DECA

PERFORMANCE INDICATORS

HOSPITALITY + TOURISM CAREER CLUSTER

THE HOSPITALITY AND TOURISM CAREER CLUSTER PERFORMANCE INDICATORS ARE USED FOR THE FOLLOWING EVENTS:

HOSPITALITY AND TOURISM PROFESSIONAL SELLING **HTPS**

HOSPITALITY SERVICES TEAM DECISION MAKING **HTDM**

HOTEL AND LODGING MANAGEMENT SERIES **HLM**
Lodging Pathway

QUICK SERVE RESTAURANT MANAGEMENT SERIES **QSRM**
Restaurant and Food and Beverage Services Pathway

RESTAURANT AND FOOD SERVICE MANAGEMENT SERIES **RFSM**
Restaurant and Food and Beverage Services Pathway

TRAVEL AND TOURISM TEAM DECISION MAKING **TTDM**

Performance indicators are used to define the parameters of the comprehensive written career cluster exam and other activities that are part of the overall competition.

This list was compiled by MBAResearch and Curriculum Center and DECA Inc. and represents efforts to support all DECA competitive events within the overall framework of the National Business Administration Standards. Individual indicators are based on a review of prior research and on extensive review of available online and print literature–both from industry and education.

For additional information on these Performance Indicators, the National Curriculum Framework, or the National Business Administration Standards, please visit the MBAResearch web site at www.MBAResearch.org. Questions may be e-mailed to betho@MBAResearch.org.

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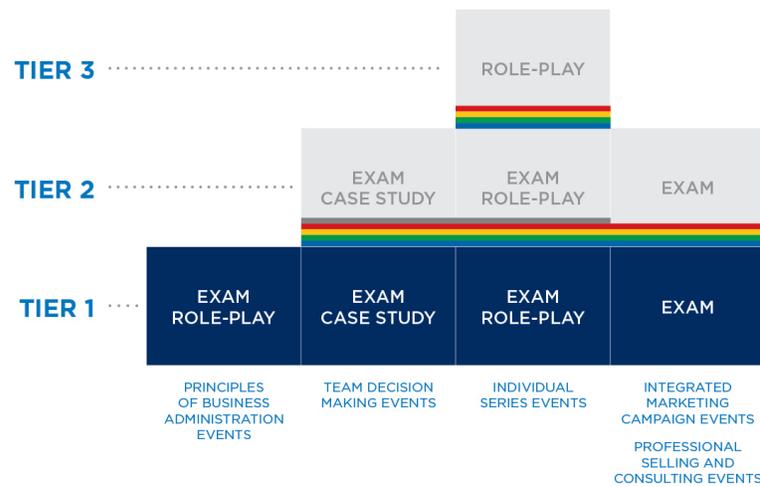
Performance Indicators
- Performance indicators for **PRINCIPLES OF BUSINESS ADMINISTRATION** role-plays and exams will be selected from the business administration core (Tier 1).
- Performance indicators for **TEAM DECISION MAKING** case studies and exams will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2).
- Performance indicators for **INDIVIDUAL SERIES** exams will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2). Performance indicators for the role-plays will be selected from the business administration core (Tier 1), appropriate career cluster (Tier 2) and appropriate pathway (Tier 3).
- Performance Indicators for the exams used for **MARKETING REPRESENTATIVE EVENTS** and **PROFESSIONAL SELLING AND CONSULTING EVENTS** will be selected from the business administration core (Tier 1) and appropriate career cluster (Tier 2).

Key
PQ = Prerequisite level performance indicator content develops employability and job-survival skills and concepts, including work ethics, personal appearance, and general business behavior.
CS = Career Sustaining level performance indicator content develops skills and knowledge needed for continued employment in or study of business based on the application of basic academics and business skills.
SP = Specialist level performance indicator content provides in-depth, solid understanding and skill development in all business functions.
An asterisk (*) indicates a new performance indicator.

