plan for new ventures

Purpose

Developing a plan for a new venture sets a course for the future and articulates for owners, potential partners and investors how the business is a viable proposition.

Performance and Abilities

1. **refer to required information:**
   - research results
   - strategic vision
   - feasibility analysis

2. **describe details of business, for example:**
   - goals and objectives
   - business requirements, e.g. facilities, equipment, human resources
   - products and services
   - suppliers
   - operating season
   - target markets
   - revenue sources, e.g. pricing structure
   - legal structure, e.g. partnership, corporation, not-for-profit
   - governance, e.g. organizational structure, rights and responsibilities
   - legislated requirements, e.g. licences, environmental assessments
   - insurance

3. **describe key influencing factors, for example:**
   - competitions' strengths and weaknesses
   - current technology
   - tourism trends
   - location
   - economic conditions

4. **describe business management team**

5. **develop financial strategy that outlines:**
   - capital investments
   - projected expenses and revenue
   - projected cash flow statement, e.g. month by month
   - funding strategies and sources

6. **develop operations strategy, e.g. location, hours of operation, partnerships**

7. develop marketing strategy, e.g. sales channels, promotions

8. develop risk management strategy, e.g. insurance, safe work procedures

9. seek professional assistance (e.g. lawyer, accountant, marketing specialist), if needed

10. organize information into business plan

11. develop executive summary

12. share business plan with stakeholders

13. revise plan based on feedback from stakeholders

14. file business plan and related documents, e.g. on computer, in cabinet

15. use content from business plan to create strategic plan for future planning

Knowledge

1. business' stakeholders

2. importance of research and planning to success of new businesses

3. potential funding sources

4. principles of entrepreneurship, e.g. recognizing opportunities, concept development, acquisition of financial resources

5. required functions of business, e.g. finance, sales and marketing, operations

6. types of company structures for tax and legal purposes, e.g. partnerships, corporation, sole proprietary

7. types of organizational structures, e.g. hierarchical, flat

11.1   Manage Business Planning

11.1.5   Develop strategic plan

Purpose

Strategic planning encourages organizations to translate their strategic vision into a sustainable operation. Strategic planning allows organizations to build on strengths, minimize weaknesses, overcome challenges, and take advantage of opportunities. Strategic plans are operationalized by action plans.

Performance and Abilities

1. determine strategic planning process, e.g. timelines, team, consultation, planning tools to be used
2. consult required sources (e.g. research results, feasibility analysis and strategic vision) throughout process:
    •   conduct additional research, if needed
3. develop strategic goals
4. define strategies to achieve strategic goals considering, for example:
    •   budget or financial resources available
    •   capabilities of employees
    •   urgency of need
5. conduct cost-benefit analysis for strategies
6. identify strategic priorities
7. outline key initiatives for each priority strategy
8. draft strategic plan
9. communicate strategic plan:
    •   share with stakeholders
    •   answer questions and explain as necessary
    •   share information from plan on ongoing basis with employees and other stakeholders
10. file strategic plan and related documents, e.g. on computer, in cabinet
11. seek support from leadership and employees:
    •   identify potential champions
12. review strategic plan regularly:
    •   update plan on ongoing basis as changes occur in external and internal environments
    •   revisit entire plan according to organization's planning cycle, e.g. annually

Knowledge

1. guidelines for developing and delivering presentations
2. principles of entrepreneurship, e.g. recognizing opportunities, concept development, acquisition of financial resources
3. strategic planning tools
4. structure of strategic plans
5. tourism and business information sources
6. types of research methods including data collection and analysis

11.1.6   Develop operational action plans

Purpose

Operational action plans provide details about how to implement a strategic plan.

Performance and Abilities

1. **review strategic plan to identify desired outcomes:**
   - review strategic priorities and their key initiatives
2. **identify resources needed to implement initiatives, e.g. employees, assets, finances**
3. **draft operational action plans for initiatives, including:**
   - objectives, e.g. specific, measurable, attainable, realistic, timely (SMART)
   - key deliverables
   - who will do what
   - timelines, including milestones, critical events and end date
   - budget
   - training requirements and providers
   - required supplies and support
   - order and priority of action steps
   - key deliverables
   - key performance indicators
4. **validate action plans with stakeholders:**
   - communicate purpose and priorities
   - discuss plans' action steps and key performance indicators
   - obtain feedback and buy-in
   - incorporate feedback into action plans
5. **communicate details of each action plan to those responsible for carrying it out:**
   - highlight milestones and required resources
   - respond to questions
6. **plan evaluations of action plans:**
   - refer to key deliverables and key performance indicators specified in each action plan
7. **file action plans and related documents, e.g. on computer, in cabinet**

Knowledge

1. evaluation methods
2. guidelines for developing and delivering presentations
3. guidelines for innovation and creativity
4. structure of action plans
5. training and development programs
6. types of research methods including data collection and analysis

11.1.7   Implement operational action plans

Purpose

Effective implementation of operational action plans is fundamental to turning an organization's strategic plan into reality. Commitment to an action plan is sustained by regular communication among involved parties, monitoring progress and adjusting plans. Without these implementation activities, the desired outcomes of the organization's strategic plan will not be achieved.

Performance and Abilities

1. **refer to action plans to identify:**
   - actionable items
   - order, priority and timing of items
   - resources required

2. **research recent changes in external and internal environment to determine if plans require adjustments:**
   - note adjustments and reasons in action plan
   - consult with others about impacts of changes

3. **determine action items to be implemented:**
   - clarify expectations and desired outcomes
   - confirm context and links to strategic plan
   - organize collection of information needed to track key performance indicators

4. **communicate details to employees, for example:**
   - desired results and key performance indicators
   - milestones and deadlines
   - autonomy and decision-making parameters
   - training and support
   - communication and follow-up process

5. **confirm each employee's understanding**

6. **support employees:**
   - ensure availability of required resources, e.g. finances, equipment, time
   - coach employees
   - solicit feedback
   - resolve problems
   - communicate updates

7. **monitor progress, for example:**
   - confirm accomplishment of milestones
   - celebrate successes
   - adapt expectations, scope and timelines as needed
   - record completion of actionable items
8. **evaluate completion of action plans:**
   - check results against key performance indicators
   - review key deliverables
   - assess process, benefits and challenges
9. **file documents related to implementation of action plans, e.g. on computer, in cabinet**
10. **apply lessons learned to implementation of future action plans**

Knowledge

1. **guidelines for developing and delivering presentations**
2. **guidelines for innovation and creativity**
3. **organization's strategic plan**
4. **project management guidelines**
5. **types of key performance indicators**
6. **types of research methods including data collection and analysis**

11.1.8 Establish strategic partnerships

Purpose

Strategic partnerships allow organizations to share resources while operating independently. Finding and cultivating the right partnerships can result in new opportunities, economic growth of the destination and region, increased business, cost reductions and greater client satisfaction.

Performance and Abilities

1. determine opportunities for strategic partnerships, e.g. packaging, co-operative marketing
2. research potential partners, e.g. businesses, people, organizations:
    *   consider expansion of relationships with existing contacts
3. assess partnership opportunity:
    *   assess strengths, weaknesses and business objectives of each potential partnership
    *   determine value of partnership to both parties
4. meet with potential partners
5. select partners with best fit
6. finalize partnership details
7. monitor effectiveness of partnerships:
    *   evaluate regularly, e.g. discuss results with partners
8. adjust partnerships, as appropriate

Knowledge

1. current and significant events
2. destination marketing organizations (DMOs)
3. legal implications of formal partnerships, e.g. liability, due diligence, terms of agreement
4. local chambers of commerce
5. market trends and opportunities, i.e. local, provincial/territorial, national, international
6. negotiation best practices
7. organization's products, services and systems
8. product development opportunities
9. provincial/territorial and federal government departments and programs
10. provincial/territorial, national tourism associations
11. regional resources

11.1.9   Gain support for proposed tourism operations

Purpose

When planning a business or a new venture, it is important to secure approval and support from local communities, partners and stakeholders to promote the operations' success while mitigating potential issues associated with current development and future operations. Failure to gain approval can result in the inability to move forward with the intended operation.

Performance and Abilities

1. consult with local communities regarding plans for tourism operations in area:
    - identify decision making process in community
    - identify who needs to be consulted
2. attain prior and informed consent to proceed with plan:
    - document consent clearly and explicitly
    - ensure documentation is signed by appropriate authorities and legal counsel
3. document land ownership and tenure rights:
    - ensure documentation illustrates no involuntary resettlement or unauthorized land acquisition
    - seek legal counsel and authority where applicable
4. document user and access rights for key resources, including land and water:
    - identify any potential issues
5. file documents related to gaining support from local communities, e.g. on computer, in cabinet
6. monitor compliance with rights:
    - take corrective action as required
    - document corrective action taken

Knowledge

1. collaboration and communication techniques for interacting with local communities
2. legal requirements for securing and documenting approvals
3. local communities impacted by tourism operations

11.2.1   Conduct impact analysis

Purpose

An impact analysis collects information about potential work disruptions that could be caused by future events such as natural disasters, pandemics and acts of terrorism. The impact analysis analyzes the information to identify potential impacts and responses to be described in more detail in a business continuity and recovery plan.

Performance and Abilities

1. **prepare for impact analysis:**
    *   review organization's current plans, e.g. strategic, human resources, financial, emergency response, public relations, crisis communication
    *   review organizational charts
    *   identify events that could cause major work disruptions, e.g. pandemic, terrorist act, environmental disaster, natural disaster, economic crisis
    *   establish organization's priorities during major work disruptions, e.g. protect survival of business operations, safeguard health of employees and clients, sustain local community, protect environment

2. **identify information to be collected, for example:**
    *   potential impacts on:
        *   workforce
        *   operational processes, e.g. what to shut down, additional crisis expenses
        *   technology
        *   infrastructure
        *   internal and external dependencies
        *   sales and marketing and public relations strategy, e.g. social media strategy
    *   additional requirements specific to each operational area

3. **identify key sources of information, for example:**
    *   employees
    *   labour representatives
    *   suppliers
    *   public authorities
    *   records of former major disruptions and their impacts

4. **choose data collection methods, for example:**
    *   focus group
    *   physical inspections
    *   questionnaires

- structured interviews
- surveys
- workshops

5. **develop documents to support data collection, e.g. questionnaires, interview scripts, agendas**

6. **coordinate data collection using selected methods**

7. **analyze data collected:**
   - assess potential impact of disruption on different aspects of organization:
     - employees, e.g. absenteeism, reduced access to transportation, increased health risks, loss of life
     - markets, e.g. increased or decreased demand, increased or decreased client satisfaction
     - infrastructure, e.g. damage, costs of repairs
     - services and suppliers, e.g. failed or unreliable utilities, supply chain disruption
     - finance, e.g. loss of revenue, unreliable cash flow, increased expenses
     - business operations and processes, e.g. discontinued or reduced service levels, workflow disruptions, implementation of new business delayed or cancelled
     - reputation, e.g. negative social media attention
     - regulatory compliance, e.g. fines, penalties, product recalls
   - identify organization's internal and external dependencies
   - identify ways external parties depend on organization
   - identify when potential disruptions are likely to have greatest impact, e.g. season, end of month
   - identify priorities for continuity and recovery:
     - identify critical activities to continue operating
     - identify resources required to continue operating, e.g. employees, information and communication technology, vital records, utilities
     - identify level of impact of different business activities on operations and finances, e.g. determine if required to maintain legal or financial obligations
     - explore options, e.g. deferred taxes and payments, alternate funding sources, re-negotiated vendor contracts
     - identify criteria for determining sequence in which activities will resume, e.g. sensitivity to downtime, importance to maintaining market share, needed to safeguard assets
     - identify internal and external resources needed to resume full operations, e.g. new office space, third party services

8. **prepare impact analysis report**

9. **seek feedback from key stakeholders, e.g. executive team, department managers, key staff members**

10. **finalize impact analysis report**

11. **present findings to executive team**

12. **file report, e.g. on computer, in filing cabinet**

13. **update report regularly, e.g. as scheduled, annually**

Knowledge

1. key stakeholders
2. organization's finances and budgets
3. organization's processes, e.g. procurement, sales, delivery
4. organizational charts
5. relevant legislation and regulations, e.g. occupational health and safety (OHS), Workplace Hazardous Materials Information Systems (WHMIS)
6. relevant organizational plans, e.g. emergency response, crisis communication, public relations, risk management, strategic, human resource
7. type of research methods including data collection and analysis
8. typical contents of business continuity and recovery plan
9. typical contents of impact analysis report

11.2.2 Develop business continuity and recovery plan

Purpose

A business continuity and recovery plan enables an informed and systematic response to a work disruption that could threaten an organization's existence. The goal of developing a plan is to outline response strategies for different types of events that will allow the organization to continue operating, although likely with reduced capacity, and recover to full operations once the event is over.

Performance and Abilities

1. create business continuity and recovery team
2. review impact analysis report
3. review organization's other relevant plans, e.g. emergency response, crisis communication, human resources plan
4. conduct gap analysis between continuity and recovery requirements and current capabilities
5. determine recovery phases and associated timelines for events prioritized in impact analysis
6. develop operational checklists, for example:
   • supply and inventory assessment
   • technology status
   • buildings and equipment
   • human resources, e.g. retain, recruit, available labour pool
7. identify potential strategies for priority events, for example:
   • negotiate third-party agreements
   • prioritize services and products
   • reconfigure workspace, e.g. dual usage space
   • outsource services
   • relocate to alternate site
   • establish new workforce accommodations, e.g. flexible work hours, telecommuting
8. identify financial implications on forecasting through uncertainty including sales and marketing activities
9. gather information about factors to consider when selecting continuity and recovery strategies:
   • costs associated with various speeds of recovery
   • data protection technologies in place, e.g. remote clustering, local clustering
   • data recovery technology available, e.g. local backup, remote replication and backup
   • resources required, e.g. financial, human resources, equipment, materials
10. select most effective continuity and recovery strategies

11. specify details of continuity and recovery strategies:

- milestones, e.g. anticipated state of restored services
- anticipated timelines to implement each response strategy
- key activities
- resource requirements, e.g. people, equipment, materials, infrastructure, information and communication technology (ICT)
- estimated costs

12. develop continuity and recovery policies and procedures, for example:

- outline procedures that organization must follow when faced with any major disruption

13. organize information into continuity and recovery plan

14. seek feedback from key stakeholders

15. prepare final business continuity and recovery plan

16. ensure employees are informed of plan and prepared to take necessary actions

17. file plan, e.g. on computer, in filing cabinet

18. evaluate plan regularly, e.g. as scheduled, annually

19. update plan according to results of evaluation

Knowledge

1. key stakeholders
2. organization's internal and external dependencies
3. organization's processes, e.g. procurement, sales, delivery
4. relevant legislation and regulations, e.g. occupational health and safety (OHS), Workplace Hazardous Materials Information System (WHMIS)
5. relevant organizational plans, e.g. emergency response, crisis communication, public relations, risk management, strategic, human resources
6. relevant policies and procedures
7. trends in causes of and responses to work disruptions
8. typical contents of business continuity and recovery plans

Purpose

A business continuity and recovery plan enables an informed and systematic response to a work disruption that threatens an organization's existence. By implementing strategies that have been planned in advance, an organization is more likely to be able to continue to operate and recover more quickly once the event is over.

Performance and Abilities

1. **gather details about major disruption that is currently impacting or will be impacting organization:**
   - access key sources of information, e.g. public authorities, emergency management authorities, social media, news sources, industry newsletters
   - identify origin or location of cause of disruption
   - determine which business functions are currently impacted and how

2. **assess need to activate business continuity and recovery plan:**
   - assess severity of disruption
   - estimate duration of disruption

3. **identify business continuity and recovery strategies to enact, e.g. sales and marketing**

4. **implement crisis communication plan to inform internal and external parties:**
   - inform regularly on organization's status

5. **develop details of business continuity and recovery action plan for current situation, including:**
   - activities
   - responsible individuals
   - resources, e.g. equipment, information and communication technology (ICT), materials
   - timelines

6. **seek approval to activate business continuity and recovery action plan**

7. **activate business continuity and recovery action plan:**
   - assemble business continuity and recovery team
   - allocate resources
   - assemble all responsible parties, e.g. employees and contractors:
     - distribute detailed action plan
     - review plan and adjust as required
     - confirm roles and responsibilities
     - respond to questions and concerns
     - establish regular progress update mechanism

8. **answer all inquiries related to assigned responsibilities**

9. monitor information about disruption to adjust plan as required
10. monitor progress:
   - maintain situational awareness
   - receive status reports
   - document progress
11. report progress or any change of direction:
   - report priorities and resource requirements
   - escalate or de-escalate issues, as appropriate
   - adjust strategies as appropriate
12. deactivate business continuity and recovery action plan, when appropriate:
   - notify all parties
13. evaluate business continuity and recovery plan:
   - conduct post-event review to identify lessons learned
   - prepare post-event report
   - share report with relevant stakeholders
14. update business continuity and recovery plan
15. file plan, e.g. on computer, in filing cabinet

Knowledge

1. business interdependencies
2. business processes
3. key stakeholders
4. organization's business continuity and recovery plan
5. organization's crisis communication plan, internal and external
6. organization's finances and budgets
7. organization's human resource plan
8. organization's public relations communication plan
9. organization's risk management plan
10. organization's strategic business plan
11. relevant legislation and regulations, e.g. Occupational Health and Safety (OHS), Workplace Hazardous Materials Information System (WHMIS)
12. trends in causes of and responses to major events and work disruptions
13. typical contents of action plans

11.3.1   Oversee day-to-day operations

Purpose

Overseeing day-to-day operations ensures that tasks that need to be completed on a daily basis are performed on time and according to the organization's standards and procedures.

Performance and Abilities

1. **meet with employees:**
   - review information from previous day
   - address issues reported in daily log or reports
   - review activities to be completed
2. **compare current information (e.g. bookings, inventory levels) to forecast data:**
   - make adjustments as needed
3. **provide authorizations for activities, as required**
4. **perform walk-through, for example:**
   - verify work activities are completed according to organization's procedures
   - verify facilities, equipment and infrastructure meet organization's standards, e.g. check cleanliness, check if equipment is safe to operate, identify infrastructure issues
   - ensure security and safety systems are functioning, e.g. ventilation system, security cameras
   - watch for safety hazards
5. **be available to employees and clients:**
   - respond to employee requests
   - talk to clients to ensure positive experience
6. **address problems:**
   - minimize disruptions to operations by handling problems that arise

Knowledge

1. **current and planned activities**
2. **organization's standards**
3. **problem solving guidelines**
4. **relevant policies and procedures**
5. **roles and responsibilities of employees**

11.3.2 Oversee infrastructure and equipment maintenance

Purpose

Overseeing the maintenance and repairs of infrastructure and equipment results in improved client experiences, an enhanced appearance of facilities, reduced downtime and repair costs, an extended lifespan of equipment and infrastructure, and decreased injuries and liability.

Performance and Abilities

1. list critical equipment and infrastructure
2. develop preventative maintenance plan:
   - create a service schedule:
     - review warranties, e.g. terms and conditions and life expectancy
   - set up maintenance log
   - develop maintenance contract agreements
   - establish budget according to:
     - maintenance contracts
     - historical data, e.g. replacement and repair log
     - consultations with maintenance employees
3. oversee implementation of maintenance plan and log:
   - ensure employees have required information sources for repairs and maintenance, for example:
     - operating manuals
     - reference books
     - building and safety codes
     - list of contractors
   - ensure facility spaces are in good repair
   - ensure regular checks, servicing and cleaning of equipment are performed
4. handle unexpected equipment breakdowns:
   - perform cost-benefit analysis to determine whether to replace or repair equipment
   - ensure repairs are performed as quickly as possible
5. evaluate implementation of maintenance plan:
   - update as required
6. file maintenance documents, e.g. on computer, in cabinet

Knowledge

1. equipment and infrastructure inventory
2. equipment warranties
3. negotiation techniques
4. organization's standards
5. relevant legislation and regulations, e.g. environmental, safety
6. relevant policies and procedures
7. required inventory levels
8. research methods and best practices

11.3.3 Conduct capital planning

Purpose

Capital planning allows organizations to make informed investment decisions about facilities, infrastructure and equipment based on objective criteria and a long-term view. Capital planning reduces financial, operational and legal risks.

Performance and Abilities

1. establish capital planning committee, if appropriate
2. collect data about facilities, infrastructure and equipment (e.g. size, age, maintenance/upgrade activities, condition, urgent issues such as code violations) to maintain current profiles:
   - analyze data, e.g. maintenance log information
   - create list of capital needs based on analysis
3. determine priorities among needed repairs, upgrades and construction:
   - identify purpose and benefits of each potential project in relation to organization's strategic plan
   - estimate direct and indirect costs of each potential project:
     - consult experts when needed, e.g. engineers, contractors
   - assess risks and opportunities of each potential project
   - identify strategies to address risks and opportunities
   - prioritize capital projects:
     - identify opportunities to bundle similar capital projects (e.g. similar work, such as roof replacements, in same location) to reduce costs
4. develop capital plan and budget:
   - describe how priority capital projects will sustain facilities and infrastructure and their functions
   - describe expected return on investment (ROI)
5. develop project plans prior to undertaking each capital initiative
6. review capital plan and priorities regularly to adjust to changes in internal and external environment
7. communicate return on investment to stakeholders
8. file capital plan, budget, project plans and return-on-investment report, e.g. on computer, in cabinet

Knowledge

1. capital budgeting process
2. change management principles
3. communication strategies
4. cost management principles
5. planning principles for capital projects
6. procurement principles
7. project management best practices
8. relevant policies and procedures, e.g. capital purchases
9. taxation implications related to capital planning

11.4.1 Plan projects

Purpose

A project plan clarifies the purpose of a project, its scope, its timelines, how the work will be performed and who will do it. It describes how a project is worth the expected investment. Projects are undertaken to address a specific need, problem or opportunity, have a specified duration, and are not necessarily generated as a result of the strategic planning process.

Performance and Abilities

1. develop scope statement, including:
   - business need
   - project goals and objectives
   - project benefits
   - project deliverables
   - key milestones
   - work breakdown structure
   - key performance indicators (KPIs) and measures of success
   - stakeholders, e.g. clients, employees, community members
2. define roles (e.g. sponsor, manager, team members) and responsibilities
3. identify project requirements, including:
   - project phases
   - activities and associated tasks
   - resources, e.g. people, equipment, finances, materials
   - timelines
   - cost of each task
   - legal, ethical and social requirements
4. determine impact on operations, e.g. staffing, finances, clients, partners
5. share project plans to date, if appropriate:
   - seek input on plans and impacts on operations, as required
6. develop critical path
7. develop schedule:
   - schedule project requirements according to critical path
8. develop budget, e.g. cost estimates, management reserves, contingency reserves
9. develop human resource plan
10. develop risk management plan
11. develop communication plan, e.g. reporting requirements

12. develop evaluation plan:
- identify evaluation questions, for example:
  - Was project completed in established timelines?
  - Were project's objectives achieved?
  - Was project completed on budget?
  - What are project's outcomes and impacts?
  - Were the key performance indicators relevant?
- select evaluation methods
- determine evaluation process

13. organize information into project plan

14. seek input and approval of plan from stakeholders

15. adjust plan based on input from stakeholders, as appropriate

16. file project plan, e.g. on computer, in cabinet

Knowledge

1. communication best practices for projects
2. data sources, including reliability and validity
3. elements typically included in project plan
4. evaluation methods and best practices
5. human resources, e.g. capacity, best practices
6. project budgeting best practices
7. project management best practices
8. project management lifecycle and responsibilities associated with each stage
9. quality assurance practices
10. research methods including data collection and analysis
11. stakeholder management
12. sustainability principles and practices

11.4.2 Execute project plans

Purpose

When organizations execute project plans effectively, they are more likely to achieve the project's goals and objectives. A well-managed project avoids cost overruns, meets timelines and delivers the desired outcomes.

Performance and Abilities

1. **review project plan and critical path:**
   - review specific tasks required to achieve goals and objectives of project
   - review relevant legal, ethical and social requirements

2. **assign tasks to committees, individuals or suppliers based on skills or areas of expertise:**
   - explain roles and responsibilities
   - communicate standards, policies and procedures

3. **conduct kick-off meeting with project team, as required:**
   - review goals, objectives and critical path

4. **create briefs outlining relevant information for stakeholders, as required**

5. **conduct site visits, as required**

6. **monitor progress and performance using key performance indicators (KPIs), including:**
   - timeline
   - budget, e.g. analyze cash flow, monitor resource flow from grant applications
   - quality
   - safety, as required

7. **maintain productive relationship with project team, e.g. communicate regularly, jointly agree on solutions to issues**

8. **seek professional assistance, as required, e.g. contact accountant, discuss issue with legal professional**

9. **assess need for corrective action, e.g. quality issue, time delays:**
   - address breaches of contract as soon as they are identified
   - refer to risk management plan, if applicable
   - receive approval for project changes, as required

10. **adjust project plan, as required:**
    - document changes, e.g. record date of change, detail rationale for change, highlight implementation plan adjustment

11. **document progress, as required, for example:**
    - generate status report
    - create budget report

12. **communicate progress and changes to relevant parties on regular basis**

Knowledge

1. available resources
2. communication best practices for projects
3. importance of applying lessons learned from past project to current projects
4. inter-relatedness of all aspects of project, i.e. ripple effect of making changes
5. organization's mission statement, goals, objectives, culture and brand
6. organization's standards
7. project budget
8. project management best practices
9. project plan
10. quality assurance practices
11. relevant policies and procedures
12. stakeholder management
13. sustainability principles and practices

Purpose

Evaluating projects throughout their execution allows practitioners to adjust plans to meet the project's goals and objectives. In addition, conducting post-project evaluations capitalizes on successes and learning that can be applied to future projects. Not evaluating projects can result in wasted time and resources due to repeated mistakes.

Performance and Abilities

1. **review key performance indicator and measures of success for project, e.g. purpose, goal, objective, cost**
2. **implement evaluation procedures as planned:**
   - collect data at critical points
   - verify validity and reliability of data
   - address issues in data collection
3. **prepare for post-project evaluation meeting as soon as possible after completion, as required:**
   - identify attendees
   - prepare agenda
4. **conduct post-project evaluation meeting:**
   - review evaluation's purpose and project's outcomes
   - review costs
   - encourage questions and comments
   - identify areas for future improvement
5. **analyze collected data:**
   - determine reasons for success or failure
   - identify key lessons learned
6. **develop project evaluation report:**
   - identify audience for report, e.g. stakeholders, internal team
   - detail data collection methods
   - describe data analysis process
   - specify recommendations and action items
7. **share evaluation report with relevant individuals and groups:**
   - follow confidentiality guidelines
8. **file evaluation report, e.g. on computer, in cabinet**

Knowledge

1. data sources, including reliability and validity
2. evaluation methods and best practices
3. organization's mission statement, goals, objectives, culture and brand
4. project budget
5. project management best practices
6. project plan
7. quality assurance practices
8. stakeholder management
9. sustainability principles and practices

11.5.1 Implement quality assurance program

Purpose

Quality assurance is an organization-wide program used to set product and service standards, implement them and monitor their achievement. Products and services are changed, and employees are rewarded or coached, based on the outcomes. Quality assurance is critical to maintaining high standards, ensuring client satisfaction and gaining competitive advantage. Operations that meet quality standards contribute to the excellence of the tourism destination.