The **Business Administration Core** performance indicators will be used when preparing for all exams, role-play scenarios, and case studies in the following events:

- Hospitality and Tourism Professional Selling
- Hospitality Services Team Decision Making
- Hotel and Lodging Management Series
- Quick Serve Restaurant Management Series
- Restaurant and Food Service Management Series
- Travel and Tourism Team Decision Making

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Acquire foundational knowledge of business laws and regulations to understand their nature and scope.
Performance Indicators:
Comply with the spirit and intent of laws and regulations (BL:163) (CS)*
Discuss the nature of law and sources of law in the United States (BL:067) (SP)
Describe the United States' judicial system (BL:068) (SP)
Describe methods used to protect intellectual property (BL:051) (SP)
Describe legal issues affecting businesses (BL:001) (SP)

Performance Element: Understand the civil foundations of the legal environment of business to demonstrate knowledge of contracts.
Performance Indicators:
Identify the basic torts relating to business enterprises (BL:069) (SP)
Describe the nature of legally binding contracts (BL:002) (SP)

Performance Element: Explore the regulatory environment of United States' businesses to understand the diversity of regulations.
Performance Indicators:
Describe the nature of legal procedure (BL:070) (SP)
Discuss the nature of debtor-creditor relationships (BL:071) (SP)
Explain the nature of agency relationships (BL:072) (SP)
Discuss the nature of environmental law (BL:073) (SP)
Discuss the role of administrative law (BL:074) (SP)

Performance Element: Apply knowledge of business ownership to establish and continue business operations.
Performance Indicators:
Explain types of business ownership (BL:003) (CS)

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.
Performance Indicators:
Explain the nature of import/export law (BL:145) (SP)
Describe the nature of customs regulations (BL:126) (SP)

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Read to acquire meaning from written material and to apply the information to a task.
Performance Indicators:
Identify sources that provide relevant, valid written material (CO:054) (PQ)
Extract relevant information from written materials (CO:055) (PQ)
Apply written directions to achieve tasks (CO:056) (PQ)
Analyze company resources to ascertain policies and procedures (CO:057) (CS)

Performance Element: Apply active listening skills to demonstrate understanding of what is being said.
Performance Indicators:
Explain communication techniques that support and encourage a speaker (CO:082) (PQ)
Follow oral directions (CO:119) (PQ)
Demonstrate active listening skills (CO:017) (PQ)

Performance Element: Apply verbal skills to obtain and convey information.
Performance Indicators:
Explain the nature of effective verbal communications (CO:147) (PQ)
Ask relevant questions (CO:058) (PQ)
Interpret others' nonverbal cues (CO:059) (PQ)
Provide legitimate responses to inquiries (CO:060) (PQ)
Give verbal directions (CO:083) (PQ)
Employ communication styles appropriate to target audience (CO:084) (CS)
Defend ideas objectively (CO:061) (CS)
Handle telephone calls in a businesslike manner (CO:114) (CS)
Participate in group discussions (CO:053) (CS)
Facilitate (lead) group discussions (CO:201) (SP)
Make oral presentations (CO:025) (SP)

Performance Element: Record information to maintain and present a report of business activity.
Performance Indicators:
Utilize note-taking strategies (CO:085) (CS)
Organize information (CO:086) (CS)
Select and use appropriate graphic aids (CO:087) (CS)

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.
Performance Indicators:
Explain the nature of effective written communications (CO:016) (CS)
Select and utilize appropriate formats for professional writing (CO:088) (CS)
Edit and revise written work consistent with professional standards (CO:089) (CS)
Write professional emails (CO:090) (CS)
Write business letters (CO:133) (CS)
Write informational messages (CO:039) (CS)
Write inquiries (CO:040) (CS)
Write persuasive messages (CO:031) (SP)
Write executive summaries (CO:091) (SP)
Prepare simple written reports (CO:094) (SP)
Explain how digital communications (e.g., email, text messages, chats) exposes business to risk (CO:202) (SP)
Adapt written correspondence to targeted audiences (CO:203) (SP)
Use data visualization techniques (e.g., infographics, heat-maps, dynamic model outputs) (CO:204) (SP)