Performance and Abilities

1. align quality assurance program to strategic plan
2. research third-party quality assurance programs that could be used in conjunction with internal quality assurance program
3. develop quality standards and procedures to explain what needs to be done and how:
   - identify characteristics of products and services that impact quality, e.g. reliability, promptness, sustainability
   - select desired characteristics to set standards and procedures for products and services
   - create tools (e.g. checklists) to facilitate achievement of standards
4. communicate quality standards and procedures to employees:
   - explain goal of quality assurance
   - explain why standards and procedures are important
5. ensure employees have skills, knowledge and required resources to apply standards and procedures:
   - provide training and resources, as required
6. evaluate product and service quality:
   - identify evaluation criteria based on standards and procedures
   - observe quality of products and services during shifts
   - collect information from clients and employees, for example:
     - conduct research about clients' expectations
     - review client review sites
     - implement client complaint and employee suggestion procedures
   - compile evaluation information
   - analyze information to identify where products and services meet or do not meet standards
   - use quality assurance software for data collection and analysis, if appropriate
7. recognize contributions to achievement of quality standards, e.g. reward employees who deliver excellent service, reward clients who provide valuable feedback
8. implement changes to correct deficiencies, e.g. address priority areas of concerns

9. file quality standards and procedures and evaluation results, e.g. on computer, in cabinet
10. review standards and procedures on regular basis:
    - revise as appropriate

Knowledge

1. best practices for developing standards
2. business planning best practices
3. evaluation methods and best practices
4. guidelines for developing procedures
5. relevant policies and procedures
6. relevant third-party quality standards programs, e.g. Hotel Canada Select, International Organization for Standardization (ISO) 9001, Canadian Automobile Association (CAA)
7. research methods including data collection and analysis

11.5.2 Facilitate change

Purpose

Change is a necessary part of continuously improving an organization's people, products, services and performance. Change is more likely to succeed if it is planned with consultation and executed with flexibility. Organizations that fail to implement change are likely to miss opportunities and fall prey to challenges and risks.

Performance and Abilities

1. **identify need for change:**
    - be observant, i.e. look for new ways to improve products, services and processes
    - listen to ideas of others, e.g. employees, clients
    - review information collected from research, e.g. quality assurance system, key performance indicators
    - review strategic plan
2. **initiate plans for change:**
    - identify benefits, challenges, barriers and possible risks
    - identify change agents, e.g. employees who will champion change
    - describe scope
    - identify what is needed to realize change, e.g. change in behavior, new system
    - identify changes that are essential to success and not negotiable
    - identify communication strategy to share need for change and progress
    - identify key performance indicators and measures of success
3. **share initial plans with stakeholders:**
    - present rationale for change and expected benefits and challenges
    - ask for feedback
4. **assess level of stakeholder support:**
    - conduct research, e.g. interviews, focus groups, surveys
    - identify advocates and resistors to change:
        - identify type of information and support to provide both groups
    - identify employees to involve in planning:
        - ensure affected departments and positions are represented
        - define roles of those involved
5. **develop action plans to execute change**
6. **communicate plans for change**

7. implement action plans:
   - provide funding and resources
   - collect data applicable to each step
   - ensure appropriate communication and support is available
8. evaluate action plans:
   - refer to key performance indicators and measures of success
   - analyze data collected
9. celebrate milestone successes
10. address roadblocks or resistance to change, for example:
    - describe preferred future and need for change
    - provide information to help employees and other stakeholders adjust to change
11. revise action plans, as needed
12. file action plans and evaluation results, e.g. on computer, in cabinet

Knowledge

1. change management best practices
2. collaboration techniques
3. communication methods and when to use
4. evaluation methods and best practices
5. facilitation techniques
6. importance of change to continuous improvement
7. innovation techniques, e.g. ideation, brainstorming
8. losses and gains that can result from change, e.g. potential impacts of change on employees' jobs, sense of identify and financial security
9. organization's strategic plan and goals
10. parties outside of organization that can cause need for change in organization, e.g. suppliers, regulatory agencies, business partners, clients
11. parties that may be impacted by changes in organization, e.g. various departments, suppliers, clients, business partners
12. presentation development and delivery guidelines
13. project management best practices
14. relevant policies and procedures
15. research methods including data collection and analysis
16. types of measures of success

12.1　Manage Risk

12.1.1　Analyze risk

Purpose

Identifying and analyzing risk is important in order to minimize potential losses and liability to people, assets and the future earning power of an event, project or organization. Analyzing risk is a critical step when preparing plans and strategies to enact for times of emergency or uncertainty.

Performance and Abilities

1. review current internal context, e.g. business plan, event plan, capabilities, culture
2. review documents related to previous incidents, e.g. incident report, profit/loss statement
3. collect information regarding potential risks, for example:
   - facilitate risk assessment meeting with staff and/or stakeholders
   - interview individuals with specialized knowledge
   - inspect property and/or venue for potential hazards, threats, vulnerabilities or other risks
4. determine scope and nature of external context, e.g. market conditions:
   - research specific legal and regulatory obligations, including:
     - relevant jurisdictions
     - relevant current and upcoming legislation, codes, ordinances, mandates and regulations
     - responsible authorities, agencies or governing bodies
     - process for acquiring necessary authorizations, e.g. permits
5. detail potential risks identified:
   - analyze:
     - what is exposed to damage, loss or liability, e.g. property, people, cash, reputation, environment
     - what could cause damage, loss or liability
     - who would suffer damage, loss or liability
     - when damage, loss or liability might occur
   - evaluate:
     - probability of occurrence
     - severity of consequences, e.g. extent of impact, financial consequences, maximum possible loss or liability
6. prioritize risks, considering:
   - organization's risk appetite
   - jurisdiction's mandates regarding risk, e.g. municipal requirements for security
7. document analysis of risks, e.g. create risk profile, develop risk matrix
8. circulate documentation for feedback:
   - adjust analysis based on feedback
9. file documentation
10. update document, e.g. as scheduled, annually

Knowledge

1. common risk factors
2. importance of risk management, i.e. consequences of not managing risk
3. relevant authorities, agencies and governing bodies that preside over jurisdiction's activities
4. relevant jurisdictions
5. relevant policies and procedures, e.g. event plan
6. research methods, e.g. data collection and analysis
7. risk management techniques, e.g. avoidance, elimination, reduction, transfer
8. types of risk matrices

12.1.2 Develop risk management plans

Purpose

Developing a risk management plan is critical in order to minimize potential losses and liability to people, assets and the future earning power of an event, project or organization. The risk management plan may also identify minimal risks that might be worth taking for greater potential benefits.

Performance and Abilities

1. **research risk mitigation options for prioritized risks, for example:**
    *   add security to prevent loss
    *   buy insurance or require deposits to manage financing risks
    *   identify safety precautions or require safety training to control risks
2. **evaluate options considering legal requirements and levels of mitigation:**
    *   seek advice from experts, e.g. lawyer, accountant
    *   select best options
3. **draft risk management plan, including:**
    *   objectives and strategies, e.g. hire security
    *   roles and responsibilities of individuals and groups
    *   implementation requirements, e.g. resources, training
    *   protocols, including:
        *   indicators of risk, e.g. system failure, increased turnover, negative feedback
        *   risk reporting, e.g. organize call tree
        *   procedures for addressing indicators of risk
        *   escalation procedures, e.g. how and when to involve others
4. **develop scenario exercises in order to test draft plan, if required**
5. **circulate documentation for feedback:**
    *   adjust plan based on feedback
6. **finalize risk management policies and procedures**
7. **file documentation**
8. **update document, e.g. as scheduled, annually**

Knowledge

1. effectiveness of previous risk management plans
2. importance of risk management, i.e. consequences of not managing risk
3. organization's risk appetite
4. prioritized risk documentation
5. relevant authorities, agencies and governing bodies that preside over jurisdiction's activities
6. relevant current and upcoming legislation and regulations
7. relevant jurisdictions
8. relevant organizational structure and capabilities
9. relevant policies and procedures, e.g. event plan
10. research methods
11. risk management techniques, e.g. avoidance, elimination, reduction, transfer

12.1.3   Develop contingency plans

Purpose

Developing contingency plans increases the chances that, when encountering abnormal conditions or emergencies, loss and liability will be limited. Required actions are documented, known and can be taken immediately, helping to ensure that an organization will continue to operate, or an event or project can progress, with minimal impact.

Performance and Abilities

1. **research circumstances or situations that may require contingency plans, for example:**
   - interruption to communication systems
   - malfunctioning technology
   - weather events
   - cancellations
   - labour disruptions
   - funding shortfalls
2. **develop alternatives for circumstances identified:**
   - consult with key personnel to identify possible options
   - analyze legal, human, fiscal and material factors involved in options
   - choose best options
3. **draft contingency plans, including:**
   - objectives and associated strategies
   - roles and responsibilities of individuals and groups
   - implementation requirements, e.g. resources, training
   - business continuity requirements, e.g. alternate equipment or accommodations
   - protocols, including:
     - decision making framework
     - coordination requirements
     - communication strategy
   - recovery strategies
4. **circulate documentation for feedback:**
   - adjust plans based on feedback
5. **finalize plans**
6. **file documentation**
7. **update document, e.g. as scheduled, annually**

Knowledge

1. common alternatives for unexpected or challenging circumstances
2. common risk factors
3. importance of risk management, i.e. consequences of not managing risk
4. organization's risk appetite
5. relevant authorities, agencies and governing bodies that preside over jurisdiction's activities
6. relevant jurisdictions
7. relevant legislation and regulations, e.g. fire, liability, public health, environmental protection, protection of privacy
8. relevant organizational structure and capabilities
9. relevant policies and procedures, e.g. event plan
10. research methods

12.2. Implement Risk Mitigation Strategies

12.2.1 Acquire insurance

Purpose

Acquiring the correct types and levels of insurance is important in order to protect an event, project or organization, and people, from potential loss and liability when accidents, incidents or other unanticipated circumstances occur. Appropriate insurance can help to maintain business continuity, and also meets the legal requirement of an event, project and/or organization to carry insurance.

Performance and Abilities

1. **determine types of insurance coverage needed or recommended to address potential risks, e.g. fire, workers' compensation, liability, business interruption**
2. **research coverage available:**
    *   conduct internet searches, e.g. access insurance carrier's website, read reviews relating to client experiences
    *   ask for recommendations from others with similar needs
3. **analyze options, comparing:**
    *   coverage
    *   costs
    *   terms
    *   eligibility
    *   restrictions
4. **select best insurance carrier and product**
5. **contact insurance carrier's representative:**
    *   sign, or ensure relevant signatures are obtained on, insurance contract
    *   pay fees
6. **file documentation**
7. **analyze insurance coverage needs and levels periodically:**
    *   update insurance coverage as required

Knowledge

1. common insurance products and levels of coverage
2. components of insurance contracts and how to interpret them
3. importance of risk management, i.e. consequences of not managing risk
4. insurance carriers with relevant products
5. organization's risk appetite
6. organization's risk management and contingency plans
7. relevant legislation and regulations
8. relevant organizational structure and capabilities
9. relevant policies and procedures, e.g. event plan
10. research methods

Purpose

Implementing the risk management plan is critical in order to minimize potential losses and liability to people, assets and the future earning power of an event, project or organization.

Performance and Abilities

1. communicate risk management plan and procedures to relevant individuals
2. conduct test scenarios, as required:
   • adjust plan, if needed
3. execute strategies outlined in risk management plan, e.g. establish emergency response team, hire security, obtain financing
4. report incidents and potential indicators of risk to appropriate personnel (e.g. manager) as they occur:
   • escalate issues that must be addressed immediately, e.g. involve others needed to address potential risk
5. implement relevant contingency plan when necessary
6. monitor effectiveness of risk management plan, including:
   • collect information on how risks are handled
   • evaluate responses to risk
   • monitor use of resources allocated to risk management
7. inform key personnel of effectiveness of strategies
8. evaluate changes needed:
   • identify areas for improvement
   • make suggestions for revisions
9. circulate documentation for feedback:
   • adjust plan based on feedback
10. file documentation
11. update document, e.g. as scheduled, annually

Knowledge

1. importance of risk management, i.e. consequences of not managing risk
2. organization's risk appetite
3. organization's risk management and contingency plans, including roles and responsibilities
4. relevant legislation and regulations, e.g. fire, liability, public heath, environmental protection
5. relevant organizational structure and capabilities
6. relevant policies and procedures, e.g. event plan

12.2.3   Implement contingency plans

Purpose

Implementing contingency plans increases the chances that, when encountering abnormal conditions or emergencies, loss and liability will be limited. Required actions are known and can be taken immediately, helping to ensure that an organization will continue to operate, or an event or project can progress, with minimal impact.

Performance and Abilities

1. communicate contingency plans and procedures to relevant individuals
2. report incidents and indicators of risk to appropriate personnel, e.g. manager
3. follow procedures outlined in contingency plan, including:
   - decision making framework
   - communication protocols, e.g. inform clients, provide updates to other departments
   - business continuity procedures
   - media protocols, e.g. refer to media spokesperson
4. perform post-incident evaluation of contingency plan, including:
   - collect information on effectiveness
   - identify areas for improvement
   - make suggestions for revisions, e.g. inform key personnel
5. circulate documentation for feedback:
   - adjust plan based on feedback
6. file documentation
7. update document, e.g. as scheduled, annually

Knowledge

1. importance of risk management, i.e. consequences of not managing risk
2. organization's contingency plan, including roles and responsibilities
3. organization's risk appetite
4. relevant authorities, agencies and governing bodies that preside over specific activities, e.g. emergency response
5. relevant legislation and regulations, e.g. fire, liability, public health, environmental protection, protection of privacy
6. relevant organizational structure and capabilities
7. relevant policies and procedures, e.g. event plan

13.1.1   Develop budget

Purpose

Developing a budget is an essential step in planning the financial performance of an organization and executing its strategic plan. A budget provides the financial operational plan for a specified time period, usually a year. By providing a fixed reference point, budgets help organizations control operations, project cash flow and set expectations for the current year.

Performance and Abilities

1.   review strategic business plan to identify direction and priorities for budget
2.   gather data, e.g. previous budget, cash flow statement, existing contracts
3.   determine budget format and required categories
4.   estimate projected revenue for budget period, e.g. sales
5.   estimate projected expenses for budget period, e.g. fixed and variable costs, one-time purchases
6.   validate targeted profit margin against strategic plan
7.   review proposed budget with other departments to identify interdependencies
8.   submit budget for approval
9.   revise budget
10. forecast cash flow
11. file budget documents, e.g. on computer, in cabinet
12. communicate budget decisions to key personnel
13. perform regular actual to budget reviews, e.g. monthly
14. obtain professional assistance as required, e.g. accountant, banker

Knowledge

1.   business cycles
2.   existing contracts
3.   external factors, e.g. special events
4.   forecasting methods and tools
5.   industry metrics
6.   professional accounting standards, e.g. generally accepted accounting principles (GAAP), International Financial Reporting Standards (IFRS)
7.   purpose and requirements of financial statements, e.g. balance sheet, income statement, cash flow
8.   relevant competitive set
9.   relevant legislation and regulations
10. relevant policies and procedures

13.1.2   Develop financial controls and procedures

Purpose

Developing financial controls and procedures enables an organization to track, manage and report financial resources and transactions. Establishing good financial controls and procedures increases an organization's ability to mitigate risks, achieve its financial performance goals, comply with contractual obligations and relevant legislation, and support corporate governance.

Performance and Abilities

1. assess risks, e.g. fraud, theft, misappropriation of funds
2. identify required financial controls and procedures for various areas, for example:
    *   cash handling, e.g. segregation of duties
    *   accounts receivables, e.g. approved credit limits
    *   accounts payables/procurement, e.g. dual signature
    *   inventory, e.g. physical counts
    *   capital assets, e.g. physical confirmation
    *   revenue recognition, e.g. analytical review
3. develop required controls and procedures for identified risks
4. conduct cost-benefit analyses of controls
5. implement selected controls and procedures
6. validate selected controls and procedures, e.g. surprise float count, monthly inventory counts
7. revise controls and procedures, as required

Knowledge

1. commonly used industry practices on internal controls and security
2. professional accounting standards, e.g. generally accepted accounting principles (GAAP) or International Financial Reporting Standards (IFRS)
3. relevant legislation and regulations
4. relevant policies and procedures

13.1.3   Maintain accounting information

Purpose

Properly maintaining accounting information is important because it allows management to quickly access accurate, up-to-date financial information. This facilitates timely and informed decision making to improve profitability and resource use.

Performance and Abilities

1. review completeness, accuracy, and timeliness of accounting records, for example:
    *   reconcile balance sheet accounts regularly, e.g. monthly
    *   review transactions entered into ledgers, e.g. cheques, invoices, charges
2. ensure appropriate procedures are followed for backing up and securing accounting records, e.g. offsite storage
3. dispose of records securely in accordance with legislation and, if necessary, advice of appropriate professionals
4. consult appropriate professionals, as required, e.g. accountant

Knowledge

1. accounting procedures
2. accounting software modules and features
3. professional accounting standards, e.g. generally accepted accounting principles (GAAP), International Financial Reporting Standards (IFRS)
4. relevant legislation and regulations
5. relevant policies and procedures

13.1.4   Manage cash flow

Purpose

Managing cash flow optimizes its use and availability so current and future cash requirements can be met.

Performance and Abilities

1. prepare cash flow projections, i.e. expected cash-in and cash-out
2. review and update cash flow projections regularly, e.g. daily, weekly, monthly, for example:
    * examine accounts receivables, accounts payables, inventory and cash flow statements
    * compare actual to projected figures
    * analyze discrepancies
3. identify situations likely to impact cash flow
4. manage working capital, for example:
    * reduce cash-out, e.g. delay payment, make instalment payments
    * increase speed of payment for cash-in, e.g. use collection agency
    * adjust level of borrowing
5. review cash management procedures for effectiveness regularly
6. inform key personnel immediately if fraudulent activities are identified

Knowledge

1. common liquidity ratios, e.g. quick ratio, current ratio
2. organization's strategic goals
3. organizational budget
4. professional accounting standards, e.g. generally accepted accounting principles (GAAP) or International Financial Reporting Standards (IFRS)
5. relationship between income statement, balance sheet and cash flow statement
6. relevant policies and procedures, e.g. cash management procedures

13.1.5   Manage assets

Purpose

Managing assets provides an organization with full knowledge of its assets, increases its value and minimizes the potential for loss.

Performance and Abilities

1. **develop list of organization's assets grouped by type, for example:**
    - tangible assets, e.g. buildings, equipment, cash, inventory, land
    - intangible assets, e.g. brand recognition, knowledge assets, intellectual property
2. **determine total cost of assets**
3. **determine market value of assets**
4. **protect assets, for example:**
    - maintain intellectual property assets, e.g. trademark, copyright, patent or trade secret
    - install theft protection systems, e.g. alarms and cameras for tangible assets
    - insure assets
5. **track assets:**
    - add new assets to tracking system
    - conduct regular inventory of assets
    - track depreciation and amortization
6. **create customized reports, e.g. valuation reports, depreciation reports, management reports, tax reports**
7. **file documents, e.g. on computer**
8. **update documents, e.g. as scheduled, annually**

Knowledge

1. **asset management systems, e.g. software applications, hardware such as ID tags and barcodes**
2. **basic accounting procedures**
3. **relevant legislation and regulations, e.g. copyrighting intellectual property**
4. **relevant policies and procedures**
5. **risk management strategies**

13.1.6   Produce financial reports

Purpose

Financial reports provide the organization with a tool to analyze its financial performance. The reports identify strengths and weaknesses and other financial insights to help the organization achieve its financial objectives.

Performance and Abilities

1. collect necessary documents, i.e. current financial records
2. produce financial statements regularly, including:
    *   balance sheet
    *   statement of retained earnings
    *   income statement
    *   cash flow statement
3. review and revise statements, as required
4. produce additional financial reports as required, e.g. executive summary, metrics report
5. distribute statements and reports appropriately, e.g. owners, bank, Statistics Canada
6. obtain professional assistance as required, e.g. accountant, banker

Knowledge

1. compliance requirements
2. financial reporting requirements
3. professional accounting standards, e.g. generally accepted accounting principles (GAAP), International Financial Reporting Standards (IFRS)
4. purpose and requirements of financial statements, e.g. income statement, statement of retained earnings, balance sheet, cash flow statement

13.1.7 Analyze results against budget

Purpose

Analyzing results against the budget provides knowledge about the organization's current financial position, identifies ways to improve the budget's performance, and promotes accountability.

Performance and Abilities

1. identify variances between budgeted and actual figures
2. determine causes of variances
3. identify variances likely to impact future periods
4. respond to variances, e.g. recommend new cost controls, reallocate funds
5. document variances in required reporting format
6. communicate budget performance and decisions to key personnel
7. identify opportunities for improved budget performance, e.g. new suppliers, different revenue sources

Knowledge

1. forecasting methods and tools
2. organization's budget
3. purpose and requirements of financial statements, e.g. income statement, statement of retained earnings, balance sheet, cash flow statement
4. reporting procedures, e.g. monthly report on key performance indicators provided to chief financial officer

13.1.8   Analyze organization's financial information

Purpose

Analyzing an organization's financial information provides critical information to assess its performance. This analysis can help to determine the organization's current financial state, its operational effectiveness, and how it compares to other similar organizations and industry benchmarks. This analysis can be used to provide direction and recommendations to the management team to improve financial performance.

Performance and Abilities

1. **collect data, e.g. access database, review report from point of sale (POS) system:**
    *   ensure data is accurate and complete
2. **monitor revenue and expenses:**
    *   review daily reports to ensure revenue and expenses are within guidelines, e.g. cost percentages meeting organizational standard, labour costs within acceptable range
    *   review incoming invoices and receipts
    *   analyze deviations
3. **investigate variances from projections:**
    *   determine causes
    *   report discrepancies, as required
4. **identify opportunities for improved performance, e.g. seek out new suppliers or revenue streams:**
    *   present recommendations to appropriate individuals or departments, as required
5. **adjust budget or make recommendations to adjust budget, as required:**
    *   reforecast, as required
6. **determine changes needed to operations in collaboration with appropriate individuals or departments, for example:**
    *   change purchasing limits
    *   revise products/services, e.g. change menu
    *   plan training for employees
    *   adjust schedules
7. **complete documentation, as required, e.g. generate report**

Knowledge

1. budget terms
2. common industry ratios
3. financial control measures, e.g. purchasing, receiving, storing, issuing, production, labour
4. industry benchmarks
5. organization's mission statement, goals and objectives
6. relevant policies and procedures
7. service standards
8. types of costs and their operational implications

13.1.9   Prepare financial forecasts

Purpose

Forecasting is used to guide financial and operational decision making. Accurate forecasts result in better informed decisions about the organization's future.

Performance and Abilities

1. define purpose of forecast, i.e. internal or external users
2. compile existing relevant data to use for specific forecast, e.g. comparable historical data, variance analysis
3. analyze comparable historical data
4. identify trends or social and economic events that could impact organization's finances, e.g. utilities increase, natural disaster, event cancellation
5. prepare pro forma statements, e.g. income statements, balance sheet, cash flows
6. analyze statements to identify situations or trends that require adjustments
7. make recommendations, e.g. mitigation strategies, opportunities
8. obtain professional assistance, if required, e.g. accountant
9. distribute, as appropriate
10. file documents, e.g. on computer, in cabinet

Knowledge

1. business or strategic plan
2. current trends and economic situations
3. organization's operations and capital budgets
4. purpose and requirements of financial statements, e.g. income statement, statement of retained earnings, balance sheet, cash flow statement
5. variance analysis

13.1.10 Raise capital

Purpose

Raising capital can make an important contribution to achieving an organization's financial goals.

Performance and Abilities

1. **determine need for capital funds:**
    *   identify goals and objectives
    *   review budget
    *   consider alternatives

2. **explore possible sources, including:**
    *   crowdfunding
    *   local small business development centre
    *   angel investors
    *   venture capital
    *   government lending agencies, e.g. Development Bank of Canada
    *   business incubators and accelerators
    *   bank loans
    *   microfinance providers or non-banking financial corporations

3. **write proposal, including:**
    *   background
    *   objectives and goals
    *   breakdown of funds needed
    *   timelines and schedules for use of funds
    *   projections supporting ability to repay loan
    *   payback schedule
    *   terms of investment
    *   benefits, e.g. terms of interest, dividend schedule

4. **follow up:**
    *   respond to questions and concerns

5. **discuss changes to terms, if required**

6. **review contract, for example:**
    *   determine if valuation is required
    *   determine cost of valuation
    *   identify legal fees associated with securing loan

7. sign contract:
   - return signed copy
   - file, e.g. on computer, in cabinet

Knowledge

1. forecasting
2. organization's budget
3. organization's goals and objectives
4. purpose and requirements of financial statements, e.g. income statement, statement of retained earnings, balance sheet, cash flow statement
5. relevant legislation and regulations, e.g. contracts
6. relevant policies and procedures

13.1.11 Apply for funding, grants and incentives

Purpose

Applying for funding, grants and incentives is important because it accesses different ways to obtain additional funds and improves an organization's chances of getting the financing it needs.

Performance and Abilities

1. **determine need for additional funds:**
    * identify goals and objectives
    * review budget
    * consider alternatives
2. **determine amount needed, e.g. estimate costs**
3. **determine appropriate sources, for example:**
    * individuals or companies
    * government grants or subsidies
    * foundations or associations
    * cost sharing with partnerships or business chain operators
4. **set goals for funds:**
    * note limitations of uses from some sources, e.g. government grant
5. **determine eligibility for funding, if applicable**
6. **identify contact persons**
7. **complete applications, including, for example:**
    * letters of recommendations
    * budgets and financial statements
    * business plans
    * goals and benefits
8. **submit applications and support materials to appropriate parties**
9. **follow up on status of application**
10. **sign contract:**
    * review terms
    * return signed copy
    * file, e.g. on computer, in filing cabinet
11. **meet requirements of awarded funds, e.g. reporting**

Knowledge

1. application and proposal writing
2. organization's budget
3. organization's mission statement, goals and objectives
4. relevant legislation and regulations, e.g. contracts
5. sources of funding, grants and incentives

13.2   Implement Cash Control Procedures

13.2.1   Implement credit policies

Purpose

Implementing credit policies reduces risk to the cash flow and profitability. Credit policies are used to communicate an organization's standards, rules and practices when extending and managing credit and can assist in attracting new clients and business

Performance and Abilities

1. **assign responsibility for implementation of credit policies:**
    *   ensure credit team or dedicated individual is trained and in place to accept credit applications and manage full range of credit services, e.g. accounts receivable functions, payment, collections procedures
2. **develop standardized forms and contracts**
3. **communicate credit policies and procedures:**
    *   educate staff on rationale and details
    *   provide information to public, e.g. post policies and credit application forms on organization's website
4. **monitor consistent application of policy**
5. **review use and effectiveness of credit policies:**
    *   update policies, as necessary
    *   file, e.g. on computer, in cabinet
6. **obtain professional assistance as appropriate, e.g. lawyer**

Knowledge

1. **accounts receivable**
2. **cash flow projections and actuals**
3. **collection processes**
4. **relevant legislation and regulations, e.g. consumer credit**
5. **relevant policies and procedures, e.g. credit, cash management**
6. **risk management principles**

13.2.2 Implement purchasing guidelines

Purpose

Implementing purchasing guidelines helps to communicate an organization's objectives, standards, rules and practices when purchases are made. Purchasing guidelines can have a positive impact on the organization's cash flow and working capital. Implementing the guidelines can also reduce costs.

Performance and Abilities

1. **assign responsibility for implementation of guidelines and purchase approvals**
2. **develop standardized forms and contracts**
3. **communicate purchasing guidelines:**
   - educate staff on rationale and details
   - explain purchase order process
   - explain purchasing timelines
   - provide list of authorized suppliers
   - explain bids and acceptance process
4. **ensure vendor/supplier data is current and accurate**
5. **discuss vendor/supplier management and responsibilities with purchasing staff:**
   - describe corrective steps for late or damaged deliveries
   - resolve supply chain breakdowns
6. **monitor application of guidelines**
7. **review use, consistency and effectiveness of purchasing guidelines:**
   - update guidelines, as necessary
   - file, e.g. on computer, in cabinet
8. **obtain professional assistance as appropriate, e.g. lawyer**

Knowledge

1. **accounts payable**
2. **cash flow**
3. **relevant legislation and regulations, e.g. contracts**
4. **relevant policies and procedures, e.g. purchasing, cash management**
5. **risk management principles**

13.2.3   Implement cash handling guidelines

Purpose

Implementing cash handling guidelines reduces the risk of errors, misuse and fraudulent activity. The guidelines protect an organization's assets and increase the accuracy of accounting data. They also have a positive impact on cash flow and working capital. The risk to the organization's finances and reputation can be significant if cash handling guidelines are not properly implemented.

Performance and Abilities

1. assign responsibility for implementation of guidelines
2. develop standardized forms and contracts
3. work with information technology (IT) employees or provider to update all software (e.g. point of sale, e-commerce) to be consistent with guidelines, e.g. sales and cash out reconciliation
4. communicate guidelines and procedures:
   - educate staff on rationale and details
   - explain cash handling steps
   - discuss checks and balances, e.g. reconcile petty cash, daily sales, settlements reconciliation
   - convey significance of discrepancies and loss
   - instruct on ways to find discrepancies and solve issues
   - discuss consequences of guideline contraventions
5. monitor consistent application of cash handling guidelines
6. review use and effectiveness of cash handling guidelines:
   - update as necessary
   - file updates, e.g. on computer, in cabinet

Knowledge

1. cash flow and forecasting
2. cash handling guidelines and consequences of contraventions
3. organization's security measures
4. relevant legislation and regulations, e.g. employment standards
5. relevant policies and procedures, e.g. cash management, information technology (IT)

13.2.4   Address cash control concerns

Purpose

Misuse of cash, improper cash handling practices and theft of cash are serious concerns that can damage an organization's financial status and reputation. These types of concerns can also impact the organization's cash flow and working capital. It is critical for organizations to take immediate corrective action to address cash control concerns to minimize their potential damage.

Performance and Abilities

1. determine type of concern, e.g. error, bookkeeping problem, bad debt, theft
2. determine action necessary to mitigate concern, for example:
    *   review organization's policies, procedures and best practices:
        *   revise as necessary
    *   provide additional training to staff
    *   verify authorizations, i.e. ensure those handling cash have permission to do so
    *   ensure separation of duties, e.g. person accepting cash does not also make bank deposits
    *   check employees are using correct procedures
    *   review internal control systems
    *   increase monitoring activities
    *   launch investigation if theft is suspected
3. document findings and actions taken:
    *   file, e.g. on computer, in cabinet
4. report to appropriate personnel, as required
5. obtain professional assistance as appropriate, e.g. lawyer, human resources specialist, forensic auditor
6. follow-up to confirm issue is resolved

Knowledge

1. organization's code of ethics/code of conduct
2. organization's governance
3. relevant legislation and regulations, e.g. employment standards
4. relevant policies and procedures, e.g. cash handling controls, cash management
5. types of internal controls and when to use
6. types of security measures and when to use

13.3.1   Process payroll

Purpose

Processing payroll correctly contributes to employee satisfaction and maintains an organization's compliance with legislation. Failing to pay employees correctly can have serious consequences for both employees and the organization.

Performance and Abilities

1. confirm employee payroll documents are completed, e.g. federal tax documents, social insurance number, change forms, direct deposit authorizations
2. collect time worked in designated pay period, e.g. review records, total hours:
    *   validate authorization of time worked
3. generate gross pay amount:
    *   add in legislated and agreed-upon amounts, e.g. overtime, bonuses, vacation pay
4. subtract payroll deductions, e.g. Canada Revenue Agency deductions, health benefits, employee benefits
5. correct payroll errors, if required
6. generate net pay:
    *   distribute pay slip
    *   pay according to policy, e.g. cash, cheque or through direct deposit
7. carry out legislative requirements, e.g. remit source deductions
8. complete payroll reports, for example:
    *   payroll journal entry
    *   payroll registry
    *   new hire reports
    *   leave/absentee reports
    *   wage changes
9. file payroll records in secure location, e.g. computer with password protection, cabinet with lock
10. complete other payroll activities as required, for example:
    *   records of employment
    *   Workers' Compensation Board remittances
    *   employer health tax return
    *   T4 slips

Knowledge

1. collective agreements, if relevant
2. employment contracts
3. organization's payroll software or system
4. relevant legislation and regulations, e.g. employment standards, privacy
5. relevant policies and procedures, e.g. payroll

13.3.2   Administer employee benefits

Purpose

Employee benefit programs can assist in attracting and retaining desirable employees. Administering employee benefit programs accurately and efficiently contributes to employee satisfaction. Improperly administered benefit programs can have financial consequences for the organization.

Performance and Abilities

1. **share information with employees about organization's benefit programs, for example:**
   • dental/extended health benefits
   • housing
   • pension benefits
   • taxable benefits, e.g. telephone, parking
   • employee discounts and perks

2. **assist employees with benefits for which they qualify, for example:**
   • confirm eligibility
   • provide enrollment materials and details about benefits
   • respond to questions and concerns
   • advocate for employees with issues

3. **handle benefit-related changes, for example:**
   • enroll employees when eligible
   • complete terminations
   • update employees' information, e.g. salary, beneficiaries

4. **ensure benefits are managed appropriately:**
   • ensure appropriate and accurate payroll attributions or deductions are made:
     • deduct provincial/federal premiums, e.g. health benefit deductions
     • file paperwork as required

5. **file benefit records in secure location, e.g. computer with password protection, cabinet with lock**

Knowledge

1. **collective agreements, if relevant**
2. **organization's benefit programs**
3. **organization's payroll software or system**
4. **relevant legislation and regulations, e.g. taxable benefits**
5. **relevant policies and procedures, e.g. employee benefits**

13.3.3   Process accounts receivable

Purpose

Ensuring money owed to an organization is received in a timely manner, and allocated properly, is critical to an organization's survival and success.

Performance and Abilities

1. **create complete and accurate invoice template, including:**
    * legal name of organization
    * payable name of organization, if different from legal name
    * applicable sales tax numbers
    * organization's contact details

2. **send clients invoice, including:**
    * invoice number
    * purchase order (PO) number, if relevant
    * products, services and quantities provided
    * breakdown of cost, including taxes and levies
    * other charges as applicable, e.g. delivery cost
    * due date for payment
    * payment options

3. **adjust invoice based on client feedback, if required**

4. **track accounts receivable:**
    * process payments received
    * generate client monthly statement
    * inspect accounts receivable aging report to find 30-, 60- and 90-day-old debts
    * collect accounts in accordance with organizational policy, as required

5. **adhere to organization's credit policies and terms:**
    * review amount of credit extended to client
    * apply late penalties as appropriate
    * monitor payment history
    * discuss terms for repayment with client, if necessary

6. **perform accounting functions:**
    * keep client data accurate and current
    * complete required journal entries
    * keep accurate accounts receivable records to generate required financial reports
    * reconcile accounts receivable, e.g. subledger to general ledger

Knowledge

1. cash flow requirements
2. organization's accounting software or system
3. relevant legislation and regulations, e.g. credit, taxes
4. relevant policies and procedures, e.g. invoicing, tracking accounts receivable, collection

13.3.4   Process accounts payable

Purpose

Paying suppliers, vendors and other payables on time and correctly is vital to maintaining good relationships with them and keeping an organization viable.

Performance and Abilities

1. review invoices:
    * confirm vendor details, e.g. tax numbers, legal name
    * confirm that invoice aligns with supporting documents, e.g. purchase order, contract
    * validate amount charged
2. **verify appropriate authorizations and approvals, in accordance with policy**
3. **record invoices in accounting system:**
    * if appropriate, indicate they have been entered into system, e.g. stamp as processed or entered
4. **pay invoices, in accordance with policy:**
    * generate payable register
    * verify appropriate authorizations and approvals
    * process payments
5. **review vendor or supplier statements:**
    * confirm statement corresponds with records:
        * investigate and correct discrepancies
6. **file invoices and payment records in secure location, e.g. computer with password protection, cabinet with lock**
7. **communicate cash requirements to appropriate personnel**
8. **keep supplier and vendor information accurate and current**

Knowledge

1. **cash flow requirements**
2. **industry standards for accounts payable, e.g. payment terms**
3. **organization's accounting software or system**
4. **relevant legislation and regulations, e.g. taxes**
5. **relevant policies and procedures, e.g. accounts payable**
6. **supplier and vendor contracts**

13.3.5   Administer petty cash

Purpose

Organizations administer petty cash to control and track small daily or miscellaneous expenditures. Losing track of these expenditures can, over time, be costly. Administering petty cash prevents funds from being misused.

Performance and Abilities

1. **verify opening petty cash balance**
2. **reimburse employees from petty cash:**
   - confirm approval
   - ensure petty cash form is filled in, if applicable
   - record details of expenditure
   - obtain signature to confirm receipt of cash
   - file receipts
3. **reconcile petty cash fund:**
   - total cash, receipts and IOUs (I owe you)
   - compare total with opening float
   - record list of expenditures
   - report discrepancies to appropriate individual
4. **replenish petty cash as required:**
   - submit receipts for amount spent, e.g. routinely or when petty cash is close to gone
   - record amount and date when petty cash is replenished

Knowledge

1. **organization's accounting software or system**
2. **relevant policies and procedures, e.g. petty cash, accounting**

13.3.6 Reconcile bank records

Purpose

Reconciling bank records protects assets by identifying anomalies and unusual transactions that could reveal accounting mistakes or indicate fraudulent activity. It can also assist in identifying and improving inefficiencies.

Performance and Abilities

1. **reconcile bank statement against general ledger:**
   - review bank statement balance
   - record any unrecorded transactions in general ledger, e.g. bank charges
   - match deposits and withdrawals, noting:
     - deposits in transit
     - cleared cheques as listed in cheque register
     - outstanding cheques
   - correct discrepancies:
     - review accounting records
     - record issue and solution
2. **record journal entries to adjust general ledger balance, as required**

Knowledge

1. **organization's accounting software or system**
2. **problem solving strategies**
3. **reconciliation processes**
4. **relevant policies and procedures, e.g. accounting**

13.3.7   Process prescribed remittances

Purpose

Organizations may be required to make several types of remittance payments, such as tourism levies, sales taxes and liquor remittances. Making remittances accurately and on time is critical for a business to comply with legal requirements and maintain financial viability. Organizations that do not comply with their remittance requirements may have to pay a penalty or experience other consequences such as personal liability.

Performance and Abilities

1. create list of remittances that organization is required to pay
2. confirm organization is properly registered for all required remittances, e.g. business number, provincial sales tax (PST) number
3. determine due dates for each remittance type
4. gather information required to complete remittance reports, e.g. sales
5. calculate amount owed using specified form:
    - identify penalties
    - conduct reasonability test
    - follow up on discrepancies
6. pay remittances using method appropriate to payee, for example:
    - online banking system
    - third-party payment providers
    - institution's (e.g. Canada Revenue Agency) website
7. record amount paid
8. prepare remittance reports:
    - file reports in secure location, e.g. computer with password protection, cabinet with clock

Knowledge

1. basic accounting procedures
2. organization's accounting software or system
3. relevant legislation and regulations, e.g. remittance requirements
4. relevant policies and procedures

13.3.8 Process sales

Purpose

Processing sales is essential to an organization's sustainability and viability. Doing this task accurately and on time provides the organization with critical data for financial reporting and forecasting. It also allows the organization to make informed marketing decisions.

Performance and Abilities

1. reconcile daily point of sale (POS) transactions:
   - match to sales receipts
   - reconcile cash
   - process tips:
     - set aside tips
     - determine if tips are controlled or not controlled for Canada Revenue Agency purposes
     - disburse as appropriate
2. invoice as required, e.g. hotel meetings (beverage and food service):
   - put controls in place to prevent errors, e.g. cross-check event invoicing against booking schedule
3. record total sales in accounting system:
   - allocate to appropriate general ledger accounts, e.g. food and beverage, room rental
   - confirm tax payable is appropriately recorded
   - generate sales reports
4. balance daily sales transactions
5. complete income journal reconciliation
6. reconcile bank statements

Knowledge

1. basic accounting procedures
2. organization's accounting software or system
3. relevant policies and procedures, e.g. accounting

13.4 Process Payments

13.4.1 Operate point of sale system

Purpose

A point of sale (POS) system increases accuracy and saves time when processing clients' payments. A POS system also assists in inventory control and accounting, which directly impacts an organization's profits.

Performance and Abilities

1. ensure POS system is functioning properly:
   - replace paper and other system consumables, as necessary
   - report malfunctions to supervisor or service representative
2. sign in, e.g. use login code or swipe card
3. ensure date is correct
4. input or scan selected products and services:
   - correct or void incorrect entries, with appropriate authority
5. ensure client's purchase details are correct
6. inform client of total amount of purchase
7. ask client how they would like to pay:
   - inform client of all payment options, if named option is not available at organization
8. process payment, e.g. cash, debit, credit
9. provide client with receipt:
   - ask if printed or electronic version is preferred, if applicable
10. confirm system has been cleared and transaction is complete
11. sign out
12. protect POS system from spills and damage, e.g. remove containers with liquids from immediate area

Knowledge

1. indicators of fraudulent activity
2. POS system components, features and commands, e.g. cashier till, tablet, computer, handheld mobile card reader
3. procedures for each type of payment method accepted by organization
4. relevant policies and procedures, e.g. performing minor maintenance tasks on POS, procedures to follow when POS system is not operating properly

Purpose

Organizations accept multiple payment methods, ranging from cash and credit cards to gift cards and coupons, for the convenience of their clients. Processing payments efficiently minimizes fraud and financial loss.

Performance and Abilities

1. **process cash payments:**
   - receive cash payment from client:
     - keep cash payment separate from other cash until client has accepted change
   - recognize potential fraud, e.g. counterfeit bills, money laundering:
     - inform proper authority if fraud is suspected
   - count cash in view of client:
     - start with largest value bills ending with smallest value coins, as applicable
   - verify amount received covers total owed
   - make change unless otherwise directed by client

2. **process credit and debit payments:**
   - identify card as credit or debit
   - ensure card type is accepted at organization
   - enter card information, e.g. swipe or key in
   - inform client to insert, swipe or tap card depending on card type
   - ask client to follow prompts on screen:
     - assist client, as needed
   - ensure POS system sends payment information for approval
   - read message on POS system to confirm if card has been approved or denied:
     - if approved, complete sale
     - if denied, ask client for alternate payment method

3. **process gift cards, certificates and coupons:**
   - ensure gift card, certificate or coupon is within date of expiry limit and valid
   - ensure value of gift card, certificate or coupon covers cost of purchase or service amount
   - calculate amount owing if gift card, certificate or coupon is insufficient
   - provide change, if required

4. **provide receipt**

5. **secure payment and records of transaction in designated location**

Knowledge

1. current counterfeit currency warnings

2. integrated vs non-integrated point of sale (POS) system, e.g. POS connected to debit/credit terminal or separate

3. manual processing procedures in case POS system is out of working order, e.g. power outage

4. minimum payment policies for organization

5. Payment Card Industry (PCI) compliance requirements

6. policies and procedures on how to communicate declined cards to clients

7. POS system components, features and instructions for use, e.g. cashier till, tablet, computer, handheld mobile card reader

8. relevant policies and procedures, e.g. securing cash, identifying counterfeit currency, processing certificates and coupons, credit and debit cards accepted by organization

9. signs of potential money laundering

10. types of payment methods accepted, e.g. mobile apps, cash, credit card, coupons

11. values and appearance of Canadian bills and coins

13.4.3 Process foreign currency payments

Purpose

Processing foreign currency payments is important in the tourism sector to accommodate clients from other countries. Performing this skill correctly and efficiently assists in promoting a positive image of the organization and optimizing sales.

Performance and Abilities

1. identify type of foreign currency, e.g. United States Dollar, euro, British Pound
2. verify that currency is accepted at organization and appears to be legitimate, i.e. not counterfeit
3. identify current exchange rate for foreign currency
4. inform client of exchange rate and total amount of sale in foreign currency
5. accept foreign currency from client
6. complete documentation, e.g. foreign exchange voucher, receipt
7. provide client change in Canadian dollars, if required
8. secure foreign currency in designated location
9. secure records of transaction in designation location

Knowledge

1. common currencies used by foreign clients
2. current counterfeit currency warnings
3. relevant policies and procedures, e.g. foreign currency accepted
4. where to find current foreign exchange rates

13.4.4   Post charges to client accounts

Purpose

Careful processing and tracking of the financial transactions between the organization and its clients provides an accurate history of the products and services purchased and amount paid during each 24-hour period.

Performance and Abilities

1. **balance cash drawer:**
   - reconcile last 24 hours of business
   - prepare bank deposits
   - count cash
   - ensure cash drawers are balanced
2. **review and file vouchers and receipts, for example:**
   - business services
   - gift shop products
   - deliveries
   - dry cleaning
3. **check system entries about clients for accuracy:**
   - verify accuracy of information in client ledger, e.g. client account status, room number, cash, credit or incidental account
   - ensure transactions have been carried out according to organization's procedures
   - identify financial and system discrepancies:
     - resolve according to level of responsibility
4. **reconcile accounts:**
   - update account balances
   - investigate and resolve out-of-balance accounts
   - assist in account analysis and account coding
5. **provide feedback to supervisor or appropriate authority about possible improvements**
6. **assist in generation of daily reports, e.g. accommodation report, revenue report**

Knowledge

1. **basic accounting procedures**
2. **organization's information/record management systems, e.g. accounting system, reservation system, point of sale (POS) system**
3. **organization's products and services**
4. **relevant policies and procedures, e.g. financial checks, financial reporting**

13.4.5   Accept tips

Purpose

Accepting tips graciously demonstrates a practitioner's professionalism and contributes to the positive image of an organization.

Performance and Abilities

1. follow organization's policy for automatic gratuities, if applicable:
    - inform clients of policy
2. tell client common tip practices in Canada, if asked, e.g. "The usual amount given in Canada is %"
3. assume client's payment does not include a tip, e.g. always return all change to client
4. thank client if tip has been confirmed:
    - demonstrate professionalism regardless of amount of tip
5. count tips in private, out of view of client
6. demonstrate professionalism when with co-workers, e.g. refrain from discussing tips within earshot of clients
7. secure tip in designated location
8. ensure tip is distributed to appropriate staff, if required
9. follow cash out procedures related to tips

Knowledge

1. relevant legislation and regulations, e.g. claiming tips as income
2. relevant policies and procedures, e.g. handling and distributing tips, cash out procedures for tips
3. transaction records from point of sale (POS) system

13.4.6   Follow cash out procedures

Purpose

Counting money, reconciling receipts and balancing accounts are important components of processing payments. By following cashing out procedures accurately, practitioners avoid financial loss for clients or the organization, and being responsible for errors.

Performance and Abilities

1. verify there are no open bills that require supervisory assistance
2. print out summary report of transactions from point of sale (POS) system, if applicable
3. reconcile between POS system and debit/credit terminal to verify transactions
4. balance all transactions:
   • organize transactions by payment method and type
   • complete required documentation, e.g. balance sheets
5. count all cash:
   • deduct float
6. resolve discrepancies, e.g. missing receipts, incorrect transaction records:
   • check postings
   • find missing receipts
   • request assistance, as necessary, e.g. ask supervisor
7. record deposit
8. submit deposit to appropriate authority, e.g. supervisor, manager
9. secure all hard copy receipts
10. secure float

Knowledge

1. basic accounting procedures
2. organization's point of sale (POS) system
3. relevant policies and procedures, e.g. financial checking, financial reporting, document storage, cash handling
4. various types of transactions, e.g. credits, debits, gift cards, vouchers, hospitality accounts

13.4.7   Handle payment card disputes

Purpose

Credit and debit card disputes, especially when fraudulent, pose a financial threat to organizations. Handling disputes effectively, especially by avoiding them in the first place, can help reduce financial losses, as well as the risk of increased transaction costs or the revocation of card processing permissions.

Performance and Abilities

1. **avoid chargebacks, for example:**
   - inform clients of return, refund and cancellation policies, e.g. print policies on receipts
   - use caution when logging transactions, e.g. void incorrect sales receipts, process transactions only once
   - process credits promptly
   - make transactions easy to identify on cardholder statement, e.g. business name as billing descriptor
   - watch for suspicious behaviour
   - accept payments with card present, if possible

2. **handle dispute:**
   - provide transaction details promptly (e.g. suppressed account number, itemized charges) when requested to do so by acquirer
   - review chargeback details
   - resolve legitimate issues through open and fair communication, e.g. discuss with client, accept loss
   - reject dispute if issue is not valid:
     - determine chargeback reason code
     - assemble evidence required
     - submit chargeback representment within required time
   - determine whether to appeal final decision if not in favour of organization

3. **determine problem areas for improvement, for example:**
   - monitor dispute rates by dispute conditions
   - work with acquirer to develop dispute reduction plan

4. **train staff on chargeback and credit card fraud prevention procedures**

Knowledge

1. chargeback dispute conditions, e.g. merchandise/services not received, counterfeit merchandise
2. chargeback life cycle
3. chargeback prevention techniques
4. chargeback reason categories, e.g. fraud, processing errors
5. credit card chargeback schemes
6. dispute resolution process, e.g. effective responses to de-escalate dispute
7. payment card dispute terminology, e.g. representment, pre-arbitration
8. relevant policies and procedures, e.g. returns and refunds, cancellations
9. transaction processing procedures

13.5.1   Source suppliers

Purpose

Choosing the best suppliers is critical as they continually strive to understand the requirements and expectations of their clients. In addition, they can be trusted to deliver quality products and services on time and within budget.

Performance and Abilities

1. **create inventory of potential suppliers, e.g. types of goods supplied, contact information**
2. **identify criteria to qualify suppliers, for example:**
   - quality of products and services
   - financial health including operational efficiency/stability
   - location
   - reputation
   - range of products
   - price per item
   - volume discounts
   - delivery policies
   - return policies
   - payment policies
   - support available
3. **compare suppliers**
4. **identify suppliers of choice**
5. **send out requests for quotes or proposals**
6. **evaluate quotes or proposals against criteria:**
   - determine if supplier meets industry best practices
   - use ranking system, if applicable
7. **select best suppliers**
8. **negotiate contracts with selected suppliers:**
   - consider points that are negotiable and non-negotiable
   - determine weaknesses in offer and how to overcome these
   - discuss options
   - strive for beneficial outcomes for all

9. **write contracts:**
   - identify parties involved
   - detail terms and conditions, e.g. service levels
   - include responses to non-compliance, e.g. penalties, withdrawal of contract
   - get legal advice, if necessary
10. **sign contracts:**
    - ensure all identified parties sign identical copies
    - allow other party to keep signed copy
    - file one signed copy, e.g. on computer, in cabinet
11. **monitor suppliers' performance**

Knowledge

1. **brand-approved suppliers, if applicable**
2. **components of legal contracts**
3. **inventory and service supply requirements**
4. **negotiation best practices**
5. **organization's products and services**
6. **relevant legislation and regulations**
7. **relevant policies and procedures**

13.5.2 Complete purchasing tasks

Purpose

Purchasing tasks contribute to controlling costs and having sufficient supplies to meet needs.

Performance and Abilities

1. monitor inventory and service needs
2. monitor budget
3. place orders for required goods and services with suppliers:
   - obtain purchase order (PO) number prior to placing orders
   - follow purchasing methods and guidelines, e.g. recording methods, tenders, requests for proposals (RFPs)
   - activate contingency plan to handle supply chain disruption(s)
4. coordinate delivery:
   - consider storage capacity for goods
   - consider business levels and service interruptions for services
5. evaluate products and services provided:
   - monitor supplier performance:
     - ensure products and services meet specifications of orders or contracts
   - negotiate as required, e.g. request contract modifications
6. monitor payments:
   - issue claims to suppliers, if necessary, to correct deficiencies
7. maintain purchasing files, product information, reports and price lists

Knowledge

1. components of legal contracts
2. inventory and service supply requirements, e.g. seasonal demands, availability
3. inventory system
4. market trend analysis
5. procurement process
6. relevant legislation and regulation, e.g. municipal bylaws that impact delivery time
7. relevant policies and procedures, e.g. purchasing

14.1 Manage Workforce

14.1.1 Develop human resource plan

Purpose

A human resource plan prepares organizations to overcome workforce challenges such as skill shortages, surplus labour and absenteeism. Human resource planning involves an analysis of current and future human resource needs and the implementation of strategies to address those needs. Human resources planning is done as part of the strategic planning process to ensure it is aligned with the goals of an organization and optimizes workforce effectiveness.

Performance and Abilities

1. **identify factors impacting organization's human resource needs:**
   - discuss with management team
   - identify internal factors impacting human resource needs, for example:
     - organization's vision, mission and values
     - organization's strategic plan or business plan, e.g. new products and services, projected growth or downsizing, projected business levels, target service levels
     - planned changes to organizational chart
     - current vacancies and predicted promotions, retirements, layoffs and transfers
   - identify external factors impacting organization's human resource needs and labour supply and demand, for example:
     - new technology
     - decline or expansion of local industries and economy
     - human resource trends
     - changing market needs
     - changes to labour laws and employment standards

2. **forecast human resource needs:**
   - identify requirements (e.g. knowledge, skills, abilities, qualifications, education and experience) for all jobs including new and altered positions
   - identify number of current positions filled and forecast vacancies

3. **assess current capacity of organization's human resources:**
   - number of employees
   - skills and qualifications
   - performance levels

4. **analyze current capacity of organization to meet forecasted human resource needs:**
   - identify gaps
   - prioritize human resources needs

5. determine strategies to address gaps, for example:
    *   training and development, e.g. update training program
    *   recruitment and selection, e.g. recruit internally, outsource responsibilities
    *   compensation and benefits, e.g. adjust compensation and benefits to meet market demands
    *   performance management, e.g. change approach to improving employees' performance
    *   career development, e.g. develop tools to support employees in developing own career path
    *   succession management, e.g. establish leadership development program
6. prioritize strategies:
    *   identify key performance indicators of success for human resource plan
7. establish human resource processes associated with each priority:
    *   evaluate efficiency and effectiveness of processes associated with each priority
    *   verify policies and procedures are well defined and documented
    *   identify areas for improvement
    *   take necessary actions to address areas requiring improvements
8. review proposed plan with management team
9. modify human resource plan based on feedback
10. file plan, e.g. on computer, in filing cabinet
11. communicate human resource plan
12. update plan, e.g. as scheduled, as needed

Knowledge

1. human resource information/management systems
2. human resource management best practices
3. organization's business or strategic plan, e.g. vision, mission and values
4. relevant legislation and regulations
5. relevant policies and procedures
6. sources of workforce data, e.g. research organizations, government departments

14.1.2   Implement human resource plan

Purpose

A human resource plan is operationalized by action plans. Ongoing monitoring and adjustment of the plan is required to ensure alignment with changes in organizational goals.