Performance Element: Use social media to communicate with a business's stakeholders.
Performance Indicators:
Describe the impact of a person's social media brand on the achievement of organizational objectives (CO:205) (CS)
Distinguish between using social media for business and personal purposes (CO:206) (CS)

Performance Element: Communicate with staff to clarify workplace objectives.
Performance Indicators:
Explain the nature of staff communication (CO:014) (CS)
Choose and use appropriate channel for workplace communication (CO:092) (CS)
Participate in a staff meeting (CO:063) (CS)
Participate in problem-solving groups (CO:067) (CS)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance company image.
Performance Indicators:
Explain the nature of positive customer relations (CR:003) (CS)
Demonstrate a customer-service mindset (CR:004) (CS)
Develop rapport with customers (CR:029) (CS)
Reinforce service orientation through communication (CR:005) (CS)
Respond to customer inquiries (CR:006) (CS)
Adapt communication to the cultural and social differences among clients (CR:019) (CS)
Interpret business policies to customers/clients (CR:007) (CS)
Build and maintain relationships with customers (CR:030) (SP)

Performance Element: Resolve conflicts with/for customers to encourage repeat business.
Performance Indicators:
Handle difficult customers (CR:009) (CS)
Handle customer/client complaints (CR:010) (CS)

Performance Element: Reinforce company's image to exhibit the company's brand promise.
Performance Indicators:
Identify company's brand promise (CR:001) (CS)
Determine ways of reinforcing the company's image through employee performance (CR:002) (CS)

Performance Element: Understand the nature of customer relationship management to show its contributions to a company.
Performance Indicators:
Discuss the nature of customer relationship management (CR:016) (SP)
Explain the role of ethics in customer relationship management (CR:017) (SP)
Describe the use of technology in customer relationship management (CR:018) (SP)

Instructional Area: Economics (EC)

Standard: Understands the economic principles and concepts fundamental to business operations

Performance Element: Understand fundamental economic concepts to obtain a foundation for employment in business.
Performance Indicators:
Distinguish between economic goods and services (EC:002) (CS)
Explain the concept of economic resources (EC:003) (CS)
Describe the concepts of economics and economic activities (EC:001) (CS)
Determine economic utilities created by business activities (EC:004) (CS)
Explain the principles of supply and demand (EC:005) (CS)
Describe the functions of prices in markets (EC:006) (CS)

Performance Element: Understand the nature of business to show its contributions to society.
Performance Indicators:
Explain the role of business in society (EC:070) (CS)
Describe types of business activities (EC:071) (CS)
Describe types of business models (EC:138) (SP)
Explain the organizational design of businesses (EC:103) (SP)
Discuss the global environment in which businesses operate (EC:104) (SP)
Describe factors that affect the business environment (EC:105) (SP)
Explain the nature of business ethics (EC:106) (SP)
Explain how organizations adapt to today's markets (EC:107) (SP)

Performance Element: Understand economic systems to be able to recognize the environments in which businesses function.
Performance Indicators:
Explain the types of economic systems (EC:007) (CS)
Identify the impact of small business/entrepreneurship on market economies (EC:065) (CS)
Explain the concept of private enterprise (EC:009) (CS)
Identify factors affecting a business's profit (EC:010) (CS)
Determine factors affecting business risk (EC:011) (CS)
Explain the concept of competition (EC:012) (CS)

Performance Element: Acquire knowledge of the impact of government on business activities to make informed economic decisions.
Performance Indicators:
Determine the relationship between government and business (EC:008) (CS)
Describe the nature of taxes (EC:072) (SP)

Performance Element: Analyze cost/profit relationships to guide business decision-making.
Performance Indicators:
Explain the concept of productivity (EC:013) (CS)
Analyze impact of specialization/division of labor on productivity (EC:014) (SP)
Explain the concept of organized labor and business (EC:015) (SP)
Explain the impact of the law of diminishing returns (EC:023) (SP)