Performance and Abilities

1. review human resource plan and priority strategies
2. develop action plan for each priority, for example:
    *   identify desired outcomes
    *   establish list of actions steps to take
    *   identify resources required
    *   identify responsible persons
    *   establish timelines
3. identify budgetary considerations
4. submit implementation plan for approval
5. share implementation plan with stakeholders
6. file plans, e.g. in cabinet, on computer
7. meet with implementation team:
    *   review action plan
    *   address issues and concerns
    *   determine reporting strategies, e.g. documentation, schedule
    *   determine roles and responsibilities
8. monitor execution of plan:
    *   collect information about key performance indicators
9. adjust human resource plan as required, e.g. respond to changes to organization's strategic plan or budget
10. evaluate success of human resource planning and implementation:
    *   analyze information about key performance indicators
    *   identify lessons learned

Knowledge

1. human resource information/management system
2. human resources functions and associated best practices
3. organization's business or strategic plan
4. organization's strategic plan, e.g. vision, mission, values
5. relevant legislation and regulations, e.g. human rights, employment standards
6. relevant policies and procedures

14.1.3   Maintain employee files

Purpose

Properly maintained employee files allow easy access to information regarding employees and the ability to track changes, secure confidential data, and comply with legal and audit requirements including archiving records. Employee files are important to maintain accurate records of employment history for all positions within the organization, from the frontline or production level to the management level.

Performance and Abilities

1. **determine employee files requiring maintenance, e.g. payroll, employment records, performance reviews**
2. **establish policies and procedures for maintaining employee files, for example:**
    - where records are kept, e.g. employee archives, manager's office, corporate head office
    - whether to use manual and/or electronic filing systems
    - how to comply with legal requirements for storage
    - how to restrict access to secure storage
3. **create files for each employee, e.g. job interview forms with comments, payroll and benefits information, performance evaluations/reviews**
4. **update employee files, adding, for example:**
    - training, e.g. records of training received about how to perform tasks safely, date of training and trainer
    - disciplinary actions, e.g. letters, warnings
    - recognitions
    - employee requests for reviewing own files
    - individual accessibility and workplace accommodation plans, e.g. return to work plans, disability management plans, religious/cultural accommodations
    - work history, e.g. salary or job position changes
    - medical issues
5. **review employee files and records periodically, e.g. annually:**
    - archive dated records
    - properly dispose of employee records when no longer required
6. **allocate tasks and resources for maintaining employee files:**
    - clarify duties and responsibilities
    - assess need for outsourced services

Knowledge

1. available filing system options, e.g. manual, electronic
2. federal/provincial/territorial regulations regarding authority to access employee files, e.g. employees, supervisors, managers
3. federal/provincial/territorial regulations regarding proper storage, maintenance and disposal of employee records
4. relevant policies and procedures, e.g. organizational authority to access employee files
5. requirements for audits

14.1.4   Develop job descriptions

Purpose

Job descriptions clarify what the organization expects from employees allowing them to perform at their optimal level

Performance and Abilities

1. **review organizational structure to understand position titles and reporting lines**
2. **select methods for gathering required information, for example**
   - distribute job analysis questionnaires
   - interview employees, supervisors and subject matter experts
   - review industry/occupational standards
   - review market research
   - conduct focus groups
3. **identify required tasks and responsibilities for positions**
4. **assess priority tasks and responsibilities, for example:**
   - determine essential tasks and responsibilities
   - rank tasks and responsibilities based on organizational impact
   - order tasks and responsibilities by function
5. **clarify responsibilities outside scope of positions, e.g. limits of authority**
6. **review skills and qualifications required for each position, for example:**
   - education and experience
   - certifications, e.g. food safety, responsible alcohol and beverage sales and service, Workplace Hazardous Materials Information System (WHMIS)
   - specific behavioural expectations, e.g. take initiative, perform under tight deadlines
   - background checks, e.g. driving record, criminal record
7. **determine core and/or leadership competencies:**
   - ensure alignment with business strategies
   - set performance level appropriate to position within organization, e.g. refer to job classification
8. **establish working conditions for each position, for example:**
   - performance standards, e.g. frequency, outputs
   - locations of work
   - physical demands of position, e.g. strength, vision, hearing, repetitive motion
   - health and safety requirements, e.g. personal protective equipment (PPE)
   - indicators of completion and quality

9. write job descriptions, for example:
   - include tasks, responsibilities, skills, behavioural expectations, qualifications, reporting relationships, working conditions and organizational culture
   - use clear, plain and accurate language, e.g. simple sentences, avoid acronyms and jargon
   - ensure phrasing is compliant with legal requirements

10. circulate draft for review and feedback
11. revise job descriptions based on feedback
12. acquire approval of job descriptions from designated authority, if required
13. file job descriptions with date and version number
14. review job descriptions periodically:
    - update job descriptions, as required

Knowledge

1. methods of job analysis
2. organizational structure
3. purposes of job descriptions
4. research methods for gathering information about jobs, e.g. interviews, questionnaires
5. sources of occupational information, e.g. occupational standards, occupational practice guidelines, training resources

14.1.5   Develop total compensation packages

Purpose

Developing responsive, fair and affordable total compensation packages enables organizations to attract, engage and retain employees. Total compensation encompasses wages, base salary, variable pay, and other monetary and non-monetary benefits that meet or exceed legal requirements.

Performance and Abilities

1. **consider needs and values of new and existing employees, for example:**
   - consider feasible options for total compensation flexibility based on individual and organizational needs
2. **gather or review data to understand local markets and industries**
3. **identify attractive and innovative compensation and benefit options, for example:**
   - health and wellness benefits, e.g. gym memberships
   - discounted travel and hospitality opportunities
   - flexible work arrangements, e.g. flexible hours, working remotely
   - professional development and educational opportunities, e.g. tuition reimbursement program
   - assistance with paying for personal cellphone and internet bills
4. **identify potential/feasible non-monetary benefits, e.g. flexible work arrangements**
5. **ensure total compensation packages components are:**
   - aligned with organizational objectives
   - compliant with employment legislation
   - competitive with other organizations in local labour market
   - appropriately balanced between monetary and non-monetary rewards
6. **identify ways to evaluate total compensation packages, for example:**
   - improved employee retention statistics
   - better productivity and job performance levels
   - increase in successful recruitment of new employees
7. **review packages with management team**
8. **modify packages based on feedback**
9. **implement total compensation packages:**
   - issue total rewards statements to employees, if available
10. **file total compensation packages, e.g. on computer, in filing cabinet**
11. **communicate total compensation packages to employees**
12. **evaluate packages on regular basis, e.g. annually**
13. **update packages, e.g. as scheduled, as needed**

Knowledge

1. benefit costs, for example:
   - defined contribution versus defined benefit
   - employee contribution percentage
   - medical, dental, short-term and long-term disability options
2. budget for total compensation
3. current wage rates and market trends
4. monetary and non-monetary benefit options
5. organization's mission statement, goals, objectives, strategies and culture
6. pay grades and salary scales
7. relevant employment legislation and regulation, e.g. pay equity standards
8. relevant policies and procedures
9. retirement planning trends, e.g. pension programs, divestment opportunities
10. sources of subject matter expertise, e.g. actuaries, lawyers, insurance brokers, pension funders

14.1.6 Schedule workers

Purpose

Scheduling workers ensures that required staffing levels and skill sets are in place for each shift to meet the service standards of the organization and the expectations of clients. Providing workers with adequate notice of their schedules gives them time to plan and prepare for work as well as plan their personal lives.

Performance and Abilities

1. **determine number of shifts and positions needed, considering, for example:**
   - days and hours of operation
   - number of client bookings
   - number of workers required at same time in previous years
   - operational changes, e.g. expansion, efficiency improvements
   - type of products and services being offered and corresponding skill sets needed

2. **identify workers unavailable for various reasons, e.g. vacation, leave of absence, training**

3. **balance skills, experience and worker preferences, for example:**
   - schedule most skilled workers during busiest times
   - match experienced with inexperienced workers

4. **identify employment contract requirements, e.g. overtime, notice:**
   - follow legislation
   - follow collective agreement in unionized environment

5. **consider budgetary constraints**

6. **distribute overtime hours equitably**

7. **monitor time and attendance system to:**
   - confirm compensation
   - identify trend of absenteeism or overtime
   - monitor benefits used, e.g. sick days, vacation
   - acknowledge exceptional attendance

8. **review schedule to ensure all shifts and positions are covered**

9. **create contingency plan in event of unforeseen absences or additional bookings**

10. **communicate schedule to workers:**
    - follow established timeframe, e.g. same time each week
    - use format accessible to workers, e.g. electronic message, post in staff room

11. **follow legal, consistent and equitable process (e.g. seniority-based) for schedule changes:**
    - modify schedule as needed, e.g. increased bookings
    - give workers adequate notice

- confirm changes with workers

Knowledge

1. **abilities of employees**
2. **collective agreement, if applicable**
3. **operational budget**
4. **organizational demands, e.g. current and anticipated, historical trends**
5. **relevant legislation and regulations, e.g. employment and labour**
6. **relevant policies and procedures, e.g. scheduling, vacations**
7. **standard operating procedures (SOPs)**

14.1.7   Delegate tasks

Purpose

Delegating tasks effectively helps to ensure an organization meets its goals. It is a critical component of time management and can free up supervisors' and managers' time to focus on priority issues. While it may initially take more time for a supervisor or manager to delegate a task rather than do it themselves, in the medium- to long-term it improves productivity. Done properly, delegation increases employee morale and productivity and develops employees' skills. Engaging collaborators increases the collective capacity of the team, allowing the organization to achieve more.

Performance and Abilities

1. **assess which tasks and responsibilities can be delegated, considering:**
    - level of risk, e.g. safety issues
    - criticality to organization
    - authority level required
    - level of effort required
    - resources required for completion
2. **set performance metrics for task based on organization's needs, including:**
    - quality indicators
    - timeline for completion
3. **choose employees best suited to task, considering employees':**
    - abilities and limitations
    - workloads
    - willingness to accept responsibilities
4. **empower chosen employees to complete task:**
    - explain importance of task, e.g. purpose, context
    - communicate expectations and level of authority
    - confirm employees' understanding of task, e.g. invite questions
    - provide any required resources, e.g. training, documentation, tools, equipment
5. **monitor employees' progress, as required, e.g. ask for feedback, offer suggestions:**
    - avoid micromanaging
6. **ensure task is completed as required:**
    - recognize successful completion, e.g. thank employees, provide reward
7. **follow up, as required, e.g. reassign task, provide coaching**
8. **document progress, as required**

Knowledge

1. common errors made when delegating
2. job descriptions, including level of authority
3. organization's mission statement, goals and objectives
4. relevant policies and procedures
5. requirements of tasks, e.g. time, skills, knowledge, resources needed
6. service standards

14.1.8 Address employees' behavioural issues

Purpose

Addressing undesirable behaviours allows supervisors and managers to provide direction to employees about how to change them. The goal of progressive discipline is to correct behaviour and performance that does not meet expectations, create more productive employees and avoid dismissing employees whenever possible. Another benefit of following the progressive discipline process is the ability to defend the organization's actions should a worker challenge a dismissal.

Performance and Abilities

1. keep up-do-date on relevant federal and provincial/territorial legislation and regulations, e.g. employment standards, occupational health and safety, human rights
2. identify incidents involving undesirable behaviour, i.e. employees breaking rules in ways that threaten others' safety and wellness
3. respond consistently, fairly and promptly
4. refrain from:
    *   addressing problems when emotionally charged, e.g. allow time for emotions to subside
    *   confronting individual in front of clients or other employees
5. determine severity of misconduct on scale ranging from minor to severe:
    *   consider factors such as seriousness, frequency, employee's work history, effect on other employees and organization, employee's intentions, employee's willingness to take responsibility for actions:
        *   for addressing formal or informal harassment complaints, follow organization's policies and procedures
        *   for severe misconduct with high risk to other employees and organization, immediate dismissal is warranted
        *   for minor misconduct, follow progressive discipline process
6. follow progressive discipline process:
    *   review employee's records relevant to behaviour under review, e.g. action plan to address and improve behaviour:
        *   consider timeframe and type of infraction limitations on employee records, e.g. only records about same infraction that are from last 12-month period may be relevant
    *   gather information from relevant parties
    *   document employee's undesirable behaviour
    *   gather organizational resources that clarify desired behaviour, e.g. performance expectations, policies
    *   at all discipline meetings:
        *   set time frame for required changes
        *   offer appropriate support to employee, e.g. coaching, refer to counselling services
        *   have witness present, and union representative when applicable

- at first meeting with employee about misconduct:
    - explain why discipline is warranted by referring to performance expectations and organization's policies
    - share relevant content of employee file, e.g. documented behaviours
    - provide verbal warning of consequences, if expectations are not met
    - ask employee to respond
    - obtain employee's signature and agreement to change behaviour to meet expectations and policies
- at second meeting with employee, if misconduct is repeated:
    - provide written warning of possible suspension without pay
    - obtain employee's signature indicating understanding of warning and possible consequences
- at third meeting with employee, if misconduct continues:
    - provide written notice of suspension that includes time period, expectations, organizational policies, and consequences if expectations are not met after employee returns to work
    - obtain employee's signature indicating understanding of suspension and expectations upon return to work
- meet with employee, if misconduct continues after employee returns:
    - dismissal is warranted

7. **continue to include employee in regular coaching and performance review activities after performance problem is resolved**
8. **keep written record with dates of interactions, including:**
    - meetings
    - coaching and training sessions
    - warnings
    - performance reviews
9. **file records in secure location**

Knowledge

1. **behavioural expectations of organization and department**
2. **coaching techniques**
3. **collective agreement, if applicable**
4. **conflict management techniques**
5. **constructive feedback strategies**
6. **employee's previous performance evaluations, e.g. trends or changes in behaviour**
7. **methods used to influence others**
8. **organization's resources, e.g. budget, internal expertise**
9. **relevant policies and procedures, e.g. progressive discipline, addressing harassment complaints**
10. **relevant provincial/territorial and federal legislation and regulations, e.g. employment standards, human rights**
11. **resources available outside of organization, e.g. external expertise**

14.1.9 Address harassment complaints

Purpose

It is an organization's responsibility to address complaints about workplace harassment to protect employees' health and safety and to comply with relevant legislation. Not addressing harassment complaints with fairness and thoroughness could result in physical and/or mental harm to employees as well as fearful, demoralized and unproductive employees. It could also result in legal ramifications for the organization.

Performance and Abilities

1. **treat allegation in serious and timely manner:**
    *   refer employee to organization's harassment policies
    *   inform designated authority in human resources and/or legal departments
2. **follow organization's harassment policies to address allegation, for example:**
    *   ask complainant to provide written statement
    *   determine severity of allegation, i.e. determine if it can be handled internally or if it is possible that criminal offence has happened which needs to be reported to police
3. **determine appropriate immediate response by assessing risk to complainant or others in workplace:**
    *   take action to provide appropriate protection, e.g. place alleged offender or complainant on paid leave
4. **determine appropriate type of investigation:**
    *   determine scope, urgency and formality
    *   determine if it will be investigated internally or done by third party

for investigations being handled internally:

5. **plan investigation:**
    *   consider factors of procedural fairness, e.g. remain free of assumptions about investigation's outcome
    *   note names of parties (i.e. complainant, respondent and witnesses) to be interviewed
    *   identify documents and records to be examined
    *   establish timelines of investigation
    *   design interview questions to collect facts
6. **advise parties of rights and responsibilities, that is:**
    *   responsibility to attend interviews
    *   responsibility of confidentiality, e.g. to not share testimony and allegations with others
    *   right to be accompanied (e.g. by friend or union steward) at interviews

7. interview complainant:
   - clarify purpose of interview and how interview will be conducted
   - explain expectations of complainant, and person accompanying him/her if applicable
   - ask prepared interview questions to probe for facts
   - clarify relevance of witnesses, i.e. how witness' observations will contribute to investigation
   - have complainant document allegations in written statement
8. share complainant's written statement of allegations with respondent
9. interview respondent:
   - clarify purpose of interview and how interview will be conducted
   - explain expectations of respondent, and person accompanying her/him if applicable
   - ask prepared interview questions to probe for facts
   - have respondent document response to allegation
   - clarify relevance of witnesses, i.e. how witness' observations will contribute to investigation
10. interview witnesses deemed to have relevant information about allegations:
    - ask prepared interview questions to gather facts:
      - probe where needed
    - do not share allegation or information gathered from other sources
11. assess completeness of information collected:
    - conduct additional research, if needed
12. review information, including:
    - written statement of allegations, written response to allegations, witnesses' testimonies
    - explanations, extenuating circumstances and other relevant information
13. determine credibility of involved parties by answering these questions:
    - how different were parties' accounts of events?
    - did respondent display improper and offensive conduct as prohibited under Canadian Human Rights Act?
    - did behaviour occur in workplace, or at event or location related to work?
14. analyze information:
    - consider exact nature of behaviour
    - consider balance of probabilities
    - decide if respondent's conduct meets criteria of harassment
15. prepare report that includes:
    - description of allegations, investigation process followed, and background information
    - analysis of evidence that supports or refutes each allegation
    - statement as to whether or not behaviour described in each allegation meets criteria of harassment
16. close investigation:
    - inform parties of decision and timelines
    - provide copy of decision letter and final investigation report to appropriate parties
    - file letter and investigation report in secure location

17. determine appropriate follow-up:

- if probable that harassment occurred:
  - determine appropriate discipline for accused according to organization's policies and procedures
  - provide support to complainant and witnesses as needed, e.g. protect against victimization or retaliation
- if is not probable that harassment occurred:
  - determine appropriate discipline for complainant according to organization's policies and procedures, if allegations were made in bad faith
- determine remedial actions to be taken to prevent harassment in future, e.g. employee training, policy change

18. describe follow-up options to parties, if one or both express dissatisfaction with investigation and/or conclusion:

- file grievance in accordance with employee's collective agreement, if applicable
- file complaint with relevant organization according to situation, e.g. provincial/territorial human rights agency, Canadian Human Rights Commission, law firm

Knowledge

1. characteristics of competent investigator including impartiality
2. collective agreement, if applicable
3. criteria of harassment according to legislation and other publications from experts, e.g. Canadian Human Rights Commission
4. employer's responsibilities in relation to harassment in workplace
5. factors to consider when deciding balance of probability, e.g. respondent has or has not exhibited similar behaviour in past, allegations are or are not described consistently
6. interview best practices, e.g. sequence of questioning, strategies for maintaining calm and safe environment
7. relevant legislation and regulations, e.g. Canada Labour Code, Canadian Charter of Rights and Freedoms, Canadian Human Rights Act, Privacy Act, Access to Information Act, Occupational Health and Safety Act, Canada Occupational Health and Safety Regulations, provincial/territorial employment standards
8. relevant policies and procedures, e.g. anti-harassment policies, harassment complaint procedures
9. standards of practice for investigative process, including procedural fairness
10. types of harassment, i.e. discrimination, sexual harassment, violence and bullying

14.1.10   Comply with human rights legislation's duty to accommodate

Purpose

Employers are legally obligated to make every reasonable effort to comply with the duty to accommodate. The duty to accommodate applies to needs that are based on one or more of the 11 grounds of discrimination protected under human rights legislation in Canada. It is an obligation for employers to modify the workplace environment, up to the point of undue hardship, to eliminate barriers that prevent individuals from continuing to work. Compliance contributes to a diverse workforce by recognizing employees' rights to an inclusive, non-discriminatory work environment.

Performance and Abilities

1. **minimize need for accommodation requests:**
   - establish diverse and inclusive workforce and culture
   - inform employees' and job applicants' of right to be accommodated
   - advise employees and job applicants of responsibilities, including:
     - inform management of accommodation needs to extent possible
     - suggest accommodation options
     - provide documentation to support requests, including information about restrictions or limitations
     - accept offer of accommodation that meets needs, even if it is not preferred option
   - provide accommodation to point of undue hardship

2. **receive accommodation requests:**
   - accept employee's request in good faith, i.e. assume it is sincere unless there is evidence to contrary
   - ask employee to demonstrate or describe negative impact on human rights:
     - use information to identify nature and extent of accommodation needs and potential solutions

3. **respond to request:**
   - protect privacy of employee:
     - share information only with individuals authorized with employee consent
   - explore options that:
     - respect employee's dignity, autonomy, comfort, privacy and confidentiality
     - respond to employee's individual needs for integration and full participation
     - do not cause employer undue hardship
   - discuss options with employee
   - select best option

4. **address request as quickly as possible:**
   - create temporary solution while developing long-term solution
   - cover related costs
5. **deal with competing human rights of employees:**
   - seek compromises that minimize infringement and maximize fulfillment of each employee's rights
6. **document accommodation request and action taken:**
   - file information in confidential, secure location according to regulatory and employer requirements

Knowledge

1. collective agreement, if applicable
2. diversity and inclusion best practices, e.g. designing policies and spaces with all types of employees in mind
3. grounds of discrimination under human rights legislation and Canadian Charter of Rights and Freedoms
4. importance of understanding that there is no hierarchy of rights, i.e. that no individual's right is more important than another's
5. relevant rules, practices, policies and procedures, e.g. diversity and inclusion, duty to accommodate
6. requirement of employer, unions and professional associations to support duty to accommodate
7. unacceptable reasons for denying accommodation, e.g. negative reaction of other employees, inconvenience to organization, perceived unreasonableness of belief or practice, organization is secular and operates in public sphere

14.1.11 Plan for succession

Purpose

Succession planning contributes to a more sustainable future for an organization by providing continuity of experienced individuals in critical positions and enhancing leadership capacity. It demonstrates an organization's commitment to rewarding employees who perform at high levels. This, in turn, can align talent with the organization's vision, motivate employees, and improve retention. Succession activities also reduce the cost of recruitment and support employees' career goals.

Performance and Abilities

1. **plan evaluation of succession planning activities:**
   - determine criteria for succession planning, e.g. performance of employees selected for critical positions
   - monitor succession activities:
     - collect information about selected criteria
2. **determine future workforce needs, for example:**
   - consider business or strategic plan
   - identify critical positions
   - determine knowledge, skills and behavioural competencies (KSBC) required for critical positions
3. **communicate planned succession activities and criteria to employees**
4. **assess current employees for positions to be filled:**
   - assess employees' existing KSBC, e.g. ask employees to complete self-evaluation surveys, conduct performance evaluations
   - review employees' evaluation results and career goals
   - determine gaps between existing KSBC and those required
5. **identify potential successors to fill future openings in critical positions, considering:**
   - employees' current KSBC, career goals and motivation
   - minimum requirements of critical positions, e.g. KSBC, education and technical qualifications
6. **inform employees identified as potential successors:**
   - confirm employees' interest
   - conduct additional assessments, e.g. psychometric testing, work personality index, leadership competency report
7. **create succession plans for selected successors:**
   - create learning paths, e.g. training, mentoring, job shadowing
   - monitor progress
   - motivate selected successors, e.g. offer retention incentives

8. **fill open critical positions:**
   - follow recruitment process to place employees ready for succession
9. **communicate with selected successors:**
   - congratulate on securing new role
   - make job offers
   - confirm compensation and effective dates
10. **communicate with potential successors who are not selected, e.g. review opportunities for improvement**
11. **reveal promotions within organization:**
    - notify appropriate parties of need to replace promoted employees
    - introduce promoted employees to other staff, e.g. posting, at meeting
12. **evaluate succession planning activities:**
    - analyze information gathered
    - adjust activities as necessary
13. **document succession planning activities, plans for selected successors, and results of evaluation:**
    - file, e.g. on computer, in cabinet
    - update, as required

Knowledge

1. **diversity and inclusion best practices**
2. **organization's business or strategic plan**
3. **relevant policies and procedures, e.g. recruitment, training and development**
4. **research and evaluation methods**
5. **talent acquisition and development best practices**
6. **types of competencies, i.e. knowledge, skills and behavioural**

14.1.12 Oversee payroll

Purpose

Overseeing payroll contributes to the financial success of an organization. It also maintains an organization's compliance with employment legislation. Failing to oversee payroll correctly can lead to both financial and legal consequences.

Performance and Abilities

1. confirm employee payroll documentation is completed for specific period, e.g. time sheets for previous week
2. review time worked in designated pay period, e.g. total hours:
   • analyze overtime, if applicable, e.g. identify special circumstances involved
   • validate authorization of time worked
3. review gross pay amount
4. ensure payroll is within budget requirements:
   • analyze discrepancies
   • identify labour trends
5. adjust budget or make recommendations to adjust budget, as required:
   • reforecast, as required
6. communicate need for operational changes to appropriate individuals or departments

Knowledge

1. best practices for controlling and reducing labour costs
2. collective agreements, as required
3. employment contracts
4. labour cost calculations, including associated expenses, e.g. overtime, benefits, sick days, training
5. relevant legislation and regulations, e.g. employment standards, privacy
6. relevant policies and procedures, e.g. payroll

14.2.1   Manage remote workforce

Purpose

Employees working remotely need to be managed in many of the same ways as other employees. However, because of their off-site locations, managing remote employees requires additional strategies that help them receive clear expectations, meet those expectations and experience job satisfaction. It is important that employees working remotely feel engaged in the organization' culture.

Performance and Abilities

1. **develop policies and procedures about working remotely for supervisors and employees, e.g. respond to emails within 24 hours, use texts for urgent communication**
2. **provide orientation and onboarding for remote employees, for example:**
    - send email introducing new employee to rest of team
    - deliver portion of orientation on site and in person
    - adjust expectations as necessary
3. **provide remote employees with required resources, tools and equipment, for example:**
    - provide communication and collaboration tools, e.g. headset, computer, video camera, collaboration software, project management platforms, high-speed Internet with sufficient bandwidth
    - inform relevant departments about what is needed and when, e.g. set up pay and benefits; set up computer, camera, modem and printer
    - connect to organization's internal and external resources, e.g. information and communication technology (ICT) specialists, benefits specialists, ergonomics specialists
4. **address unique health and safety needs for employees working remotely:**
    - provide information and equipment to help employees create safe, ergonomic workspace
    - identify contact protocol for health issues
    - monitor mental health and wellness needs:
        - provide support and resources, as required
5. **create communication strategy for remote employees:**
    - reinforce expectations, e.g. frequency of communication, productivity, availability
    - schedule regular (e.g. weekly) one-on-one check-ins with remote employees:
        - discuss progress, concerns and expectations
    - facilitate meetings that are effective and efficient, for example:
        - accommodate time zone differences
        - distribute agendas in advance
        - keep meetings brief, e.g. schedule two two-hour meetings instead of one four-hour meeting
    - select communication medium considering purpose and employee preference, e.g. videoconference, telephone conversation, texting

- build relationship:
  - communicate trust and respect
  - enquire about workload
  - avoid hovering as it is likely to make remote employees feel mistrusted and reduce motivation and productivity
- ensure organization-wide messages are sent to remote employees, e.g. staffing and policy changes
- keep remote employees apprised of changes in plans, e.g. new deadlines, new resources, new challenges

6. **keep remote employees engaged, for example:**
   - celebrate organization's and employees' special occasions, e.g. achievement milestones, birthdays, recognition from clients
   - organize team meetings where remote and in-office employees can gather face to face
   - conduct regular and short surveys to gather remote employees' perspectives and feedback:
     - respond to survey results
   - create short videos that celebrate work of remote employees
   - encourage online social interaction, for example:
     - encourage virtual water cooler or coffee breaks via videoconferencing
     - create fun video messages to share with remote employees

7. **provide performance evaluations and support:**
   - monitor quality of work
   - conduct coaching sessions, e.g. using videoconferencing
   - highlight contributions to team
   - provide positive feedback

8. **facilitate productivity, for example:**
   - initiate discussions about how employee's work is aligned with mission and values of organization, and how deliverables are helping internal and external clients
   - accommodate preferred approach to working remotely (e.g. prefer to work at night) where possible
   - track key metrics:
     - focus on outcomes rather than minute-by-minute activities
   - have remote employees provide work schedules specifying activities and completion dates
   - provide shared document that tracks work activities of team
   - trust that remote employees are productive when meeting goals and deadlines

Knowledge

1. **human resource management best practices**
2. **information and communication technology (ICT) used to facilitate communication with remote workers**
3. **relevant policies and procedures, e.g. working remotely**

Purpose

Volunteers can provide organizations, in particular attractions and events, with the capacity to serve the needs of their clients. Recognizing volunteers as vital human resources and supporting their participation contributes to excellence in client service and the desired organizational culture.

Performance and Abilities

1. **assess whether using volunteers is viable, for example:**
   - consider regulatory requirements
   - determine service standards
   - evaluate associated risks and liabilities

2. **identify opportunities to involve volunteers:**
   - identify volunteer roles needed to deliver services
   - identify desirable skills, interests, and backgrounds sought in volunteers

3. **plan details of volunteer program, for example:**
   - prepare introduction to organization and role, e.g. purpose, scope of activity, benefits
   - specify application and reference requirements
   - draft job specifications and descriptions
   - calculate volunteer hours needed

4. **acquire volunteers:**
   - consider organizations to partner with, e.g. volunteer centres, non-profit organizations
   - advertise openings using appropriate methods, e.g. website, posters, word of mouth
   - consider recruiting volunteers from diverse groups
   - accept applications from candidates
   - screen candidates
   - interview candidates
   - select volunteers

5. **create file for each volunteer:**
   - update files on ongoing basis, e.g. completed training, performance evaluations

6. **conduct orientation:**
   - introduce new volunteers to volunteer coordinator, if applicable
   - describe role, responsibilities and benefits
   - provide required training, e.g. health and safety, logistics
   - obtain informed consent

7. deploy volunteers:
   - consider innovative ways to use volunteers based on their strengths and abilities
   - allocate assignments and positions
   - issue tools and equipment

8. support volunteers' performance and well-being, for example:
   - offer learning opportunities
   - support individual needs of volunteers
   - protect health and safety of volunteers
   - exchange feedback
   - intervene in conflicts

9. evaluate performance of volunteers

10. evaluate performance of volunteer program

11. celebrate contribution of volunteers, e.g. thank-you letter, newsletter, website storyline, appreciation events

Knowledge

1. evaluation guidelines for volunteers' performance and for volunteer program

2. recruitment methods

3. relevant legislation and regulations, e.g. restrictions on roles volunteers can fulfill in organizations, maximum number allowed

4. relevant policies and procedures, e.g. police record checks

5. types of benefits and recognition suited to volunteers

14.2.3 Manage contractors

Purpose

Using contractors gives organizations broader access to needed skills, helps achieve operational efficiencies and provides strategic advantages.

Performance and Abilities

1. **determine need for contractors, for example:**
    *   define scope of work
    *   determine budget for work
    *   identify current capabilities and capacity
    *   explore alternative solutions
    *   evaluate benefits and risks

2. **determine details of contract, for example:**
    *   scope of work
    *   terms and conditions
    *   specifications for deliverables
    *   budget

3. **publicize contract, as applicable:**
    *   invite bids

4. **select contractor:**
    *   shortlist potential contractors by comparing their bids to contract requirements
    *   check references of desired contractor

5. **offer work to selected contractor:**
    *   agree verbally to terms
    *   arrange for contractor to sign contract

6. **prepare contractual agreement:**
    *   seek legal advice, if needed

7. **sign contract with contractor after obtaining internal approval**

8. **conduct orientation, for example:**
    *   provide overview of organization, e.g. policies and procedures
    *   introduce to relevant employees
    *   establish operational expectations
    *   answer questions

9. **support contractor, e.g. provide information, answer questions**

10. evaluate contractor performance against contract requirements:

- modify contract, if necessary
- provide feedback

11. maintain records

12. file contract and records, e.g. on computer, in cabinet

13. renew contract and terms, as necessary

Knowledge

1. difference in organization's responsibilities to contractors versus employees
2. relevant legislation and regulations, e.g. employment standards
3. relevant policies and procedures, e.g. contract auditing procedure, contract modification, procedure procurement, signing authority

14.2.4   **Work with staffing agencies**

Purpose

Staffing agencies support organizations by helping them meet their human resource needs. The support can be provided in different ways including help with recruitment and the provision of temporary workers.

Performance and Abilities

1. **determine need to work with staffing agencies, for example:**
    *   explore alternative solutions
    *   evaluate benefits and risks
2. **develop external resource requirements, if required:**
    *   timeframe
    *   capabilities
    *   budget
3. **select staffing agencies to work with, for example:**
    *   compare offerings, e.g. process, expertise, pricing
    *   consider reputation and credibility
    *   review agencies, e.g. qualifications of employees, insurance coverage
4. **identify worker requirements, for example:**
    *   job skills and knowledge
    *   certification
5. **request contract agreement**
6. **review contract agreement, for example:**
    *   seek legal advice
    *   verify budget allocations
    *   seek clarification
7. **sign contract**
8. **provide required information to contracted agencies, e.g. type of employment, business license**
9. **meet with worker:**
    *   explain job role and responsibilities
    *   review responsibilities of worker to organization versus agency, e.g. calling in sick, requesting vacation time

10. evaluate agencies' performance, for example:

- monitor quality of services and costs
- request documents proving agencies' regulatory compliance, e.g. occupational health and safety, temporary foreign workers
- provide feedback
- review contract modifications, if any
- document outcomes

11. file contract and other documents, e.g. on computer, in cabinet

Knowledge

1. agencies in area that assist organizations with human resource needs
2. relevant legislation and regulations
3. relevant policies and procedures, e.g. contract auditing procedure

14.2.5 Manage students in work experience programs

Purpose

Managing students in work experience programs benefits students, employers as well as the community and industry. Work experience programs allow students to apply theories learned, to develop skills needed by the organization and industry, and to gain practical experience that is crucial to getting hired and sustaining successful employment. Work experience programs benefit employers in many ways: by serving as a thorough screening of potential hires, raising the organization's profile, providing temporary labour for short-term pressures or special projects and giving the organization access to students' familiarity with technology, new ideas and energy. These programs also foster interest in and awareness of the industry and the role that tourism plays in the economic and social viability of the community.

Performance and Abilities

1. **establish organization's objectives for participating in work experience programs**
2. **engage with office of work experience program or career services at educational institutions:**
   - present organization's objectives for participating
   - describe roles and abilities sought:
     - review job descriptions and competencies of available positions in organization
     - explore matches between educational programs and organization's job descriptions
   - clarify expectations of both parties, for example:
     - paid or unpaid
     - number of hours required
     - meaningful work, i.e. relevant to studies and valuable to employer
     - list of competencies students will learn, e.g. generic employability skills, program-specific skills
     - formative and summative evaluations
     - reporting requirements
     - dates of site visits by educational institution's liaison
     - support and resources provided by educational institution to employer and by employer to student
     - roles of parties in talent acquisition process
     - obtaining work permits, if applicable
   - sign institution-workplace agreement
3. **select students:**
   - adapt organization's hiring process for work experience programs as required, e.g. educational institution may notify student of organization's hiring decision
4. **start employee file for each student**
5. **make housing arrangements, if applicable**

6. prepare co-workers for student's arrival

7. welcome student on first day

8. provide student direction and support, including:
    - review terms of contract, e.g. start and end dates, compensation, scheduling
    - conduct orientation and onboarding:
        - introduce co-workers
        - share information about work culture, e.g. standards of appearance, work hours, reporting procedures, how work gets done, use of personal devices and social media, health and safety guidelines
        - clarify performance expectations and objectives of work experience, e.g. review list of competencies student is expected to learn
        - have student sign confidentiality agreement, if applicable
    - ask about student's courses, career goals and expectations of work experience
    - delegate work:
        - ensure work is meaningful, i.e. will contribute to learning objectives
    - use regular check-ins to share information, for example:
        - reinforce organization's work culture
        - answer questions
        - encourage student to share ideas
    - provide performance evaluations and support:
        - document student's progress toward objectives of work experience
        - coach, e.g. give constructive feedback
        - serve as role model
        - provide training opportunities
        - identify industry-sponsored events for student to attend, e.g. conferences, networking events

9. communicate with educational institution:
    - inform liaison of unexpected circumstances, e.g. organization-wide layoffs, student with high absenteeism rate
    - submit student's evaluations as specified in institution-workplace agreement
    - host liaison's site visits:
        - update on student's progress, e.g. refer to student's work experience form or portfolio
        - discuss strategies to address issues and enhance student's development
        - note required follow-up

10. manage student's departure:
    - complete final sign-off of performance based on list of competencies
    - discuss highlights of work experience in relation to objectives
    - conduct exit interview
    - discuss future employment with organization, as appropriate

Knowledge

1. human resources management best practices, e.g. providing performance evaluations, mentoring
2. relevant policies and procedures, e.g. recruitment, orientation, onboarding
3. requirements of foreign students, e.g. work permit
4. types of work experience programs, e.g. apprenticeships, co-operative education, internships

14.3 Hire Employees

14.3.1 Develop job postings

Purpose

Job postings are used to attract qualified candidates to fill openings within the organization. They create a positive first impression and provide a snapshot of the workplace culture. Job postings are an important component of the marketing and recruitment strategy.

Performance and Abilities

1. determine type of posting, e.g. internal and/or external
2. determine methods to attract desired audience to job posting, for example:
   - link to visual media, e.g. photos, videos
   - use engaging graphic design
   - incorporate branding
   - develop engaging messaging, e.g. taglines
3. outline organization's profile, e.g. size, type, location
4. identify value proposition for potential employees, e.g. perks, benefits, sustainability:
   - adjust value proposition to reflect position and candidate talent pool
5. refer to job description to identify job tasks, education and experience requirements for the position
6. outline compensation and benefits, e.g. housing and transportation, relocation expenses
7. specify required clearances, e.g. bondable, licensed, certified individual
8. outline hours, e.g. full-time, part-time, shift work
9. specify timelines and how to respond to posting, e.g. posting period, required application documents
10. include required declarations, e.g. equal opportunity employer, accessibility compliance requirements, no fees charged at any stage of recruitment process, candidates must be legally entitled to work in Canada
11. confirm accuracy of job postings with supervisors or managers

Knowledge

1. job requirements
2. marketing strategies
3. measures of success and positive outcomes for position
4. organization's branding guidelines
5. organization's mission, values and goals
6. organization's products and services
7. relevant legislation and regulations, e.g. human rights
8. relevant policies and procedures

14.3.2   Recruit candidates

Purpose

The recruitment process aims to source qualified candidates for job vacancies. Effective recruitment practices help to capture and maintain candidates' interest and support positive return on investment (ROI) by filling positions efficiently.

Performance and Abilities

1. **identify recruitment needs:**
    - review current and future job vacancies
2. **refer to policy and regulatory requirements, for example:**
    - accommodate needs of candidates, e.g. disabilities, time flexibility
    - adhere to collective agreement
    - apply diversity policy
3. **outline stages of recruitment process and timelines, e.g. distributing job posting, screening, interviewing, contacting references, background checks:**
    - integrate organization's diversity and inclusion practices into recruitment process
    - design efficient application process, e.g. aim to minimize redundancies in effort and information
4. **determine recruitment strategy, for example:**
    - scouting
    - direct sourcing
    - international hiring
    - internet and social media searching
    - domestic hiring
    - working with recruitment/hiring agency
    - working with agencies representing under-presented groups
5. **consider all potential markets for talent, for example:**
    - permanent employees
    - volunteers
    - contractors
    - freelancers
    - talent from under-represented groups, e.g. women, Indigenous peoples, persons with disabilities, visible minorities, newcomers to Canada
6. **determine type of advertising, e.g. social media, third party agencies, job sites, industry publications, newspaper, government job banks, educational institutions, job fairs, networking**

7. **distribute job posting:**
   - determine scope of distribution, e.g. internal and external posting
   - determine best method to reach applicants, e.g. online, paper-based
8. **accept job applications, for example:**
   - appoint employee to receive and secure applications
   - manage applications, e.g. record date received, organize in batches, file
   - acknowledge receipt of applications
   - ensure confidentiality of applicant information

Knowledge

1. advertising methods
2. audiences, e.g. various generations and types of potential candidates
3. best practices for recruitment and retention
4. collective agreement requirements
5. diversity and inclusion strategies
6. intercultural competence and awareness
7. local networks and associations that can help distribute job postings and/or source candidates
8. recruitment strategies
9. relevant legislation and regulations, e.g. confidentiality, privacy, human rights, Labour Market Information Assessment (LMIA) requirements for Temporary Foreign Worker Program (TFWP)
10. relevant policies and procedures, e.g. recruitment

14.3.3 Screen candidates

Purpose

An effective screening process evaluates candidates' applications to identify those best matched to the job and organization's requirements. Identifying the strongest candidates early in the recruitment process makes efficient use of the recruitment team's time and the organization's resources.

Performance and Abilities

1. **establish screening criteria:**
   - use job description to identify position requirements for assessing candidates
   - consider mandated criteria, if applicable, e.g. hiring standards, employment equity plans
   - confirm relevance of screening criteria with supervisors and managers
   - incorporate criteria into screening software applications and tools, if applicable
2. **shortlist candidates that meet minimum requirements:**
   - check applications' content related to, for example:
     - ability to work in Canada
     - work experience
     - relevant skills
     - salary expectations
     - educational background
   - follow-up with potential candidates to clarify eligibility, if required
3. **evaluate short list of candidates**
   - summarize screening results
   - note special abilities and achievements
   - prioritize candidates
4. **select candidates for interview**
5. **establish interview schedule and location**
6. **contact top-rated candidates for interviews:**
   - explain interview process
   - advise of interview start time, location and anticipated length

Knowledge

1. importance of validating screening criteria
2. organization's selection process
3. qualifications required for position being filled
4. relevant legislation and regulations, e.g. privacy
5. relevant policies and procedures, e.g. reference checks, diversity and inclusion
6. salary range for position

14.3	Hire Employees

14.3.4   Interview candidates

Purpose

A job interview is a conversation between a candidate and representatives of the organization to determine if there is good match. The interview gives representatives of the organization an opportunity to see how candidates present themselves, interact with others and communicate in-person and to seek additional information about how suited they are to the position and the organization's culture. It also gives candidates the opportunity to assess how well the position and the organization's culture matches their abilities, preferences and career goals.

Performance and Abilities

1. **prepare for interviews, for example:**
    *   select interview methods, e.g. group interviews, one-on-one, video interviews, telephone interviews
    *   select interview approaches, e.g. job fairs, referral-based interviews, interview fairs
    *   develop selection criteria
    *   create or obtain interview questionnaire based on job description and selection criteria:
        *   consider best types of interview questions for position, e.g. behavioural, situational, knowledge
    *   share applications, pre-screening results, selection criteria and interview questionnaire with other interviewers, as appropriate
2. **schedule interview:**
    *   offer multiple timeframes for interview, if possible
    *   identify accessibility requirements with each candidate
    *   identify all requirements for interview, including documents
3. **dress appropriately for interview location and positions**
4. **welcome candidate:**
    *   escort to interview location
    *   make candidate comfortable, e.g. offer coffee, provide overview of interview process
    *   introduce self, other interviewers, organization and available position
    *   ensure all ethical guidelines are followed
5. **conduct interview:**
    *   comply with legal requirements, e.g. privacy and confidentiality
    *   seek clarification of application information, for example:
        *   invite candidate to expand on replies
        *   probe to get further understanding
        *   discuss facts that can be verified by references, e.g. numbers or achievements noted on application
    *   confirm candidate's expectations of role

- apply relevant testing procedures
- encourage questions from candidate:
  - ask about expectations, e.g. salary, incentives, benefits, if applicable
  - answer candidate's questions, as required
- take notes, e.g. on rubric, checklists, notepad:
  - do not write notes on candidate's resumes or documentation
- manage time
- ask for references

6. **close interview on positive note, for example:**
   - discuss career potential
   - provide information on next steps
   - thank candidate for interest and time

7. **complete rating of each candidate based on selection criteria results immediately after each interview to best remember and record information:**
   - discuss ratings with other interviewers, if appropriate
   - review expectations raised (e.g. base salary, incentives, benefits), if necessary

8. **check references, security clearances and personal documentation, as required**

9. **select best candidate:**
   - review selection criteria ratings
   - prioritize candidates

Knowledge

1. **importance of observing candidates' desirable and undesirable behaviours during interview, e.g. nonverbal body language**
2. **importance of selection criteria**
3. **interviewing methods and approaches**
4. **limitations of reference checks**
5. **relevant legislation and regulations**
6. **relevant policies and procedures**
7. **types of interview questions**
8. **workplace ethical standards and guidelines**

Purpose

An expedient and well-prepared job offer represents a legally binding agreement with terms and conditions to foster mutual respect and a productive relationship between the new employee and the organization.

Performance and Abilities

1. **make verbal offer to top-rated candidate:**
   - ensure interviewer follows up with candidate, when possible
   - check references, as required
2. **prepare details of offer, e.g. compensation package, salary**
3. **make formal offer of employment to candidate, if candidate has responded positively to verbal offer:**
   - include key information, e.g. timeline for response, compensation probationary period
   - review to ensure documents are clear, legal and correct
   - use existing, legally approved templates for offers and contracts:
     - review employment offers and contracts with legal counsel, as applicable
4. **follow up if candidate does not accept formal offer:**
   - negotiate details of offer
   - offer position to second-rated candidate, if needed
5. **create employee file for hired candidate**
6. **secure signed letter and contract of employment in file**
7. **send status update message to unsuccessful applicants, if desired**
8. **safeguard confidentiality of interview documentation and recommendations**
9. **inform other employees of new employee's start date, e.g. reporting manager, payroll**

Knowledge

1. **compensation packages and guidelines**
2. **due diligence for creating employment offers and contracts**
3. **relevant legislation and regulations**
4. **relevant policies and procedures**
5. **salary ranges for positions**

14.4.1 Conduct orientation and onboarding

Purpose

It is important to provide employees with the information and support needed to succeed from the start of their employment. An effective orientation and onboarding process facilitates employee engagement and socialization, allows quicker contributions, and assists with employee retention.

Performance and Abilities

1. plan orientation for each employee:
   - identify how employee fits into achievement of organization's goals
   - review orientation checklist and training schedule for department and job:
     - alternate training modules with other activities to keep employee interested
   - include content (e.g. local tourism knowledge) that starts their development as hospitality professional
   - identify key stakeholders to be involved in orientation, e.g. manager, buddy, health and safety expert
   - assign tasks to key stakeholders, for example:
     - arrange for member of senior leadership team to welcome new employee upon arrival
     - ask competent employee with appropriate skills, personality and background to be new employee's buddy

2. announce start date of new employee to key stakeholders in advance

3. welcome new employee to organization:
   - greet employee as organization would welcome clients
   - create relaxed and informal environment
   - give employee branded welcome-to-organization gift, e.g. t-shirt, notebook

4. tour work area and facility, for example:
   - introduce to team members and co-workers in other departments
   - show new employee amenities, e.g. washrooms, lunchroom
   - explain emergency evacuation procedure and routes
   - locate safety equipment

5. introduce new employee to key stakeholders:
   - explain network of relationships, e.g. how work gets done, communication pattern
   - focus on relationship with immediate supervisor
   - introduce new employee to buddy, if applicable

6. describe expectations of position, e.g. procedures, regulations, priority tasks, teamwork:
   - provide descriptions of expectations and best practices in writing and/or using visuals

7. answer new employee's questions
8. schedule orientation sessions, for example:
   - human resources information, e.g. organization's mission and culture, benefits
   - key policies, e.g. anti-harassment, vacation, scheduling
   - department overview, e.g. purpose, function, structure
   - compliance training:
     - split into shorter sessions, if possible, to increase retention
     - avoid scheduling compliance training at start of orientation
   - organization's other standardized training, as applicable
   - encourage new employee to take initiative in reviewing own progress and completing orientation program, e.g. allow employee to complete online training at home with pay
9. provide information about tourism industry, attractions and services, for example:
   - arrange for employee to experience local tourism experiences
10. finalize employment documents:
    - keep it simple, i.e. don't overwhelm new employee with paperwork
    - give employee option to complete some orientation documents on own, if appropriate
11. ensure all required items on orientation checklist are completed
12. check in with employee to obtain feedback on orientation process and programs after one week
13. schedule additional feedback check-ins, e.g. at 30, 60 and 90 days:
    - consult relevant individuals (e.g. buddy, supervisor, trainer) prior to check-ins
    - assess what has been retained by new employee by reviewing key points from orientation sessions
    - provide feedback
    - welcome feedback from new employee
    - measure on-the-job performance prior to end of probation period
14. follow up, for example:
    - provide additional training or coaching, as needed
    - check on employee status regularly in first few months
    - conduct probationary performance review

Knowledge

1. importance of making new employees feel welcomed, valued and engaged
2. organization's culture and relevant subcultures
3. organizational structure
4. relevant legislation, regulations and ethical requirements
5. relevant policies and procedures, e.g. orientation and onboarding

14.4.2 Provide performance evaluations and development plans

Purpose

Providing performance evaluations allows supervisors and managers to identify gaps in employees' knowledge and skills and identify career opportunities. Supervisors and managers, in consultation with employees, can then use that information to create development plans that will help employees succeed in their current jobs and tourism careers.

Performance and Abilities

1. **gather information about employee's performance on continual basis:**
   - review job description and expectations
   - review data related to employee's performance, e.g. absenteeism, number of accidents, client feedback, employee targets
   - observe employee's performance on the job and/or outputs, e.g. cleaned rooms, completed paperwork:
     - compare employee's performance to checklist of objective and standardized criteria
   - consult others who work with employee, e.g. supervisor, buddy, trainers, quality auditor
   - ask employee about interests, strengths, challenges and career goals
   - ask employee to perform self-assessment against expectations, if applicable

2. **share assessment of employee's performance during informal discussions or formal review meetings:**
   - provide continual feedback about skills, knowledge and attitude
   - provide positive reinforcement and constructive criticism
   - use specific examples of behaviour
   - pass on client feedback specific to employee

3. **identify factors affecting employee's performance:**
   - determine factors that are within scope of authority, e.g. lack of knowledge or skill
   - share information about factors outside of scope of authority (e.g. dated policies or standards, inadequate facilities) with appropriate individuals

4. **identify solutions to performance gaps that are within scope of authority, for example:**
   - provide better tools
   - update job description
   - match with buddy who has good working relationship with employee
   - access existing training materials, e.g. contact peers or provincial/territorial tourism human resource associations

5. **identify development opportunities that are within scope of authority, for example:**
   - offer sabbatical
   - identify as candidate for promotion
   - provide learning and development opportunities

6. **prioritize solutions and opportunities:**
   - consider:
     - urgency of performance issue or opportunity
     - organization's available resources, e.g. money, time, expertise
     - impact on organization and department
     - organization's brand expectations, e.g. excellent client service
   - discuss with employee

7. **create or update development plan:**
   - seek employee's input
   - reach agreement on goals and expectations

8. **document discussions with employee:**
   - place in employee's file

9. **refer to development plan regularly:**
   - provide promised supports, e.g. coaching, training course
   - monitor employee's progress
   - do feedback check-ins
   - adjust development plan, as needed

Knowledge

1. collective agreement, if applicable
2. factors impacting organization's achievement of strategic objectives
3. factors that impact employee performance, e.g. access to information, equipment and tools, work environment, compensation, personal life
4. importance of historical performance documentation to dismissals and layoffs
5. importance of recording performance evaluations and support provided
6. learning and development resources available to employees within and outside of organization
7. organization's and department's mission, values and goals
8. organization's performance standards
9. organizational changes, e.g. new roles and responsibilities, new software, merger
10. organizational climate
11. relevant legislation and regulations, e.g. human rights, privacy of information, employment standards
12. relevant policies and procedures, e.g. performance reviews
13. trends in external environment, e.g. new technologies, what competitors are doing, trade agreements, state of regional and other economies

14.4.3   Engage employees

Purpose

Engaging employees is an ongoing process whereby an organization implements strategies that have a positive impact on the work culture and keep employees interested, productive and loyal. Engaged employees take pride in their work, have lower rates of absenteeism, and are less likely to leave the organization thereby reducing turnover costs.

Performance and Abilities

1. monitor employee engagement levels, for example:
    *   watch for symptoms of low engagement, e.g. absenteeism, poor performance, recurring conflict
    *   use engagement survey tools

2. maintain welcoming and organized workplace, for example:
    *   greet employees in positive manner
    *   take personal interest in employees' wellbeing
    *   be sure employees have access to tools and materials needed to perform tasks

3. provide safe, healthy and comfortable work environment, for example:
    *   meet or exceed occupational health and safety standards
    *   provide weather-related clothing, e.g. rain gear
    *   set up ergonomic workstations
    *   control light, noise, odours and temperature levels

4. promote culture of support and optimism, for example:
    *   deal with problems as soon as possible
    *   be positive role model, e.g. show how to serve and please
    *   recognize individual needs
    *   provide frequent feedback, e.g. invite and deliver check-ins
    *   offer individualized coaching, e.g. observe employee perform task and provide feedback
    *   create opportunities for peer support, e.g. use buddy system

5. encourage two-way communication to build trust and transparency:
    *   be approachable
    *   provide timely information to employees about organization's plans and activities
    *   discuss workplace issues and potential solutions

6. empower employees, for example:
    *   give employees increased authority in making decisions about how to approach work
    *   incorporate employees' ideas into policies and procedures
    *   share goals, expectations and constructive feedback

- ensure requests and requirements are achievable, measurable and clear
- involve employees in collaborative decision making, for example:
  - request input
  - consider employee recommendations
  - inform employees of recommendations that were used
- give credit to employees whose ideas are used
- develop action plans with employees to address issues

7. **apply policies fairly and consistently to all, regardless of position**

8. **update organization's practices to reflect changes in society, e.g. allow employees to use mobile phone as long as it does not interfere in performance of duties**

9. **develop brand ambassadors, for example:**
   - communicate with words and actions what success looks like in organization
   - communicate that each employee's behaviour impacts clients' impression of entire property
   - encourage all employees to greet clients
   - provide opportunities for employees to experience work environment from clients' perspective, e.g. stay in hotel room, eat in restaurant:
     - have employees complete audit during experience

10. **encourage employees to:**
    - share knowledge with one another
    - take advantage of opportunities for personal and professional development
    - work as a team
    - participate in social and team-building activities to improve communication, comradery and understanding

11. **recognize individual and team achievements, for example:**
    - celebrate successes publicly and individually
    - show gratitude by thanking employees as individuals and teams
    - identify most meaningful ways to recognize employees by asking individuals and teams about preferred methods of recognition:
      - consider methods that are formal and informal, financial and non-financial
    - offer variety of rewards, for example:
      - offer gift cards for different types of products and services
      - provide bonuses based on number of positive client reviews

12. **recognize exemplary performance:**
    - identify what exemplary performance means in organization and department, for example:
      - for kitchen workers, use criteria related to teamwork, speed, and food reviews on travel and restaurant websites
      - for housekeepers, use criteria related to room cleanliness and client review cards
    - be consistent to keep program meaningful:
      - only recognize employees who exceed performance expectations

13. promote employees:

- ask exemplary performers about career goals and interests
- identify positions that match employee's qualifications, interests and potential
- share benefits of new position, e.g. increased pay and benefits, learning and development opportunities
- follow recruitment, interview and selection procedures

14. provide assistance and direction when needed

Knowledge

1. different ways to encourage and recognize desired behaviour, e.g. certificate of achievement, challenging assignment, flexible work hours
2. individual employees' needs, e.g. housing, daycare needs
3. methods available to engage individuals and teams, e.g. organizational branding to build employee pride and loyalty
4. organization's mission, vision and values
5. performance management best practices
6. relevant legislation and regulations, e.g. occupational health and safety standards
7. relevant policies and procedures, e.g. incentive and recognition programs
8. research methods, e.g. surveys, interviews
9. rewards that highlight benefits of working in tourism industry, e.g. experiences in local area, benefit packages sponsored by two organizations

14.4.4   Coach employees

Purpose

Coaching employees helps them identify their performance gaps and develop the skills and knowledge needed for optimal job performance and success in the workplace. Effective job coaching also improves employees' job satisfaction and morale. Coaching increases employee engagement and the likelihood of retention.