Performance Element: Understand economic indicators to recognize economic trends and conditions.
Performance Indicators:
Discuss the measure of consumer spending as an economic indicator (EC:081) (SP)
Describe the economic impact of inflation on business (EC:083) (SP)
Explain the concept of Gross Domestic Product (GDP) (EC:017) (SP)
Discuss the impact of a nation's unemployment rates (EC:082) (SP)
Explain the economic impact of interest-rate fluctuations (EC:084) (SP)
Determine the impact of business cycles on business activities (EC:018) (SP)

Performance Element: Understand global trade's impact to aid business decision-making.
Performance Indicators:
Explain the nature of global trade (EC:016) (SP)
Discuss the impact of globalization on business (EC:109) (SP)
Describe the determinants of exchange rates and their effects on the domestic economy (EC:100) (SP)
Explain cultural considerations that impact global business relations (EC:110) (SP)
Discuss the impact of cultural and social environments on global trade (EC:045) (SP)
Describe the impact of electronic communication tools (e.g., Internet, video- and computer-conferencing, webcasts, email) on global business activities (EC:111) (SP)
Explain the impact of major trade alliances on business activities (EC:112) (SP)
Describe the impact of the political environment on world trade (EC:113) (SP)
Explain the impact of geography on world trade (EC:114) (SP)
Describe the impact of a country's history on world trade (EC:115) (SP)
Explain the impact of a country's economic development on world trade (EC:116) (SP)
Discuss the impact of bribery and foreign monetary payments on business (EC:140) (SP)
Identify requirements for international business travel (e.g., passport, visa, proof of citizenship, immunizations, and sponsorship letters) (EC:141) (SP)

Instructional Area: Emotional Intelligence (EI)

Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Performance Element: Foster self-understanding to recognize the impact of personal feelings on others.

Performance Indicators:

Describe the nature of emotional intelligence (EI:001) (PQ)

Explain the concept of self-esteem (EI:016) (PQ)

Recognize and overcome personal biases and stereotypes (EI:017) (PQ)

Assess personal strengths and weaknesses (EI:002) (PQ)

Assess personal behavior and values (EI:126) (PQ)*

Performance Element: Develop personal traits to foster career advancement.

Performance Indicators:

Identify desirable personality traits important to business (EI:018) (PQ)

Exhibit self-confidence (EI:023) (PQ)

Demonstrate interest and enthusiasm (EI:020) (PQ)

Demonstrate initiative (EI:024) (PQ)

Performance Element: Apply ethics to demonstrate trustworthiness.

Performance Indicators:

Demonstrate honesty and integrity (EI:022) (PQ)

Demonstrate responsible behavior (EI:021) (PQ)

Demonstrate fairness (EI:127) (PQ)*

Assess risks of personal decisions (EI:091) (PQ)*

Demonstrate ethical work habits (EI:004) (PQ)

Take responsibility for decisions and actions (EI:075) (PQ)

Build trust in relationships (EI:128) (CS)*

Describe the nature of ethics (EI:123) (CS)*

Explain reasons for ethical dilemmas (EI:124) (CS)*

Recognize and respond to ethical dilemmas (EI:125) (CS)*

Manage commitments in a timely manner (EI:077) (CS)

Develop tolerance for ambiguity (EI:092) (CS)*

Performance Element: Exhibit techniques to manage emotional reactions to people and situations.

Performance Indicators:

Exhibit a positive attitude (EI:019) (PQ)

Demonstrate self-control (EI:025) (PQ)

Explain the use of feedback for personal growth (EI:003) (PQ)

Adjust to change (EI:026) (PQ)

Performance Element: Identify with others' feelings, needs, and concerns to enhance interpersonal relations.
Performance Indicators:
Respect the privacy of others (EI:029) (PQ)
Show empathy for others (EI:030) (PQ)
Maintain the confidentiality of others (EI:103) (CS)
Exhibit cultural sensitivity (EI:033) (CS)
Leverage personality types in business situations (EI:104) (SP)