Performance and Abilities

1. **identify opportunity for coaching:**
   - discuss with employee
   - use active listening
   - be informal, positive and supportive
   - identify employee's priority development goals

2. **tailor coaching to individual employee:**
   - refer to development goals to keep future conversations focused
   - share relevant information

3. **encourage employee:**
   - identify individual's contributions to organization's success
   - seek input on ongoing basis

4. **clarify expectations on ongoing basis**

5. **monitor employee's performance on ongoing basis:**
   - observe employees on the job
   - observe their outputs, e.g. cleaned rooms, record keeping
   - track complaints and compliments from co-workers and clients

6. **correct performance that does not meet organization's standards:**
   - use mistakes as learning opportunities
   - provide constructive criticism in private, when possible, to avoid embarrassing employee
   - describe what employee did and then what employee should have done
   - demonstrate task, if applicable

7. **assist employee with transfer of learning from training to workplace:**
   - discuss newly acquired knowledge and skills
   - ask about challenges employee is having applying learning to job:
     - determine if additional resources and opportunities are needed, e.g. new job aid, more frequent feedback

8. **communicate appreciation for desired behaviours and progress**

9. **be available to answer employee's questions**

Knowledge

1. coaching strategies, e.g. goal setting, constructive feedback, demonstrations
2. factors that affect employee performance, e.g. clarity of expectations, work environment, knowledge
3. importance of coaching
4. relevant legislation and regulations
5. relevant policies, procedures and standard operating procedures (SOPs)
6. strategies for influencing others

14.4.5 Deliver training

Purpose

Training provides employees with the information, skills and knowledge needed to meet or exceed job expectations.

Performance and Abilities

1. **identify training needs:**
   - gather information, e.g. consult business plan, talk to employees, consult experts
2. **determine learning objectives:**
   - describe what participants will know and be able to do at end of session or program
   - create objectives that are attainable and measurable
3. **determine budget**
4. **determine if training will be developed in-house or outsourced**
5. **create training materials, if decision is to develop in-house:**
   - create list of topics to cover:
     - refer to learning objectives
   - determine duration, e.g. number of hours, weeks
   - create training guide:
     - create checklist for training of short duration or modules for training of longer duration
     - identify information to be shared using variety of sources
     - identify learning activities, e.g. role play, practicing tasks
     - plan how to assess participants' learning
     - identify tools, equipment and materials needed for training
   - create learning outline or manual for participants
6. **prepare for training delivery:**
   - determine who will facilitate training
   - determine number of participants
   - determine location, e.g. staff room, work stations, off-site
   - create agenda
   - gather required tools, equipment and materials
7. **facilitate training sessions:**
   - follow training guide:
     - adapt to circumstances, e.g. pursue teachable moments, use participants' experiences to illustrate point

- distribute outline or manual to participants
- manage group dynamics, e.g. encourage participation, address disruptive behaviours
- assess participants' learning based on learning objectives:
    - identify need for additional training
- seek feedback from participants about training, e.g. relevance to work requirements, quality of materials, facilitator's knowledge
- modify training based on participant feedback and own observations

8. **track training of participants, e.g. record in employee files**
9. **follow up after training to support ongoing transfer of learning to job, for example:**
    - send emails to each participant at specific intervals after training to remind of key learning points
    - discuss training with supervisors to encourage them to help participants, e.g. provide on-the-job coaching
    - pair participants with competent co-workers to reinforce learning, i.e. use buddy system
10. **measure impact of training on organization (e.g. increased sales, reduced injuries, improved client satisfaction, improved employee satisfaction), if applicable**

Knowledge

1. **adult learning principles, e.g. draw on participants' life experiences**
2. **techniques used to facilitate learning, e.g. reading non-verbal behaviours, using variety to keep participants engaged**
3. **topics being taught or information being presented, e.g. relevant policies and procedures, knowledge and skills required of employees**
4. **types of learning activities (e.g. demonstration, hands-on practice, presentation, guided discussion) and when to use**

Purpose

Mentoring is a voluntary activity that experienced workers undertake in response to an individual's request for career guidance. Mentors serve as role models and share their knowledge and experience. Mentees receive information and support that improve their abilities, confidence, job satisfaction and network.

Performance and Abilities

1. respond to requests to be mentor:
   • determine if individual's needs and goals match own experience, abilities and availability
   • continue with next steps if match is good
2. help mentee identify goals, e.g. improve leadership skills, gain exposure to process or program, have sounding board for ideas, solve problems
3. facilitate mentee's self-assessment of learning and development needs relevant to goals, e.g. discuss informally, refer to appropriate tools and resources such as tourism national occupational standards
4. reach agreement on type of mentoring relationship desired by both parties, e.g. informal or structured
5. continue to meet with mentee to address changing needs, for example:
   • identify obstacles to career progression
   • recommend training and development activities
   • share information about opportunities available in organization or within industry
   • teach management skills
   • recommend specific behaviours
   • discuss mentee's ideas
   • share mentee's ideas with upper management
   • advocate for mentee to participate in specific projects
   • provide advice for specific situation
   • introduce to people in professional network

Knowledge

1. communication strategies, e.g. active listening, constructive feedback
2. goal setting
3. importance of respecting mentee's confidentiality
4. mentoring programs and resources
5. professional, career and personal development strategies

14.5.1 Process resignations

Purpose

The goal of processing resignations is to minimize the impact of employees' departures on the work environment and productivity. Processing resignations also offers an opportunity to promote goodwill and to learn from departing employees.

Performance and Abilities

1. **receive notice of resignation**
2. **determine reason for resignation:**
   - initiate investigation
   - take corrective action, if employee's reason for leaving indicates constructive dismissal
   - proceed with following steps, if investigation confirms voluntary resignation
3. **determine effective date of resignation, e.g. immediately, two weeks**
4. **prior to employee leaving:**
   - ensure employee pays outstanding accounts
   - collect organization's property, e.g. keys, door pass, mobile telephone
5. **take appropriate action to protect organization, for example:**
   - forward emails
   - set automatic reply to incoming emails with new contact
   - change telephone and computer access
   - cancel signing authorities and accounts
   - cancel alarm codes
6. **finalize payroll and documentation**
7. **make plans to finalize or transition employee's work**
8. **invite employee to participate in exit interview:**
   - identify individual who should conduct interview:
     - include witness, if applicable
   - conduct exit interview
9. **provide required documents (e.g. record of employment, final pay) to employee**
10. **end employee's contract on positive note, for example:**
    - highlight accomplishments
    - use words of encouragement, e.g. wish well in future endeavours
    - thank employee for contributions

11. communicate departure internally, as applicable, considering:
- position employee held
- impact of departure on operations and other employees
- how responsibilities will be reassigned
- action plan to fill vacancy

12. communicate employee's departure to external parties, e.g. clients, suppliers

Knowledge

1. importance of maintaining professionalism in all circumstances
2. importance of staying up to date with legislation related to employers' and employees' rights and responsibilities
3. importance of treating departing employees with respect
4. relevant legislation and regulations, e.g. employment standards
5. relevant policies and procedures, e.g. exit interviews

14.5.2   Dismiss or lay off employees

Purpose

Managing dismissals and layoffs properly reduces the likelihood of legal action and minimizes the negative impacts on employees and the organization's productivity.

Performance and Abilities

1. **determine type of employee departure, i.e. termination with cause, termination without cause, layoff, wrongful dismissal:**
   - confirm type of departure with expert, e.g. human resources specialist
2. **seek advice from human resources specialist or other designated authority about other legal considerations of termination, e.g. common law entitlement, possible discrimination, proper process**
3. **prepare to meet with employee:**
   - review employee's personnel file:
     - review documentation, e.g. employment contract, performance reviews, agreement to return organization's property
   - decide if employee's employment will end immediately or at end of required termination notice period:
     - if employment will end immediately, ensure termination pay offered in lieu of termination notice meets legal requirements
   - prepare responses to questions employee may have, e.g. reason for dismissal, pay owed
   - prepare documentation for employee, e.g. letter of termination, record of employment, final payment, confidentiality agreement, non-compete agreement
   - identify private location where meeting will be held
   - arrange for witness (e.g. supervisor, manager, union steward) to be present during meeting
   - consider likelihood of threatening behaviour or violence:
     - take appropriate precautions, e.g. ask another manager to be on standby, seek advice from police or other security expert
4. **meet with employee:**
   - inform employee of dismissal or layoff decision:
     - provide explanation for dismissal or layoff, if appropriate
     - do not apologize or argue about decision
   - remain composed and respectful with intent to maintain employee's dignity
   - manage employee's emotional response, if necessary:
     - acknowledge that situation is difficult
     - allow employee time to process

- notify employee of options (e.g. employment ends in two weeks, immediate departure with pay in lieu), if applicable:
  - give employee to reflect on which option to select
  - ensure employee understands decision is final
- terminate employee's access to organization's facilities (e.g. security codes) and information (e.g. email, intranet) during or at commencement of meeting, if termination is effective immediately
- provide relevant documentation:
  - explain documentation
  - obtain employee's signature where required
  - inform employee of any documentation to follow and when to expect it
- ask employee to pay outstanding accounts, e.g. advance, uniform fee
- discuss other items (e.g. transition of duties, feedback), as appropriate
- offer appropriate support, e.g. references, counselling, safe transportation home
- end meeting on positive note (e.g. note employee's contribution to organization), if appropriate
- arrange collection of organization's property and personal items:
  - accompany employee during this process, if appropriate

5. **escort employee off organization's premises and to means of transportation, if appropriate**
6. **finalize actions to protect organization and complete employee's departure, for example:**
   - set automatic reply to incoming emails with new contact
   - change telephone access and voicemail
   - finalize payroll, e.g. confirm money owed
   - finalize documentation, e.g. record details of meeting
   - notify others (e.g. co-workers, clients, suppliers) who may be affected, without disclosing reason

Knowledge

1. collective agreement, if applicable
2. documentation needed to process dismissals and layoffs, e.g. performance reviews, progressive discipline records
3. documentation to be provided to dismissed or laid off employees, e.g. letter of termination, record of employment
4. importance of applying policies and procedures related to employee departures consistently and fairly
5. importance of following and documenting progressive discipline process to support dismissal with just cause
6. importance of knowing that explanation for dismissal or layoff is not necessary and depending on situation, such as dismissal without cause, may not be advisable
7. importance of knowing that for dismissal without cause, it is necessary to provide adequate termination notice or payment in lieu of notice
8. importance of showing respect for employee throughout dismissal and layoff process
9. potential role of severance agreements and releases in employee dismissals
10. relevant employment standards and labour and human rights legislation, for example:
    - circumstances when employers can dismiss with just cause
    - considerations when dismissing employees who are on leave
    - employers' duty to accommodate to point of undue hardship
    - time restrictions for layoffs
    - employee characteristics (e.g. age, gender identity) that cannot influence dismissal or layoff decisions
11. relevant policies and procedures, e.g. dismissal procedures, security procedures, collecting organization's property

14.5.3   Conduct exit interviews

Purpose

Conducting exit interviews helps the organization obtain valuable information about employees' experiences in relation to career progression, compensation, culture, operations, workplace environment and management style. This information allows the organization to assess its strengths and weaknesses and to gain insights into how it can better retain its existing workforce and attract future hires. Exit interviews also promote good relationships with employees who are leaving the organization. Participating in exit interviews is voluntary and not a legal requirement.

Performance and Abilities

1. **invite employee to participate in exit interview:**
    - ensure employee understands that participation is voluntary
    - arrange for location that is private and suitable for in-person or virtual setting

2. **share information about interview with employee:**
    - outline purpose, process and timeframe
    - explain that information gathered is confidential and only shared with management as aggregate data, i.e. employee's information is grouped with information from other interviews and not attached to employee's name

3. **determine interview format (e.g. face-to-face interview, questionnaire) and resource availability**

4. **prepare exit interview questions:**
    - focus on employee's reason for leaving rather than employee's performance
    - identify priority issues to explore, e.g. primary reason employee is leaving, areas of satisfaction and dissatisfaction with job, opinions about compensation and benefits

5. **decide who will conduct exit interview:**
    - consider someone other than employee's direct supervisor (e.g. human resources specialist, manager) to encourage honest feedback

6. **conduct interview:**
    - ask prepared questions:
      - divert from prepared questions to probe valuable information offered by employee
    - end on positive note, e.g. wish employee future success

7. **integrate employee's feedback into file with feedback from other employees:**
    - compile employee's anonymous feedback with that of others

8. **review compiled feedback:**
    - reflect on how to improve organization based on information gathered
    - share with relevant parties at same time, e.g. every six months

Knowledge

1. exit interview best practices
2. importance of keeping information shared by employees at exit interviews anonymous
3. relevant policies and procedures, e.g. exit interviews

15.1   Manage Product/Service Development

15.1.1   Build culture of innovation

Purpose

By building a culture of innovation, organizations establish an environment that promotes creativity, improvement, and adaptability. In a culture of innovation, leaders provide employees with the information and resources they need to contribute to product and service development and to support innovations and other types of change.

Performance and Abilities

1. **provide leadership:**
    - talk about ideas for products and services with people in all levels and departments of organization
    - network with others who have experience, interest and expertise related to product and service ideas
    - support others' ideas
    - evaluate progress of idea implementation
    - implement corrective measures
    - solve problems with new or revised products and services

2. **acknowledge that there is always room for improvement:**
    - encourage employees to bring problems to management's attention
    - encourage employees to contribute ideas and solutions

3. **share information with employees about innovations and improvements initiated in:**
    - own organization
    - other tourism businesses and industries

4. **provide training about creativity and innovation, for example:**
    - developing ideas, e.g. brainstorming, probing and drawing out questions
    - expanding business into new products and services
    - recombining resources to create new products
    - assessing risks and benefits
    - influencing stakeholders, e.g. clients, suppliers, and business partners
    - collaborating with others

5. **create an environment of autonomy:**
    - establish criteria for measuring feasibility of ideas
    - allocate time to develop new products
    - allocate resources, e.g. space, budget, equipment
    - allow mistakes
    - build a culture of trust within team, e.g. plan teambuilding activities

6. **reward managed risk:**
    - recognize achievements
    - celebrate success

Knowledge

1. change management techniques
2. collaboration techniques
3. ideation techniques, e.g. brainstorming, probing questions
4. innovation best practices, e.g. steps that take ideas to implementation
5. project management best practices
6. relevant policies and procedures
7. risk/benefit assessment
8. techniques used to influence others
9. tourism and business trends

15.1   Manage Product/Service Development

15.1.2   Research products, services and markets

Purpose

Research about products, services and markets provides information to guide development decisions, to deliver tourism products and services that meet or exceed the expectations of target markets and to provide competitive advantage.

Performance and Abilities

1. **research organization's products and services:**
    *   create inventory of products and services
    *   assess market readiness of product and services, i.e. does organization meet expectations of target markets? Does organization meet its quality standards?
    *   measure demand for products and services
    *   analyze product development or service delivery processes
    *   analyze client feedback
    *   seek advice of employees

2. **research competition:**
    *   determine who competitors are, i.e. other organizations competing for tourists' time and money
    *   compare organization's products and services to those of competitors, e.g. price, quality, unique features
    *   research how well competitors are doing, e.g. how many clients they have, effectiveness of website
    *   research how competitors are promoting products and services, e.g. advertising, social media, membership organizations

3. **research current and potential target markets, for example:**
    *   identify size of target markets and participation rates
    *   determine if each target market's size is stable, growing or declining
    *   create profiles of current and potential target markets, e.g. number and duration of visits, spending habits, preferred products and services, age, how they book trips, motivations for travel, social and environmental values
    *   identify new products and services being introduced to target markets
    *   identify target markets' wants and needs that are not currently being satisfied

4. **compile collected information**

5. **analyze information to determine changes to be made to products, services and target markets, for example:**
    *   improve market readiness
    *   change products and services to gain competitive advantage
    *   find opportunities for each product and service to contribute more to clients' satisfaction

- fill in gaps in product and service offerings
- identify new target markets for new or improved products and services
- identify organization's approach to providing client experiences that maximize positive and minimize negative impacts on environment and community

6. prioritize changes to products, services and target markets
7. add priority product, service and market development initiatives to strategic plan

Knowledge

1. market segmentation
2. relevant policies and procedures
3. relevant products and services
4. research methods and best practices
5. sources of market information

15.1.3   Establish pricing model

Purpose

Establishing a pricing model to identify optimum prices is critical to an organization's success. Optimum prices are competitive enough to attract business while at the same time generating sufficient profits. Setting prices too high or low can cause problems with sales and cash flow.

Performance and Abilities

1. **determine costs of producing and delivering product/service, considering:**
   - fixed costs, e.g. rent, insurance, subscription fees for customer relationship management (CRM) software
   - variable costs, e.g. fuel, ingredients or components

2. **consider factors relevant to pricing, for example:**
   - number of competitors
   - competitors' prices for similar products/services
   - real and perceived differences between own product/service and competitors'
   - how much target market is willing to pay
   - market trends
   - seasonality of product
   - supply and demand
   - high demand periods
   - location
   - general economic conditions
   - commissions, e.g. credit cards, online travel agency (OTA)
   - desired profit margin
   - historical data

3. **consider best pricing method for product/service, e.g. cost-plus, value-based**

4. **consider pricing tactics for product/service:**
   - discounting, e.g. clearance sale, bulk discount
   - odd value pricing, e.g. $9.99 instead of $10.00
   - loss leader, e.g. sell product below its market cost to attract new customers or increase sales of other products and services
   - skimming, e.g. sell unique product or service at higher price
   - penetration, e.g. sell at lower price than competition to gain foothold in market
   - consider supply and demand and sales mix

5. **consider organization's sales mix and supply and demand for products/services**

6. **set price for each product/service:**
   - analyze collected information
   - use selected pricing method and tactics, as appropriate
7. **review prices regularly:**
   - ensure pricing model is still relevant and optimal

Knowledge

1. **cost of inventory**
2. **difference between cost and value**
3. **economic conditions**
4. **pricing methods**
5. **pricing tactics**
6. **profit requirements**
7. **types of fixed and variable costs**

15.1.4   Package tourism products and services

Purpose

Packaging tourism products and services enhances and expands an organization's offerings and delivers new and appealing experiences to clients.

Performance and Abilities

1. **establish context for tourism package by identifying:**
   - target markets
   - target markets' requirements, values and interests
   - organization's requirements
   - purpose of package
   - budget

2. **source products and services for package:**
   - identify what information is needed about suppliers, for example:
     - rates
     - quality of products and services, e.g. export readiness
     - client reviews
     - organization's reputation
     - required permits and licenses
     - safety record
     - insurance coverage
     - accessibility
   - validate information
   - assess applicability and desirability of suppliers' products and services

3. **select products and services to include in package**

4. **negotiate contract with suppliers:**
   - keep costs within budget

5. **create package:**
   - develop itinerary, e.g. determine timing and duration of package
   - calculate costs of each component
   - establish selling price for package
   - establish separate prices for optional purchases, e.g. insurance
   - develop terms and conditions, e.g. identify who will sell package and who will handle financial transactions

6. **plan marketing activities**

7. plan package evaluation:
   • track sales and client satisfaction
8. adjust package according to evaluation results

Knowledge

1. characteristics of target markets, e.g. interests, budget ranges
2. cost control methods
3. itinerary planning
4. negotiation best practices
5. organization's strategic plan
6. pricing models
7. relevant legislation and regulations, e.g. travel agent permit
8. relevant policies and procedures, e.g. refund policies
9. terms and conditions to include in contracts with suppliers
10. tourism and business trends
11. types of products and services offered in region

Purpose

Conducting situational analyses provides information on internal and external factors impacting the organization's sales and marketing performance. Performing this task minimizes the risks of acting on assumptions while enhancing the understanding of an organization's position relative to clients, competitors and market. The report allows organizations to make decisions based on data instead of instinct.

Performance and Abilities

1. **analyze internal factors, e.g. business capabilities, target market:**
    *   review current business information, e.g. strategic direction, organization values
    *   review historical data, e.g. past marketing budgets, historical performance of sales and marketing plans
    *   evaluate own organization's strengths and weaknesses, e.g. staffing levels
    *   develop target client profiles considering:
        *   demographics, e.g. stage of life, educational level, disposable income
        *   EQ® profile (Explorer Quotient)/psychographics, e.g. core interests, motivation to travel
        *   lifestyles, e.g. online shopping, portion of income spent on relevant products and services
        *   needs and expectations, e.g. group size, budget, social requirements
        *   perceptions (e.g. brand, destination) of organization and competitors

2. **analyze external business environment:**
    *   assess target market's size, probable growth/decline and associated risk factors
    *   evaluate competitors' strengths and weaknesses, e.g. pricing, location, advertising
    *   research macroeconomic factors, e.g. labour force, demographics, economic activities
    *   identify trends and issues, e.g. industry, clients, technologies
    *   recognize regulatory requirements, e.g. consumer protection, privacy, intellectual property

3. **create draft situational analysis report:**
    *   summarize relevant findings from analysis
    *   identify competitive advantages and weaknesses, e.g. conduct strengths, weaknesses, opportunities, threats (SWOT) analysis
    *   include regulatory, ethical and sustainability considerations

4. **communicate draft report to stakeholders, e.g. board, leadership team, owners:**
    *   gain buy-in or approval, as required

5. **finalize situational analysis report:**
    *   file report, e.g. on computer, in cabinet

6. **communicate final situational analysis, or portions of, to relevant parties, e.g. employees**

Knowledge

1. analysis techniques, e.g. strengths, weaknesses, opportunities, threats (SWOT) analysis; political, economic, social and technological (PEST) analysis
2. competitive environment, e.g. who competitors are
3. current progress to sales objectives, e.g. pace report
4. data collection techniques:
   - primary and secondary research, e.g. proprietary survey, existing client database
   - quantitative and qualitative research, e.g. sales figures, focus groups
5. key performance indicators, e.g. net promoter score
6. market information, e.g. historical, current, future
7. marketing concepts, e.g. marketing mix, distribution channels
8. options for path to purchase
9. organization's future plans, e.g. strategic plan
10. organization's mission statement, goals, objectives, culture and brand
11. partners/collaborators, e.g. destination marketing/management organizations (DMOs), industry associations
12. provincial/territorial and federal tourism priorities and opportunities for collaboration
13. relevant legislation and regulations
14. trends, e.g. user satisfaction

15.2.2   Develop integrated sales and marketing plan

Purpose

Having an integrated sales and marketing plan provides employees with a unified direction. It establishes the current marketing goals and objectives of the organization. It enables successful interactions and increased knowledge and confidence in the organization's brand's promise. It also decreases client ambiguity.

Performance and Abilities

1. determine objectives of sales and marketing plan, e.g. increase awareness, sell more products, access new market, increase market share, increase revenue
2. use situational analysis report to identify challenges and opportunities, for example:
    *   leverage competitive advantages
    *   recognize capability and resource mismatch issues
    *   identify resource requirements (e.g. time, employees, budget) needed to solve issues and overcome weaknesses
3. develop sales and marketing activities:
    *   align activities with organization's marketing objectives, strategic direction and branding
    *   incorporate traditional and digital approaches, e.g. direct mail, social media
    *   use different channels, e.g. trade shows, e-commerce websites
    *   determine promotional activities
    *   ensure activities reinforce each other, e.g. website messaging matches print advertisements
    *   establish collaboration protocols between stakeholders, e.g. departments, organizations, agencies, governments
4. establish performance targets:
    *   align targets with brand, sales and marketing strategies, and objectives
5. determine key performance indicators for evaluating effectiveness of plan, e.g. conversion rates
6. track sales and marketing performance, e.g. review sales numbers weekly, track rate of client response
7. prioritize activities
8. assign roles and responsibilities, for example:
    *   assign objective of increasing client awareness to vice president of sales and marketing
    *   allocate activity of distributing monthly direct mailing to director of communication
9. determine requirements to support implementation
10. communicate draft plan to stakeholders, e.g. board, leadership team, owners:
    *   gain buy-in and/or approval
11. finalize sales and marketing plan
12. communicate final plan, or portions of, to relevant parties, e.g. employees
13. file plan, e.g. on computer, in cabinet

Knowledge

1. consumer trends
2. current progress to sales objectives, e.g. pace report
3. distribution channels and key players within channels
4. industry trends
5. key performance indicators
6. marketing mixes, e.g. eight Ps of tourism marketing (product, price, promotion, placement, programming, planning, people, physical evidence)
7. marketing opportunity options, e.g. strategic alliances, cooperative business models
8. new products/services to target specific markets
9. new technology
10. options for path to purchase
11. organization's ethical and social responsibility requirements
12. organization's mission statement, goals, objectives, culture and brand
13. organization's overall strategic and marketing objectives
14. provincial and federal tourism priorities and opportunities for collaboration
15. relevant legislation and regulations
16. relevant policies and procedures
17. types of sales and marketing activities

15.2.3   Develop branding

Purpose

Branding offers an opportunity for an organization to communicate what to expect when purchasing its products and services. Branding presents how an organization wants to be perceived and differentiates it from its competition. Strong branding can attract new clients and increase brand equity and recognition, which can contribute to employee satisfaction and client trust.

Performance and Abilities

1. set or review brand objectives, e.g. create loyalty, increase brand recall
2. define brand attributes
3. determine brand positioning:
   - use situational analysis report as base for decisions, e.g. target markets, organizational strengths
   - research current and prospective clients' perception of brand and product/services preferences
   - select brand personality
   - consider how competitors are branding products and services
   - find unique angle to promote products and services
4. create written, audio and visual translation of brand positioning:
   - write positioning statement for each target market:
     - determine tone of communications, e.g. conversational, easily recognized, formal
     - communicate only what can be delivered
   - manage development of brand assets, e.g., logo and website, for example:
     - source supplier
     - approve design
     - develop concise tagline
5. ensure consistency of use to reduce brand dilution:
   - create templates and guidelines for use, e.g. colour scheme, logo placement
   - train employees to use guidelines correctly
6. integrate brand positioning into organization's processes, e.g. advertising, promotional activities, public relations
7. evaluate brand performance regularly to identify shifting client preferences and changes in competitor strategy

Knowledge

1. competitors' branding
2. distribution channels, and key players within channels
3. existing and future target markets(s)
4. importance of ensuring branding consistency through sales and marketing activities and all communications
5. marketing mixes, e.g. eight Ps of tourism marketing (product, price, promotion, placement, programming, planning, people, physical evidence)
6. organization's ethical and social responsibility requirements
7. organization's mission statement, goals, objectives, culture and brand
8. organization's products and /services and the perception of them in the marketplace
9. perceptions of product
10. purpose of branding
11. techniques of data collection and analysis techniques
12. timelines for development and measurement

15.2.4   Determine sales channels

Purpose

Determining the most appropriate sales channels for target markets is important to generate sales and ensure a high return on investment. Choosing an incorrect channel can result in loss of revenue, lack of brand recognition, missed opportunities, and a waste of resources.

Performance and Abilities

1. **use situational analysis report and sales and marketing plan to review:**
   - client segmentation
   - objectives, e.g. grow sales, have physical presence
   - branding
2. **establish criteria for selection of sales channels**
3. **evaluate strengths and weaknesses of options, considering criteria:**
   - costs
   - resources required, e.g. human resources, material goods
   - return on investment including tangible and intangible benefits
   - market alignment
   - lead generation
   - ease of use
   - reach
   - level of coverage, e.g. local, national, international
4. **select appropriate sales channels:**
   - consider diversity within sales strategy
   - consider cooperative opportunities, e.g. cost sharing, sponsorship, buy-in program
5. **document channels chosen and rationale:**
   - file information about channels, e.g. on computer, in cabinet
   - incorporate into sales and marketing plan
6. **communicate to stakeholders, e.g. sales team, immediate supervisor**

Knowledge

1. marketing mixes, e.g. eight Ps of tourism marketing (product, price, promotion, placement, programming, planning, people, physical evidence)
2. options for path to purchase
3. organization's ethical and social responsibility requirements
4. organization's mission statement, goals, objectives, culture and brand
5. relevant legislation and regulations, e.g. required licenses and permits
6. target markets
7. types of sales channels, including:
    *   client to client, e.g. social media influencer, word of mouth
    *   business to business, e.g. exhibition, trade show
    *   business to client, e.g. website, face to face

15.2.5   Develop digital strategy

Purpose

A strong digital strategy promotes an organization's reputation and can expedite growth. Without a digital strategy, organizations risk losing their connection with existing and prospective clients.

Performance and Abilities

1. **determine objectives for using digital platforms, e.g. increase brand awareness, increase sales:**
   - review situational analysis and sales and marketing plan
   - consider organization's strategies regarding products and services and guidelines for branding and engagement

2. **use target client profiles identified in situational analyses report:**
   - identify characteristics and core interests

3. **determine potential partnerships, e.g. content development with other platforms, social media influencer, group-buy**

4. **allocate responsibilities, e.g. creating content, responding to comments and complaints**

5. **select digital platforms suited to industry, target audience and organization:**
   - compare factors, e.g. popularity and reach, characteristics of target audience
   - ensure links to social media channels are communicated, e.g. on website, in email signatures

6. **design code of conduct, for example:**
   - comply with platform and organization's code of conduct
   - specify that employees' online presence should be consistent with organization's standards
   - protect privacy of clients and confidentiality of proprietary information

7. **develop content guidelines, e.g. language and tone, sources of information, frequency of communication, sharing and resharing of content, source crediting:**
   - comply with regulatory and ethical requirements, e.g. copyright

8. **create response strategies:**
   - establish response standards, e.g. positive and negative comments, response times

9. **establish key performance indicators and performance targets for successful digital strategy:**
   - select data collection methods
   - track performance indicators
   - review digital activities regularly against performance targets

10. **monitor potential risks associated with organization's reputation on platforms**
11. **protect employees and audience from cyberbullying and harassment**
12. **monitor reviews and comments**
13. **improve practices based on identified weaknesses and opportunities**

Knowledge

1. boundaries between personal and professional online activities
2. consequences of making negative comments, e.g. defamation, libel, slander
3. data collection methods
4. digital media's potential impact on organization's reputation
5. digital platforms, tools and functions, e.g. geotargeting
6. marketing mixes, e.g. eight Ps of tourism marketing (product, price, promotion, placement, programming, planning, people, physical evidence)
7. options for path to purchase
8. organization's duty of care to protect employees and audience from cyberbullying and harassment
9. organization's ethical and social responsibility requirements
10. organization's mission statement, goals, objectives, culture and brand
11. relevant legislation and regulations, e.g. privacy, confidentiality, copyright
12. target markets
13. types of distribution channels and strengths and weaknesses of each
14. types of sales and marketing performance indicators
15. types of sales channels and strengths and weaknesses of each

15.2.6 Evaluate effectiveness of sales and marketing plan

Purpose

Sales and marketing activities often require significant investments of time and money. Regularly monitoring the effectiveness of the plan helps an organization to discover and address shortfalls, improve the plan's performance and client engagement, and increase sales.

Performance and Abilities

1. monitor sales, marketing activities and spending at regular intervals:
   - maintain records of activities, e.g. costs, results, influencing factors
2. analyze sales and marketing outcomes against budget and plan's objectives, for example:
   - impact of market changes
   - key performance indicators, e.g. number of products sold, client response, conversion rates
3. evaluate reasons for discrepancies, e.g. market changes
4. adjust sales and marketing plan based on findings
5. communicate performance to stakeholders, e.g. board, leadership team

Knowledge

1. evaluation methods
2. external market changes, e.g. economic, social, environmental, regulatory and industry trends and practices
3. internal factors influencing sales and marketing activities, e.g. inventory, operational changes
4. marketing mixes, e.g. eight Ps of tourism marketing (product, price, promotion, placement, programming, planning, people, physical evidence)
5. organization's mission statement, goals, objectives, culture and brand
6. types of distribution channels and strengths and weaknesses of each
7. types of key performance indicators for sales and marketing
8. types of sales channels and strengths and weaknesses of each

15.3   Conduct Sales Activities

15.3.1   Conduct sales prospecting

Purpose

Sales prospecting activities enable an organization to identify potential clients whose needs may be met by its products and services. Effective targeting of clients can lead to better use of time and resources, which increases productivity and awareness, nurtures sales leads and generates new business.

Performance and Abilities

1. **review profiles of potential clients, considering, for example:**
    *   type of client requiring organization's products and services
    *   decision-maker responsible for purchases
2. **match needs of potential clients to products and services being offered**
3. **locate sources for developing prospect lists, e.g. existing client lists, economic development authorities**
4. **build network of contacts, for example:**
    *   participate in trade shows matching target market
    *   join professional associations
5. **qualify leads, e.g. determine budget capabilities and buyer motivation**
6. **prioritize prospects based on criteria defined by organization, e.g. estimated profit, ability to provide services, estimated cost**
7. **develop key messages for sales calls, for example:**
    *   responses to common objections and enquiries
    *   details on products and services matching prospect's needs
    *   details about sales terms
    *   feedback from previous sales
8. **choose appropriate prospecting activities, for example:**
    *   contact previous clients to solicit new business
    *   identify cross-selling and add-on opportunities
    *   connect with new prospects, e.g. pre-arranged sales calls, cold calling
9. **record prospect information in client record, e.g. results, updated contact information:**
    *   share client record with others, if appropriate, e.g. sales team, relevant department
10. **evaluate effectiveness of prospecting approaches:**
    *   modify, as needed

Knowledge

1. competitors, e.g. products and services, promotions
2. current progress to sales objectives, e.g. pace report
3. industry and market trends, e.g. changes to access, new markets, new tourism businesses in area
4. options for path to purchase
5. organization's customer relationship management (CRM) database
6. organization's mission statement, goals, objectives, culture and brand
7. organization's products and services
8. organization's sales strategies and methodologies
9. potential collaborators, e.g. organizations with complimentary services, provincial and federal tourism agencies
10. selling techniques, e.g. cross-selling

15.3.2   Establish client relationships

Purpose

Effectively establishing client relationships can increase sales and efficiency by focusing on clients most interested in purchasing. Building lasting relationships with clients enables practitioners to maximize sales revenues, encourage repeat business, build client confidence and promote the organization's reputation.

Performance and Abilities

1. **review client record to identify, for example:**
   - level of interest in product or service
   - how well client's perceived needs match organization's product or service

2. **establish rapport with client, for example:**
   - maintain positive attitude, e.g. create good first impression
   - build personal connections, e.g. use open questions to promote two-way communication
   - focus on client, e.g. ignore calls and texts while talking to client
   - build trust, e.g. follow up on commitments

3. **use client's preferred communication method, e.g. e-mail, telephone, in-person**

4. **invite client to promotions, special events and site visits:**
   - inform other employees of visits
   - ensure areas to be visited are available and ready
   - network with invited clients

5. **monitor client satisfaction and engagement levels, e.g. request feedback**

6. **update client record, e.g. contact details, areas of product/service interest, next date for contacting, decision-making authority**

7. **contact client regularly, for example:**
   - arrange future visit
   - send thank-you card
   - send information based on interests
   - determine changing needs

Knowledge

1. competitors, e.g. products and services, promotions
2. level of own autonomy in decision making
3. networking techniques
4. options for path to purchase
5. organization's customer relationship management (CRM) database
6. organization's mission statement, goals, objectives, culture and brand
7. organization's products and services
8. organization's sales strategies, e.g. upselling, sales channels, cross-selling
9. potential collaborators, e.g. organizations with complimentary services, destination marketing organizations
10. selling techniques

15.3.3   Recommend products and services to client

Purpose

The ability to recommend a range of suitable products and services to a client allows practitioners to increase sales and revenues. Practitioners who match their recommendations to a client's needs are more likely to close sales.

Performance and Abilities

1. acquire detailed knowledge of current products and services, e.g. strengths, availability, customization opportunities
2. review client's requirements, e.g. wants, needs, preferences
3. select products and services that meet client's requirements
4. determine best-value options for client, e.g. special promotions, current incentives, loyalty rewards
5. present customized information on products and services, e.g. rates, promotions, features, benefits:
   - include recommendations in clear format and appropriate language
6. identify additional sales opportunities, for example:
   - upselling, e.g. upgrade of service level
   - cross-selling of complementary products and services
   - benefits of possible add-ons, e.g. three-course meal that includes chosen item
   - co-operative promotions, e.g. free stay for third hotel night
   - offers through affiliated companies, e.g. ski rental store offers complementary transportation to ski hill
7. suggest alternatives if desired products and services are unavailable
8. follow up with client, for example:
   - ensure receipt of package
   - ensure information sent has been understood
   - respond to client questions in timely manner
9. update client record, e.g. contact dates, action taken, next steps

Knowledge

1. client information, e.g. from prospect lists, from customer relationship management (CRM) database
2. competitors, e.g. products and services, promotions
3. options for path to purchase
4. organization's mission statement, goals, objectives, culture and brand
5. organization's products and services, including add-ons and upgrade options
6. potential collaborators, e.g. organizations with complimentary services
7. selling techniques, e.g. upselling, cross-selling

15.3.4 Develop proposals/quotes

Purpose

Developing sales proposals or quotes provides clients with information about the value, benefits and pricing of products and services available for purchase. Proposals or quotes enable clients to make informed purchase decisions.

Performance and Abilities

1. **Determine client requirements, e.g. review request for proposal (RFP) or request for quote (RFQ), read client profile:**
   • determine if opportunity will be pursued, if applicable
2. **identify information to be included in proposal or quote by referencing, for example:**
   • requirements in RFP or RFQ
   • client's needs gathered from prior interactions
   • products and services to be offered
3. **confirm ability to provide requested products and services**
4. **develop budget/estimate/pricing for providing products and services, for example:**
   • consider pricing structure
   • seek input from servicing departments
   • use existing promotions
   • seek assistance from other departments, e.g. marketing, finance
5. **prepare draft proposal/quote, including, for example:**
   • overview of products and services
   • terms and conditions
   • pricing
   • outline of benefits
   • testimonials from satisfied clients
   • collateral materials for inclusion, e.g. brochures, website links, promotional items
6. **edit proposal/quote to improve accuracy, consistency and ease of understanding**
7. **obtain approval from authorized personnel, if applicable**
8. **deliver proposal/quote following client's requirements**
9. **track delivery and status, e.g. on customer relationship management (CRM) software, excel sheet**
10. **follow-up with client:**
    • seek feedback on acceptance or rejection of proposal or quote in timely manner
11. **respond to client, e.g. counter concerns, process sale, provide alternate dates, negotiate terms**

Knowledge

1. client information and history, e.g. from prospect lists, from customer relationship management (CRM) database
2. competitors, e.g. products and services, promotions
3. current progress to sales objectives, e.g. pace report
4. options for path to purchase
5. organization's mission statement, goals, objectives, culture and brand
6. organization's pricing, budgeting and approval requirements
7. organization's product and service offerings, including add-ons and upgrade options
8. organization's proposal or quote templates
9. potential collaborators, e.g. organizations with complementary services

15.3.5   Close sales

Purpose

The ability to close a sale often requires a practitioner to persuade a client of the benefits of the product or service offerings and to overcome sales objections. Closing the sale confirms the client's commitment to buy, generating revenue for the organization.

Performance and Abilities

1. **identify possible buying signals, e.g. positive body language, expressing interest in specific dates, verbal confirmation**
2. **review selling points with client**
3. **respond to objections immediately, if possible:**
    - discuss possible solutions with relevant individuals, if applicable, e.g. sales team
    - ask questions to gain understanding
    - paraphrase objection to confirm understanding
    - use appropriate method for overcoming objection, for example:
        - clarify misunderstanding if objection is not valid
        - seek opportunity to offset valid objections, e.g. testimonial, demonstration
        - propose alternatives
4. **select applicable closing technique in response to client signals, for example:**
    - ask for sale, e.g. "May I book those dates for you?"
    - offer incentives to purchase, e.g. "… and I will give you …", "I will include …"
    - instill sense of urgency, e.g. mention promotion deadline
5. **phrase close in form of question to obtain affirmative response**
6. **allow time for client to answer**
7. **identify potential add-on, upselling or cross-selling opportunities prior to finalizing sale**
8. **continue discussion until client agrees or there is definite "no"**
9. **discuss next steps, e.g. delivery, payment**
10. **finalize sale, e.g. obtain written confirmation from client, send written contract**
11. **secure agreement to follow up with future sales opportunities**
12. **update client record**

Knowledge

1. buying signals
2. options for path to purchase
3. organization's mission statement, goals, objectives, culture and brand
4. organization's products, services and contract terms
5. relevant legislation and regulations, e.g. contract law, tax law
6. relevant policies, procedures and standards, e.g. contracts, code of ethics
7. required elements of contracts
8. selling techniques, e.g. cross-selling, upselling and add-ons

15.3.6   Follow up on sales

Purpose

Maintaining contact with clients after sales enables practitioners to monitor their satisfaction. Follow-up discussions provide opportunities to build relationships for future sales and to identify potential product and service improvements.

Performance and Abilities

1. **obtain required documentation, e.g. executed contract, payment schedule:**
   - review for accuracy
   - confirm receipt
   - update client record
2. **provide information to required departments, e.g. client service, reservations**
3. **contact client:**
   - acknowledge appreciation for business, e.g. thank client, send gift card, offer discount on next purchase
   - request feedback, e.g. satisfaction, concerns, net promoter score
   - resolve concerns immediately, if possible:
     - reduce probability of recurrence, e.g. document issue, notify responsible party
   - identify future sales opportunities, e.g. determine emerging needs
   - ask for referrals, e.g. testimonial, online review
4. **produce reports according to organization's timeline (e.g. daily, quarterly) including, for example:**
   - client contact information, e.g. name, telephone number, email address
   - sales techniques used successfully
   - dates of sale and delivery
   - quantities purchased
   - client feedback
   - financial report
5. **refer information on prospective leads to relevant individuals, e.g. other department head:**
   - follow up to discuss leads, if possible

Knowledge

1. **methods of obtaining feedback from clients**
2. **options for path to purchase**
3. **organization's mission statement, goals, objectives, culture and brand**
4. **organization's products, services and contract terms**
5. **procedures for dealing with client concerns**

15.4   Conduct Marketing Activities

15.4.1   Conduct direct marketing

Purpose

Direct marketing helps an organization target ideal clients using customized messages at a fraction of the cost of broadcast advertising. It also offers opportunities to reconnect with clients and increase client loyalty.

Performance and Abilities

1. review situational analysis report and sales and marketing plan to determine client group to target
2. select media (e.g. social media, leaflet) suited to message:
   * compare features, e.g. popularity, reach, audience
   * consider media preferences of targeted clients, e.g. email, print materials
   * consider environmental impact, e.g. print versus digital
3. determine information to send to targeted clients, e.g. useful knowledge, promotional offers, loyalty programs:
   * match content to target clients' profiles so sending information of interest
   * follow regulatory, ethical and organizational requirements
4. collaborate with partners, e.g. to create and/or distribute content
5. set frequency of direct marketing activities:
   * avoid being too persistent
6. circulate information
7. respond to enquiries:
   * identify information needs
   * confirm that question has been answered
8. record direct marketing activities, e.g. costs, results, influencing factors

Knowledge

1. communication style associated with culture and brand, e.g. conversational, formal
2. competitors for target market, e.g. products and services, promotions
3. current events and trends, e.g. public sentiment towards tourism
4. direct marketing, and strengths and weaknesses of each type
5. loyalty programs
6. options for path to purchase
7. organization's customer relationship management database
8. organization's ethical and social responsibility requirements
9. organization's mission statement, goals, objectives, culture and brand
10. organization's products and services
11. relevant legislation and regulations, e.g. protection of personal information
12. relevant policies, procedures and standards, e.g. communication with clients

15.4.2 Purchase media advertising

Purpose

Purchasing media advertising, or performing a media buy, creates a positive impact on brand awareness and on the generation of leads. Doing so ineffectively could mean the organization gets limited results while wasting resources.

Performance and Abilities

1. **review situational analysis report and sales and marketing plan to identify objectives, e.g. attract new clients, promote existing products, launch new services**
2. **research different media options, considering:**
   - target clients' preferences, e.g. magazine of specific interest, website
   - traditional, e.g. television station, newspaper, magazine
   - digital, e.g. website, search engine
3. **assess strengths and weaknesses of each option, considering, for example:**
   - reach, e.g. local, national, foreign
   - timing, e.g. seasonality, duration
   - amount of exposure, e.g. size of display, website traffic, demographics reached
   - return on investment, e.g. cost-per-click, cost-per-acquisition
4. **negotiate media contract, e.g. price, timing:**
   - ensure contract meets regulatory, branding and ethical requirements
   - develop relationships with media channel representatives
5. **monitor media performance, for example:**
   - measure performance against provisions of contract, e.g. media guarantee
   - monitor metrics, e.g. click-through-rates, conversion rates for online media buy
   - conduct daily account management of pay-per-click accounts on search engines
6. **adjust campaign as necessary, e.g. remove low-performing advertisement placement, optimize landing page, add negative keywords**
7. **remain current on trends and innovations among different media options**

Knowledge

1. budget
2. communication style associated with culture and brand, e.g. conversational, formal
3. competitors for target market, e.g. products and services, promotions
4. current events and trends, e.g. public sentiment towards tourism
5. customer relationship management database
6. ethics in advertising
7. evaluation methods
8. media options, including strengths and weaknesses
9. options for path to purchase
10. organization's ethical and social responsibility requirements
11. organization's mission statement, goals, objectives, culture and brand
12. organization's products and services
13. procurement plan and processes
14. relevant legislation and regulations, e.g. advertising

Purpose

Effective advertising content increases client interest, boosts enquiries, and contributes to increased sales.

Performance and Abilities

1. **review situational analysis report and sales and marketing plan to identify objectives, e.g. attract new clients, promote existing products, launch new services**
2. **review current marketing trends, e.g. inbound marketing, content marketing**
3. **follow regulatory, ethical and organizational requirements, for example:**
   - ensure illustrations are consistent with products and services being sold
   - adhere to branding guidelines
4. **create unique selling proposition:**
   - consider target clients' preferences, e.g. magazine of specific interest, accessible website
   - refer to clients' needs and wants based on target client profile
   - review competitors' approaches to advertising in situational analysis report
   - build stories around differentiated value offerings, e.g. great product, excellent service, well-trained employees
   - ensure stories meet target clients' expectations
5. **tailor content for, and use to, different media, for example:**
   - use memorable picture with minimal, enticing wording for billboard advertising
   - use short videos for online demonstration
6. **customize messages to various audiences, e.g. translate to audience's first language:**
   - use appropriate language, e.g. avoid wording that is not meaningful or clear
   - ensure information is easy to find, e.g. address, opening hours and contact information are bolded or highlighted
   - consider inclusive messaging, e.g. represent LGBTQ+ communities
7. **adhere to production, design and budget constraints:**
   - balance needs with wants
8. **monitor results regularly, e.g. review key performance indicators**
9. **update content regularly, considering, for example:**
   - clients' changing needs and wants
   - hanging competitors' advertisements
   - new marketplace trends

Knowledge

1. advertising ethics
2. communication style associated with culture and brand, e.g. conversational, formal
3. competitors for target market, e.g. products and services, promotions
4. current events and trends, e.g. public sentiment towards tourism
5. marketing and technological trends
6. media options
7. options for path to purchase
8. organization's ethical and social responsibility requirements
9. organization's mission statement, goals, objectives, culture and brand
10. organization's products and services
11. relevant cultural contexts
12. relevant legislation and regulations, e.g. marketing, advertising

15.4.4 Develop marketing/ promotional materials

Purpose

Good marketing and promotional materials are enablers and reminders to cue purchasing decisions. They convey the marketing message, theme and organizational branding.

Performance and Abilities

1. review situational analysis report and sales and marketing plan to identify objectives, e.g. attract new clients, promote existing products, launch new services
2. review current marketing trends, e.g. inbound marketing, content marketing
3. identify factors affecting production of materials, including, for example:
   - resource constraints, e.g. budget for outsourcing, in-house expertise
   - digital media opportunities
   - sustainable practices, e.g. source locally
4. elect types of marketing and promotional materials to suit needs:
   - consider target clients' preferences
   - determine material specifications, e.g. interactivity requirements, delivery platform, safety
5. design marketing/promotional materials, as required:
   - follow regulatory, ethical and organizational requirements
   - create unique selling proposition
   - adhere to branding guidelines
   - adhere to design and production constraints and budget
6. outsource components of material development, as required:
   - obtain quotes from suitable providers for design and production of materials, if necessary:
     - provide all material specifications for accurate quoting
   - agree on contract price, delivery deadline and other conditions, as required
   - provide input on material design
   - monitor production quality against material specifications, cost variations, and ability to meet deadline
   - approve final version
7. distribute materials on schedule
8. comply with information management plan for archiving printed/imprinted materials

Knowledge

1. budget
2. communication style associated with culture and brand, e.g. conversational, formal
3. competitors for target market, e.g. products and services, promotions
4. current events and trends, e.g. public sentiment towards tourism
5. ethical standards, e.g. partners' and organization's code of conduct
6. marketing and technological trends
7. options for path to purchase
8. organization's customer relationship management database
9. organization's marketing and promotional activities schedule
10. organization's mission statement, goals, objectives, culture and brand
11. organization's products and services
12. organization's social responsibility requirements
13. procurement plan and processes
14. quality indicators of material production, e.g. readability, photographic quality, spacing
15. relevant cultural contexts
16. relevant legislation and regulations, e.g. marketing, advertising
17. types of marketing and promotional materials, and their strengths and weaknesses

15.4.5   Conduct digital marketing activities

Purpose

Effective digital marketing activities promote an organization's reputation and can expedite growth and expand reach. Without digital marketing activities, organizations risk losing their connection with existing and prospective clients.

Performance and Abilities

1. review situational analysis report and sales and marketing plan to determine client group to target
2. apply content guidelines, e.g. language and tone, sources of information, frequency of communication:
    - comply with regulatory and ethical requirements, e.g. copyright
    - make use of user-created content with permission
3. post digital media content:
    - comply with platform and organization's code of conduct
    - ensure personal representation is consistent with organization's standards
    - protect privacy of clients and confidentiality of proprietary information
    - publish content per schedule:
        - adopt automated tool for scheduled publishing where possible
4. respond to online comments according to organizational response standards:
    - offer personalized responses
    - adhere to response times
    - be sensitive, courteous, and respectful
5. communicate links to digital content, e.g. on website, in email signature
6. review social media activities regularly against key performance indicators
7. detect threats to organization's reputation on social media platforms:
    - protect employees and audience from cyberbullying and harassment

Knowledge

1. boundaries between personal and professional online activities
2. common performance metrics
3. communication style associated with culture and brand, e.g. conversational, formal
4. competitors for target market, e.g. products and services, promotions
5. current events and trends, e.g. public sentiment towards tourism
6. digital media's potential impact on organization's reputation
7. digital platforms, tools and functions, e.g. geotargeting
8. key performance indicators used for sales and marketing activities
9. marketing mixes, e.g. eight Ps of tourism marketing (product, price, promotion, placement, programming, planning, people, physical evidence)
10. negative comments and consequences of making such negative comments, e.g. defamation, slander, libel
11. options for path to purchase
12. organization's duty of care to protect employees from cyberbullying and harassment
13. organization's ethical and social responsibility requirements
14. organization's mission statement, goals, objectives, culture and brand
15. regulatory requirements
16. relevant legislation and regulations, e.g. privacy, confidentiality, copyright
17. social media platforms, tools and functions
18. tools for social media scheduling

15.4.6   Manage web presence

Purpose

A strong web presence improves an organization's visibility to clients who use search engines to conduct research. Managing the organization's web presence optimizes searchability of the organization's brands, products, services and promotions. This can also promote brand recognition and increase sales.

Performance and Abilities

1. review situational analysis report and sales and marketing plan to determine client group to target
2. identify key webpages built for client visits and keywords included within each page:
   - collaborate with relevant personnel to ensure certain webpages remain invisible to search engines, e.g. special promotions pages, test pages, duplicate pages
3. benchmark key webpages' current performance:
   - locate website's organic and paid position ranking in search engines
   - analyze results of online advertising
   - monitor website, e.g. traffic, online bookings, clients' reviews
4. research keywords:
   - list wordings and types of questions clients use to search online, considering target client profiles
   - enter words into keyword research tool to discover their search volumes and other relevant keywords
5. group keywords of similar topics and intent:
   - consider different factors, e.g. volume, season, region
   - relate to organization's strategy, e.g. aggressive competition for keywords of high search volume
6. determine type and format of content based on grouped keywords, e.g. image, length of text, bullet points:
   - test keywords out in search engine results page (SERP)
   - analyze top ranking webpages' content for their qualities
7. create meaningful content addressing clients' questions centred around grouped keywords:
   - format content to suit searchers' intent, e.g. informational, local, transactional
   - use language that reflects clients' preferences
   - create internal links and anchor text, if appropriate
8. apply HTML elements, e.g. title tags, meta description tags
9. ensure web content remains current:
   - ensure frequent updates, e.g. weekly, monthly
10. maintain web content following search engine optimization and accessibility guidelines
11. evaluate performance of key web pages after search engine optimization is performed
12. adjust web content as necessary, e.g. resolve problems connected to drop in ranking

Knowledge

1. basic HTML functions
2. boundaries between personal and professional online activities
3. communication style associated with culture and brand, e.g. conversational, formal
4. competitors for target market, e.g. products and services, promotions
5. current events and trends, e.g. public sentiment towards tourism
6. digital platforms, tools and functions, e.g. geotargeting
7. importance of client engagement with web pages, e.g. time spent viewing, number of clicks
8. key performance indicators used to evaluate web presence
9. marketing mixes, e.g. eight Ps of tourism marketing (product, price, promotion, placement, programming, planning, people, physical evidence)
10. options for path to purchase
11. organization's ethical and social responsibility requirements
12. organization's mission statement, goals, objectives, culture and brand
13. relevant legislation and regulations, e.g. privacy, confidentiality, copyright
14. search engine ranking
15. search engine results page (SERP) features, e.g. instant answer, snippets, local map
16. social media platforms, tools and functions
17. tools for determining value of keywords
18. web accessibility requirements

15.4.7   Manage online reviews

Purpose

Managing online reviews enables an organization to gain positive exposure, track performance of promotions, identify areas of improvement and gain insights about client expectations. Effective management of false or negative online statements can help to protect the organization's reputation.