Performance Element: Use communication skills to foster open, honest communications.
Performance Indicators:
Explain the nature of effective communications (EI:007) (PQ)
Explain ethical considerations in providing information (EI:038) (SP)
Foster open, honest communication (EI:129) (SP)*
Collaborate with others (EI:130) (SP)*
Solicit feedback (EI:106) (SP)
Use social media to solicit new ideas and solutions (EI:107) (SP)

Performance Element: Use communication skills to influence others.
Performance Indicators:
"Sell" ideas to others (EI:108) (SP)
Persuade others (EI:012) (SP)
Demonstrate negotiation skills (EI:062) (SP)

Performance Element: Manage stressful situations to minimize potential negative impact.
Performance Indicators:
Use appropriate assertiveness (EI:008) (PQ)
Use conflict-resolution skills (EI:015) (CS)
Explain the nature of office politics (EI:109) (CS)
Overcome problems and difficulties associated with office politics/turf wars (EI:095) (CS)
Explain the nature of stress management (EI:028) (SP)

Performance Element: Implement teamwork techniques to accomplish goals.
Performance Indicators:
Participate as a team member (EI:045) (CS)
Use consensus-building skills (EI:011) (SP)
Motivate team members (EI:059) (SP)

Performance Element: Employ leadership skills to achieve workplace objectives.
Performance Indicators:
Explain the concept of leadership (EI:009) (CS)
Explain the nature of ethical leadership (EI:131) (CS)*
Model ethical behavior (EI:132) (CS)*
Determine personal vision (EI:063) (CS)
Inspire others (EI:133) (CS)*
Demonstrate adaptability (EI:006) (CS)
Develop an achievement orientation (EI:027) (CS)
Challenge the status quo (EI:134) (CS)*
Lead change (EI:005) (CS)
Enlist others in working toward a shared vision (EI:060) (CS)
Coach others (EI:041) (CS)
Use power appropriately (EI:135) (SP)*
Recognize/Reward others for their efforts and contributions (EI:014) (SP)*

Performance Element: Manage internal and external business relationships to foster positive interactions.
Performance Indicators:
Treat others with dignity and respect (EI:036) (PQ)
Foster positive working relationships (EI:037) (CS)
Consider conflicting viewpoints (EI:136) (CS)*
Assess long-term value and impact of actions on others (EI:137) (SP)*
Maintain collaborative partnerships with colleagues (EI:061) (SP)
Explain the impact of political relationships within an organization (EI:034) (SP)
Explain the nature of organizational culture (EI:064) (SP)
Interpret and adapt to a business's culture (EI:112) (SP)

Instructional Area: Entrepreneurship (EN)

Standard: Understands the concepts, processes, and skills associated with identifying new ideas, opportunities, and methods and with creating or starting a new project or venture

Performance Element: Understand fundamental factors about entrepreneurship to recognize its role and importance in the economy
Performance Indicators:
Describe the nature of entrepreneurship (EN:039) (SP)
Explain the role requirements of entrepreneurs and owners (EN:040) (SP)
Describe small-business opportunities in international trade (EN:041) (SP)

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Understand the fundamental principles of money needed to make financial exchanges.
Performance Indicators:
Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.) (FI:058) (PQ)
Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.) (FI:059) (PQ)
Describe functions of money (medium of exchange, unit of measure, store of value) (FI:060) (PQ)
Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.) (FI:061) (PQ)
Explain the time value of money (FI:062) (CS)
Explain the purposes and importance of credit (FI:002) (CS)
Explain legal responsibilities associated with financial exchanges (FI:063) (CS)

Performance Element: Analyze financial needs and goals to determine financial requirements.
Performance Indicators:
Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.) (FI:064) (CS)
Explain the need to save and invest (FI:270) (CS)
Set financial goals (FI:065) (CS)
Develop personal budget (FI:066) (CS)
Determine personal net worth (FI:562) (CS)*

Performance Element: Manage personal finances to achieve financial goals.
Performance Indicators:
Explain the nature of tax liabilities (FI:067) (PQ)
Interpret a pay stub (FI:068) (PQ)
Prepare bank account documents (e.g., checks, deposit/withdrawal slips, endorsements, etc.) (FI:560) (PQ)
Maintain financial records (FI:069) (PQ)
Read and reconcile bank statements (FI:070) (PQ)
Calculate the cost of credit (FI:782) (CS)*
Demonstrate the wise use of credit (FI:071) (CS)
Validate credit history (FI:072) (CS)
Make responsible financial decisions (FI:783) (CS)*
Protect against identity theft (FI:073) (CS)
Pay bills (FI:565) (CS)*
Apply for a consumer loan (FI:625) (SP)*

Hospitality and Tourism Cluster (PQ, CS, SP)

Control debt (FI:568) (CS)*
Prepare personal income tax forms (i.e., 1040 EZ form) (FI:074) (CS)
Discuss the nature of retirement planning (FI:569) (CS)*
Explain the nature of estate planning (FI:572) (CS)*

Performance Element: Understand the use of financial-services providers to aid in financial-goal achievement.
Performance Indicators:
Describe types of financial-services providers (FI:075) (CS)
Discuss considerations in selecting a financial-services provider (FI:076) (CS)

Performance Element: Use investment strategies to ensure financial well-being.
Performance Indicators:
Explain types of investments (FI:077) (CS)

Performance Element: Use risk management products to protect a business's financial well-being.
Performance Indicators:
Describe the concept of insurance (FI:081) (CS)

Performance Element: Acquire a foundational knowledge of accounting to understand its nature and scope.
Performance Indicators:
Describe the need for financial information (FI:579) (CS)
Explain the concept of accounting (FI:085) (CS)
Discuss the role of ethics in accounting (FI:351) (SP)
Explain the use of technology in accounting (FI:352) (SP)
Explain legal considerations for accounting (FI:353) (SP)

Performance Element: Implement accounting procedures to track money flow and to determine financial status.
Performance Indicators:
Describe the nature of cash flow statements (FI:091) (SP)
Explain the nature of balance sheets (FI:093) (SP)
Describe the nature of income statements (FI:094) (SP)

Performance Element: Acquire a foundational knowledge of finance to understand its nature and scope.
Performance Indicators:
Explain the role of finance in business (FI:354) (CS)
Discuss the role of ethics in finance (FI:355) (SP)
Explain legal considerations for finance (FI:356) (SP)

Performance Element: Manage financial resources to ensure solvency.
Performance Indicators:
Describe the nature of budgets (FI:106) (SP)

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Understand the role and function of human resources management to obtain a foundational knowledge of its nature and scope.
Performance Indicators:
Discuss the nature of human resources management (HR:410) (CS)
Explain the role of ethics in human resources management (HR:411) (SP)
Describe the use of technology in human resources management (HR:412) (SP)

Performance Element: Manage staff growth and development to increase productivity and employee satisfaction.
Performance Indicators:
Orient new employees (HR:360) (CS)

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.
Performance Indicators:
Explain marketing and its importance in a global economy (MK:001) (CS)
Describe marketing functions and related activities (MK:002) (CS)

Performance Element: Acquire foundational knowledge of customer/client/business behavior to understand what motivates decision-making.
Performance Indicators:
Explain factors that influence customer/client/business buying behavior (MK:014) (SP)
Discuss actions employees can take to achieve the company's desired results (MK:015) (SP)
Demonstrate connections between company actions and results (e.g., influencing consumer buying behavior, gaining market share, etc.) (MK:019) (SP)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Use information literacy skills to increase workplace efficiency and effectiveness.
Performance Indicators:
Assess information needs (NF:077) (CS)
Obtain needed information efficiently (NF:078) (CS)
Evaluate quality and source of information (NF:079) (CS)
Draw conclusions based on information analysis (NF:278) (CS)*
Apply information to accomplish a task (NF:080) (CS)
Store information for future use (NF:081) (CS)

Performance Element: Acquire a foundational knowledge of information management to understand its nature and scope.
Performance Indicators:
Discuss the nature of information management (NF:110) (CS)
Explain the role of ethics in information management (NF:111) (SP)
Explain legal issues associated with information management (NF:076) (SP)