Performance and Abilities

1. **create organization's profile on online platforms, e.g. property address, amenities**
2. **automate online monitoring, e.g. search engine alert, notifications when claimed pages are reviewed**
3. **invite clients to leave reviews, for example:**
    *   display logos of review sites at venue and online
    *   embed button on website that takes clients to review site
4. **respond to reviews:**
    *   respond within required timeframe, e.g. within 24 hours
    *   maintain professional manner, e.g. be polite, do not assign blame or make excuses
    *   express gratitude, e.g. thank reviewer for feedback
    *   offer to resolve negative feedback, e.g. ask client to contact directly
    *   note resolved issues online, e.g. comment on agreed-upon outcome
5. **handle fake and misleading reviews, for example:**
    *   attempt to verify an event with relevant department
    *   report fake and misleading reviews to platform
    *   engage reputation management firm
6. **protect employees and audience from cyberbullying and harassment, e.g. provide key/ standardized messages**

Knowledge

1. boundaries between personal and professional online activities
2. communication style associated with culture and brand, e.g. conversational, formal
3. competitors for target market, e.g. products and services, promotions
4. current events and trends, e.g. public sentiment towards tourism
5. level of authority to respond to issues
6. negative comments and consequences of making such comments, e.g. defamation, slander, libel
7. online review platforms, e.g. general review sites, tourism-specific review sites, social media
8. online reviews' potential impact on organization's reputation
9. organization's duty of care to protect employees from cyberbullying and harassment
10. organization's ethical and social responsibility requirements
11. organization's mission statement, goals, objectives, culture and brand
12. relevant legislation and regulations, e.g. privacy, confidentiality, copyright
13. social media platforms, tools and functions
14. target market

15.4.8   Conduct merchandising activities

Purpose

Merchandising can represent a significant part of an organization's financial costs. Successful merchandising means increased sales and optimized inventory levels, both of which can improve an organization's profits.

Performance and Abilities

1. review situational analysis report and sales and marketing plan to determine client group to target
2. analyze historical data (e.g. types of merchandise, how and where sold, price points) and market information, e.g. client buying patterns, similar products, venues
3. identify key merchandising performance indicators
4. develop merchandise design and production specifications
5. determine pricing for merchandise:
    *   determine sales, gross margin and profit requirements
    *   determine buying margin, markdowns and other reductions
    *   research pricing of similar merchandise
6. control brand integrity:
    *   negotiate licensing controls and concessions
    *   establish specifications for commemorative or legacy products
    *   protect brand integrity:
        *   establish means to differentiate between real product and replicas
        *   control release/launch of products
    *   monitor internal and external merchandise sales
7. produce merchandise:
    *   apply sustainability policies and practices, e.g. source locally, source ethically
    *   source suitable merchandise suppliers using selection criteria
    *   negotiate terms of purchase agreements, e.g. supplier pricing, delivery, promotional activity
    *   quantify merchandise units to be ordered, e.g. open-to-buy, store openings and closures
    *   determine import and export requirements
    *   monitor supplier performance, e.g. timely delivery, accuracy of order fulfilment
8. distribute merchandise:
    *   determine physical and online sales channels
    *   negotiate terms of distribution agreements
    *   establish inventory management system
    *   determine shipping arrangements and associated shipping costs
    *   coordinate distribution of suitable point of purchase and other sales displays

9. maintain stock levels:
   - consider peak seasons, special events and supplier lead time
   - adjust buying to variances in sales, surplus stock and aged stock
   - anticipate impacts of promotional activities on inventory

10. align merchandise promotions with marketing strategies:
    - identify new market opportunities, marketing techniques and media
    - integrate merchandise concepts with other marketing activities

11. evaluate merchandising activities:
    - analyze information collected about key merchandising performance indicators

12. retire merchandise that performs poorly, e.g. sell at reduced price, drop from list of items ordered

Knowledge

1. competitors for target market, e.g. products and services, promotions
2. current events and trends, e.g. public sentiment towards tourism
3. impact of surplus and aged stock on inventory, cash flow and profitability
4. marketing and technological trends
5. merchandise exit strategies
6. options for path to purchase
7. organization's ethical and social responsibility requirements, e.g. sustainability practices of merchandise suppliers
8. organization's mission statement, goals, objectives, culture and brand
9. organization's products and services
10. relevant cultural contexts
11. relevant legislation and regulations, e.g. marketing, advertising
12. sources of historical data about merchandising
13. supplier agreement formats and clauses, e.g. exclusion, dispute resolution, termination
14. sustainability principles
15. types of merchandising performance indicators, e.g. gross margin, sell-through rate, markdown percentage

15.4.9   Conduct promotional activities

Purpose

Promotional activities support the goals of an organization's sales and marketing plan. They also differentiate the organization from competitors, boost sales and reinforce brand positioning.

Performance and Abilities

1. review situational analysis report and sales and marketing plan to identify objectives, e.g. attract new clients, promote existing products, launch new services
2. plan details of promotional activities, for example:
    *   consider target clients' preferences
    *   identify budget and responsibilities
    *   coordinate launch dates to maximize media coverage
    *   follow brand guidelines
3. anticipate challenges of planned promotional activities, for example:
    *   client may become easily frustrated if approached with persistent communication
    *   false information about organization spreads quickly on social media
4. prepare contingency plans:
    *   identify non-controllable vulnerabilities, e.g. client account change in employees, competitor's price cuts
5. communicate promotional activities to stakeholders, as required:
    *   explain relationship between activities and organization's objectives
    *   discuss implementation
6. execute promotional activities according to plan, for example:
    *   advertise products and services
    *   undertake personal selling or telemarketing
    *   conduct public relations activities
    *   implement short-term sales campaigns
    *   deliver direct target marketing
7. monitor execution, for example:
    *   ensure compliance with branding guidelines
    *   check results of promotional activities against targets, e.g. sales, client response, click-through rate
    *   review expenditures to budget
8. evaluate effectiveness of promotional activities, e.g. analyze results against budget and objectives
9. adjust activities as necessary, for example:
    *   shift advertising expenditure to better performing media
    *   tailor marketing message to changing consumer preferences
    *   extend sales promotion

Knowledge

1. branding guidelines
2. communication style associated with culture and brand, e.g. conversational, formal
3. competitors for target market, e.g. products and services, promotions
4. current events and trends, e.g. public sentiment towards tourism
5. marketing and technological trends
6. marketing contingency planning
7. objectives and key performance indicators of promotional plans
8. options for path to purchase
9. organization's ethical and social responsibility requirements, e.g. sustainability criteria for selecting suppliers
10. organization's mission statement, goals, objectives, culture and brand
11. organization's products and services
12. relevant cultural contexts
13. types of cross-promotional activities
14. types of promotional activities and their strengths and weaknesses

15.4.10 Present products

Purpose

It is important to present merchandise in a way that attracts the attention of clients and creates positive impressions. This can result in improved sales and increased brand and product recognition.

Performance and Abilities

1. **review display plan, as required, e.g. requirements for colour, shape, space lighting, props, location, grouping of merchandise**
2. **select required merchandise, e.g. books, clothing, souvenirs**
3. **arrange merchandise according to display plan, as required, ensuring that:**
    *   fast-moving items are easy to access
    *   high-demand items are throughout store
    *   high-value items are in controlled areas
4. **direct lighting to featured products**
5. **install props as needed**
6. **ensure that display structures are secure**
7. **assess completed displays from all angles to be sure it meets needs, for example:**
    *   prices are visible to clients
    *   sufficient space for clients to pass by
8. **check displays periodically, ensuring:**
    *   displayed items are of good quality
    *   displays are properly secured
    *   prices are accurate
    *   products face forward, e.g. brand, label
    *   stock is being rotated
    *   debris is removed
9. **dismantle displays, for example:**
    *   remove signage
    *   return products to original locations
    *   return display accessories to storage area, e.g. lighting, props, posters
    *   clean display area
    *   dispose of non-reusable materials
    *   donate or sell display
10. **organize displays at service areas, as required, for example:**
    *   keep impulse buys and add-on sales at counter
    *   keep reference books for saleable items close by
11. **report need for repairs or replacements**

Knowledge

1. communication style associated with culture and brand, e.g. conversational, formal
2. competitors for target markets, e.g. products and services, promotions
3. current events and trends, e.g. public sentiment towards tourism
4. elements to be considered in display plans, e.g. lighting, props
5. options for path to purchase
6. organization's ethical and social responsibility requirements
7. organization's mission statement, goals, objectives, culture and brand
8. organization's products and services
9. safe lifting techniques
10. store display and presentation standards
11. target markets

15.5.1   Develop public relations plan

Purpose

A public relations plan contributes to the establishment and maintenance of an organization's brand and image. It sells the organization, or brand, by managing communication channels between the organization and its stakeholders. While marketing activities focus on achieving direct revenue, the objective of public relations activities is to support marketing efforts and manage an organization's reputation so it aligns with the organization's core values.

Performance and Abilities

1. use situational analysis report and sales and marketing plan to determine:
    *   target audiences' media preferences and perceptions of organization
    *   market trends
    *   potential opportunities
2. determine objectives for public relations activities, for example:
    *   prioritize strengths and opportunities
    *   incorporate scenario analysis, e.g. best/worst case scenario analysis
    *   plan responses to identifiable threats
3. discuss strategies for reaching target audiences with co-workers and stakeholders:
    *   confirm that strategies comply with organizational values, policies and procedures
4. evaluate strengths and weaknesses of proposed strategies (e.g. social media campaign, public speaking engagements, articles) considering:
    *   resources, e.g. human resources, material goods
    *   reach
    *   market alignment
    *   level of coverage, e.g. local, national, international
5. select appropriate public relations strategies
6. develop key messages to reflect goals and objectives:
    *   follow organization's criteria for messaging, e.g. succinct, credible, consistent with agenda
7. develop criteria for media partnership agreements (e.g. writers, bloggers, social media influencers), for example:
    *   reach of partner, e.g. from media portfolio including analytics
    *   have placement arranged in advance
    *   rights to images and materials
    *   executed contract required
8. assign roles and responsibilities, e.g. designate media spokesperson
9. establish communication protocols

10. establish timelines for activities

11. determine method to evaluate effectiveness of strategies

12. communicate draft plan to stakeholders, e.g. sales team

13. finalize public relations plan

14. communicate final public relations plan, or portions of, to relevant parties, e.g. employees

15. file plan, e.g. on computer, in filing cabinet

16. update public relations plan, e.g. as scheduled, annually

Knowledge

1. characteristics of target audiences

2. media resources

3. organization's ethical and social responsibility requirements

4. organization's mission statement, goals, objectives, culture and brand

5. relevant legislation and regulations, e.g. contracts, copyright, protection of privacy

15.5.2   Develop media plan

Purpose

The preparation of a media plan enables practitioners to identify optimal media platforms and timing for conducting public relations campaigns. A media plan supports the delivery of desired and consistent messaging and enables public relations campaigns to reach target audiences.

Performance and Abilities

1. **establish media plan objectives, considering public relations strategy**
2. **define requirements, including:**
   - target audiences' media preferences
   - reach and frequency needs of messaging
   - tone of message
   - graphic design and production
3. **determine:**
   - media budget allowances
   - suitability of media sources according to past performance, potential risks and value for money
   - media source compliance with legal, ethical and organizational requirements
4. **develop communication schedule, considering:**
   - duration of campaign
   - seasonality of promotions
   - budgetary constraints
   - opportunities to adjust, if necessary
5. **draft media plan, including:**
   - media sources
   - timelines of initiatives
   - objectives of campaigns
   - identify key performance indicators of media plan's effectiveness, for example:
     - sales enquiries
     - requests from media
     - attendance at events
     - target audiences' attitude or perception
6. **liaise with communication system specialists, as needed**
7. **communicate draft plan to stakeholders, e.g. sales team**
8. **finalize media plan**
9. **communicate final media plan, or portions of, to relevant parties, e.g. employees**
10. **update media plan, e.g. as scheduled, annually**
11. **file plan, e.g. on computer, in cabinet**

Knowledge

1. budget
2. media resources, e.g. contacts, requirements
3. monitoring tools, e.g. media monitoring service
4. organization's ethical and social responsibility requirements
5. organization's mission statement, goals, objectives, culture and brand
6. relevant legislation and regulations, e.g. copyright, freedom of information and protection of privacy
7. target audiences' characteristics

15.5.3   Develop public relations crisis communication plan

Purpose

The development of a crisis communication plan helps to minimize negative impacts to an organization. Maintaining communication with key stakeholders, as well as consistent public messaging, reduces the risk of crises escalation and damage to the organization's reputation.

Performance and Abilities

1. **identify possible or emerging crises and controversies:**
    *   develop scenarios, including worst case
2. **outline appropriate responses to potential crises and controversies:**
    *   seek advice from professionals, as required, e.g. legal counsel, public relations expert, human resources professional
    *   integrate different channels, e.g. social media, print media
3. **develop key messages to reflect goals and objectives:**
    *   comply with regulatory, ethical and organizational requirements
    *   use facts to verify or dispute claims, e.g. records of discussions, actions
    *   develop holding statements to release in case of crisis or controversy
4. **determine communication protocol, including:**
    *   roles and responsibilities, e.g. internal spokesperson for media inquiries, crisis communication team
5. **identify training needed for employees**
6. **establish timelines for response activities**
7. **draft crisis communication plan:**
    *   discuss draft plan with stakeholders, e.g. board, management, sales team
8. **finalize crisis communication plan**
9. **communicate final crisis communication plan, or portions of, to relevant parties**
10. **file plan, e.g. on computer, in cabinet**
11. **update crisis communication plan, e.g. as scheduled, annually**

Knowledge

1. **media resources, e.g. contacts, requirements**
2. **organization's ethical and social responsibility requirements**
3. **organization's mission statement, goals, objectives, culture and brand**
4. **potential risks to reputation**
5. **relevant internal and external stakeholders**
6. **relevant legislation and regulations**
7. **target audiences**

15.6   Conduct Public Relations Activities

15.6.1   Execute public relations activities

Purpose

Executing public relations activities contributes to the establishment and maintenance of an organization's brand and image. It sells the organization, or brand, through positively managing the communication channels between the organization and its stakeholders. Public relations activities support marketing efforts and manage an organization's reputation so it aligns with the organization's core values.

Performance and Abilities

1. review public relations plan and media plan:
    *   identify potential media targets, e.g. blogs, social media influencers, television/streaming media, print media
    *   consider current trends

2. monitor news and stakeholder environment:
    *   identify events that may affect organization's brand and image

3. develop relevant partnerships:
    *   attend networking events, e.g. media marketplaces
    *   apply criteria for media partnership agreements, e.g. mutually beneficial audience, reach
    *   create contracts, as required
    *   maintain ongoing relationship with contacts

4. determine messages to be delivered for specific activities, as required:
    *   incorporate storytelling techniques
    *   align with current trends
    *   test message, as required, e.g. hold focus group

5. plan specific initiatives:
    *   develop schedule and budget, as required

6. create assets for media, e.g. photos, video, digital collateral:
    *   follow regulatory, ethical and organizational requirements
    *   create unique stories that engage audience's senses and emotions
    *   tailor content and use to different media
    *   customize messages to various audiences, e.g. translate to audience's first language, use actors from different races
    *   consider production/design constraints and budget:
        *   balance needs with wants
    *   use simple language, e.g. avoid wording that is not meaningful or clear, do not use acronyms
    *   ensure information is easy to find, e.g. address, opening hours and contact information are bolded or highlighted

7. arrange for media interviews:
   - participate in media interviews, as required
8. conduct media/press road missions, when required, i.e. travel to several locations to launch big announcement
9. evaluate activities regularly, e.g. benefit of media partnership, public perception
10. communicate results to stakeholders

Knowledge

1. characteristics of target audiences
2. media operations and methods for managing media relations
3. media partners and options
4. organization's ethical and social responsibility requirements
5. organization's mission statement, goals, objectives, culture and brand
6. organization's products and services
7. relevant cultural contexts
8. relevant legislation and regulations, e.g. copyright, protection of privacy
9. storytelling techniques, e.g. story structure
10. technological trends

15.6.2   Conduct familiarization/ site tours

Purpose

When media, tour operators, meeting planners and travel agents experience a product first-hand, they are able to relay information about their experience to others, including others in their organization. Familiarization (aka fam) tours and site tours are valuable in disseminating information to a wide audience.

Performance and Abilities

1. **determine purpose or theme of familiarization/site tour:**
    *   identify potential invitees, e.g. media partners, marketing agencies
2. **determine scope of tour, e.g. short site visit, multi-location/multi-day event**
3. **identify features to be highlighted during tour:**
    *   determine story to be told throughout visit
    *   highlight unique experiences
    *   consider export-ready experiences for international markets
4. **build itinerary that showcases organization or local area:**
    *   ensure timing allows for some free time, if applicable
5. **arrange logistics, e.g. transportation, accommodation, welcome kits**
6. **invite relevant partners:**
    *   share related digital information, e.g. social media sites, hashtag to be used for tour
    *   provide profile of invitees, as applicable
7. **oversee execution of tour:**
    *   be available to participants for questions and comments
    *   demonstrate adaptability, e.g. provide alternatives when things do not go as planned, accommodate invitees' interests
    *   ensure schedule is followed
8. **follow up after tour, e.g. contact participants, survey for feedback**
9. **evaluate success of tour, e.g. benefit of media partnership, public perception**
10. **communicate results to stakeholders and partners**

Knowledge

1. complimentary organizations and products
2. organization's ethical, environmental and social responsibility requirements
3. organization's mission statement, goals, objectives, culture and brand
4. organization's products and services
5. relevant cultural contexts
6. relevant legislation and regulations, e.g. protection of privacy
7. stakeholders/partners and options
8. storytelling techniques, e.g. story structure
9. technological trends

15.6.3   Manage public relations crises and controversies

Purpose

Managing public relations crises and controversies allows organizations to minimize their negative impacts. Maintaining communication with key stakeholders, as well as consistent public messaging, reduces the risk of crises escalation and damage to the organization's reputation and brand.

Performance and Abilities

1. **identify possible or emerging crises/controversies, e.g. monitor news related to organization:**
   - determine when action is required
2. **review crisis communication plan**
3. **maintain professionalism, e.g. avoid overly emotional responses and dwelling on situation**
4. **determine appropriate response, using crisis communication plan:**
   - assess type and extent of crisis or controversy
   - establish potential for escalation
   - seek advice from professionals, as required, e.g. legal counsel, public relations expert
   - engage stakeholders, e.g. board members, property owners, community, municipal council
5. **determine appropriate channels for response, e.g. refer to crisis communication plan**
6. **maintain consistent, agreed-upon messaging aligned with regulatory, ethical and organizational requirements:**
   - use facts to verify or dispute claims, e.g. records of discussions, actions, communications
   - ensure correct tone is used
7. **monitor situation for reputational risks, for example:**
   - note public reaction, e.g. reduced sales
   - view social media platforms, e.g. negative user-generated content
   - watch for brand degradation, e.g. damaging online ratings
8. **adapt contingency plans in response to situational changes**
9. **ensure situation has been resolved satisfactorily:**
   - discuss with relevant internal and external stakeholders
10. **assess need to take additional action to recover following crisis or controversy, for example:**
    - conduct promotional event
    - offer discounts on services/products
    - arrange for media interviews
    - contact key clients
11. **review lessons learned:**
    - recommend improvements to organization's policies and procedures and to crisis communication plan

Knowledge

1. crisis/controversy communication best practices
2. ethical requirements
3. importance of timely response
4. key stakeholders and marketplace
5. legal implications, e.g. liability, negligence, tort
6. media contacts and protocols
7. organization's crisis communication plan
8. organization's level of tolerance for negative messaging
9. organization's mission statement, goals, objectives, culture and brand
10. organization's risk management plan
11. relevant legislation and regulations
12. relevant policies and procedures, e.g. health and safety

16.1   Manage Inventory

16.1.1   Establish inventory system

Purpose

Establishing an inventory system allows an organization to keep an accurate count of products at all times. An inventory system also facilitates quality control, the security and tracking of inventory, and waste reduction.

Performance and Abilities

1. **gather information on inventory products, e.g. product names, descriptions, sizes, quantity per unit, price per unit**
2. **assess required par stock levels, considering, for example:**
    *   delivery cycle
    *   storage space available
    *   pricing
    *   upcoming events and promotions
    *   needs of departments, e.g. actual sales, purchase orders
    *   inventory turnover, e.g. use per month
    *   shelf life of products
    *   historical data, e.g. need for product in busy seasons
3. **determine needs of inventory system, considering, for example:**
    *   number of items in inventory
    *   size of operation
    *   length of season
4. **establish inventory storage area**
5. **develop inventory policies and procedures, e.g. counting, receiving, storage, rotation, purchasing between departments, area cleaning**
6. **obtain required tools and equipment, e.g. software, scanners, transport equipment**
7. **identify security needs**
8. **review inventory system, safety and policies regularly, e.g. annually**

Knowledge

1. **inventory best practices, e.g. first-in, first-out (FIFO) rotation system**
2. **inventory requirements, e.g. space, humidity**
3. **types of activities that are tracked by inventory systems, e.g. ordering, receiving, storing, loss prevention, inventory count**
4. **types of inventory tracking systems, e.g. simple spreadsheets to complex inventory management systems that use software and barcodes**

16.1.2   Establish inventory storage area

Purpose

Creating a suitable inventory storage area can maximize space for products, improve access and the flow of goods, and reduce risks of injury, damage and theft.

Performance and Abilities

1. **determine inventory storage requirements, considering, for example:**
   - convenient location
   - quantity and size of items to be stored
   - configuration and amount of space
   - shelving
   - security
   - special conditions, e.g. refrigeration, work area for receiving/pricing goods

2. **design space, for example:**
   - optimize organization, e.g. include shelving, work area and space for floor pallets
   - maximize product space, e.g. add high shelving, racks and mobile storage units
   - plan optimal storage conditions, e.g. temperature, lighting

3. **establish guidelines for maximizing organization, convenience and safety of storage area, for example:**
   - organize products based on volume, frequency of access and other characteristics, e.g. type, colour, functionality
   - keep high-volume products within easy reach
   - use labelling to identify assigned location for products, e.g. magnetic strips, printed adhesive labels on shelves
   - place heavy products close to or on floor
   - identify required safe practices, e.g. stacking methods, lifting techniques, use of ladders

4. **review storage area needs as required**

Knowledge

1. **inventory best practices, e.g. organizing, storing**
2. **organization's inventory, e.g. type and quantity of products, required storage conditions, movement of products**
3. **safe work practices**

16.1.3   Receive products

Purpose

Receiving products properly helps organizations track items, meet quality expectations and protect their assets.

Performance and Abilities

1. verify that products received match products ordered according to purchase order (PO) or packing slip
2. check products for:
    *   stock keeping unit (SKU) number
    *   shortages or overages
    *   substitutions
    *   damage, spoilage or poor quality
3. record products received and discrepancies between products and paperwork
4. notify supervisor of irregularities
5. report discrepancies to supplier, if applicable:
    *   make arrangements for rejected items or items not received
6. price items, for example:
    *   check that correct price is in point of sale (POS) system
    *   ensure correct price/SKU number is on tags
    *   reticket product with correct price/SKU number, as required
7. store products as per organization's requirements, e.g. use first-in, first-out (FIFO) rotation system
8. file documentation as required, e.g. on computer, in cabinet

Knowledge

1. causes of product deterioration, e.g. exposure to direct sunlight
2. organization's inventory tracking system, e.g. scanning of item, recording in inventory
3. organization's product specifications
4. relevant policies and procedures, e.g. receiving; first-in, first-out (FIFO) rotation system
5. signs of product deterioration, e.g. fading, expiry and issue dates, change in texture, spoilage
6. terms of purchasing agreements, e.g. delivery schedule

Purpose

By maintaining inventory, organizations have current information about product status and any issues that need to be resolved. An accurate count of inventory helps to prevent over- or under-ordering, thereby contributing to optimal sales and client service. Adequate and quality inventory contributes to an organization's reputation.

Performance and Abilities

1. **count inventory regularly, e.g. monthly, annually**
2. **review par stock levels regularly, for example:**
   * compare existing stock to amount required
   * anticipate expected demand
   * consider products' shelf life
   * identify slow-moving items
3. **monitor inventory, for example:**
   * compare inventory counts to anticipated and actual sales
   * identify upcoming expiry dates
   * identify issues
4. **handle inventory issues**
5. **order products, considering, for example:**
   * organization's purchasing procedures, e.g. ordering cycle and dates, preferred vendors
   * terms of purchasing agreements, e.g. purchasing deadline, delivery schedule
   * storage space available

Knowledge

1. **organization's inventory tracking system**
2. **organization's product specifications**
3. **par stock levels**
4. **product turnover rate**
5. **relevant policies and procedures, e.g. purchasing; first-in, first-out (FIFO) rotation system**
6. **terms of purchasing agreements, e.g. line of credit, method and schedule of payments, minimum purchasing quantity**

16.1.5   Handle inventory issues

Purpose

Handling inventory issues helps to prevent loss, support sales team's needs and optimize financial profitability.

Performance and Abilities

1. **identify inventory issues, for example:**
    *   missing, damaged or expired items
    *   overstocked items
    *   low turnover
    *   high cost of storage
    *   items repeatedly out of stock
    *   excess waste or spoilage
    *   unavailable items
    *   items returned by clients

2. **investigate issues, for example:**
    *   discuss with employees involved in purchasing, inventory maintenance and sales
    *   contact suppliers
    *   review inventory reports
    *   survey clients, e.g. quality of item, delivery, after-sales service

3. **determine cause of issues, for example:**
    *   inadequacy of inventory system
    *   lack of employee training
    *   unrealistic sales targets
    *   unreliable suppliers
    *   poor quality
    *   pricing

4. **determine solutions, for example:**
    *   increase inventory volume
    *   decrease inventory volume, e.g. discount prices, transfer to other sites, return to supplier, properly discard expired items, repair damaged items send damaged (but safe) food containers to food banks
    *   train employees
    *   develop marketing and sales solutions, e.g. pricing, positioning
    *   expand storage area
    *   increase inventory controls, e.g. frequency of updates
    *   renegotiate terms with suppliers

5. implement solutions
6. measure success of implemented solutions
7. document issues and solutions:
    - file information, e.g. on computer, in cabinet

Knowledge

1. evaluation methods
2. inventory best practices, e.g. first-in, first-out (FIFO) rotation system
3. organization's inventory system
4. organization's product specifications
5. problem solving guidelines
6. relevant legislation and regulations, e.g. disposal of expired items
7. relevant policies and procedures, e.g. ordering, handling inventory, disposing of obsolete and excess inventory
8. research methods, e.g. data collection and analysis
9. signs of product deterioration, e.g. fading, expiry and issue dates, change in texture, spoiled
10. standard operating procedures (SOPs)
11. terms of agreements with suppliers, e.g. return of defective products
12. types of inventory issues

Standards Development Process

Developed by Industry for Industry

From 2018 to 2023, Tourism HR Canada undertook a project to develop a competency framework for the tourism sector in collaboration with industry members, job incumbents, employers, trainers and other stakeholders across Canada. Key phases of development included:

- researching and analyzing existing occupational standards, competency framework charts, education and training programs and job advertisements from national and international sources related to tourism occupations
- benchmarking, including comparing occupational standards with foreign national qualifications and other standards
- creating, reviewing and validating the competencies through industry-wide consultation such as teleconferences, in-person and virtual meetings, online surveys and individual interviews
- conducting research to determine contextual information relevant to each competency, such as range of context and level of practice.

Tourism HR Canada's Competency Framework for Tourism was used to create National Occupational Standards reflective of current and future work demands.

The competencies contained in these National Occupational Standards are drawn from the Competency Framework for Tourism.

Key phases of the development of the National Occupational Standards included:

- researching and analyzing occupation-specific standards, education and training programs, job descriptions and job postings to identify competencies critical for successful performance
- creating occupational charts by selecting competencies from the Competency Framework for Tourism that were identified during the research as being critical for successful performance in the target occupations
- reviewing and validating the occupational charts with industry experts to ensure the list of competencies selected was comprehensive