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.
Performance Indicators:
Identify ways that technology impacts business (NF:003) (PQ)
Explain the role of information systems (NF:083) (PQ)
Discuss principles of computer systems (NF:084) (PQ)
Use basic operating systems (NF:085) (PQ)
Describe the scope of the Internet (NF:086) (PQ)
Demonstrate basic e-mail functions (NF:004) (PQ)
Demonstrate personal information management/productivity applications (NF:005) (PQ)
Demonstrate basic web-search skills (NF:006) (PQ)
Demonstrate basic word processing skills (NF:007) (PQ)
Demonstrate basic presentation applications (NF:008) (PQ)
Demonstrate basic database applications (NF:009) (PQ)
Demonstrate basic spreadsheet applications (NF:010) (PQ)
Use an integrated business software application package (NF:088) (CS)
Demonstrate collaborative/groupware applications (NF:011) (CS)
Create and post basic web page (NF:042) (CS)
Collaborate on and aggregate complex internal documents to create a common voice (NF:215) (SP)

Performance Element: Maintain business records to facilitate business operations.
Performance Indicators:
Describe the nature of business records (NF:001) (SP)
Maintain customer records (NF:002) (SP)

Performance Element: Acquire information to guide business decision-making.
Performance Indicators:
Describe current business trends (NF:013) (SP)
Monitor internal records for business information (NF:014) (SP)
Conduct an environmental scan to obtain business information (NF:015) (SP)
Interpret statistical findings (NF:093) (SP)
Translate research findings into actionable business recommendations (NF:216) (SP)

Performance Element: Create and access databases to acquire information for business decision-making.
Performance Indicators:
Explain the principles of data analysis (NF:139) (SP)
Explain the nature of tools that can be used to access information in the database system (NF:140) (SP)
Access information in the database system (NF:141) (SP)

Performance Element: Apply data mining methods to acquire pertinent information for business decision-making.
Performance Indicators:
Discuss the nature of data mining (NF:148) (CS)
Describe data mining tools and techniques (NF:149) (SP)
Discuss the importance of ethics in data mining (NF:150) (SP)
Demonstrate basic data mining techniques (NF:151) (SP)
Interpret data mining findings (NF:152) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Understand operation's role and function in business to value its contribution to a company.
Performance Indicators:
Explain the nature of operations (OP:189) (CS)
Discuss the role of ethics in operations (OP:190) (SP)
Describe the use of technology in operations (OP:191) (SP)

Performance Element: Adhere to health and safety regulations to support a safe work environment.
Performance Indicators:
Describe health and safety regulations in business (OP:004) (PQ)
Report noncompliance with business health and safety regulations (OP:005) (PQ)

Performance Element: Implement safety procedures to minimize loss.
Performance Indicators:
Follow instructions for use of equipment, tools, and machinery (OP:006) (PQ)
Follow safety precautions (OP:007) (PQ)
Maintain a safe work environment (OP:008) (CS)
Explain procedures for handling accidents (OP:009) (CS)
Handle and report emergency situations (OP:010) (CS)

Performance Element: Implement security policies/procedures to minimize chance for loss.
Performance Indicators:
Explain routine security precautions (OP:013) (CS)
Follow established security procedures/policies (OP:152) (CS)
Protect company information and intangibles (OP:153) (CS)

Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.
Performance Indicators:
Explain information privacy, security, and confidentiality considerations in business (OP:441) (CS)
Maintain data security (OP:064) (CS)

Performance Element: Utilize project-management skills to improve workflow and minimize costs.
Performance Indicators:
Plan project (OP:519) (CS)*
Monitor projects and take corrective actions (OP:520) (CS)*
Evaluate project success (OP:521) (CS)*
Explain the nature of project management (OP:158) (SP)
Identify resources needed for project (OP:003) (SP)
Develop project plan (OP:001) (SP)
Apply project-management tools to monitor and communicate project progress (OP:002) (SP)
Evaluate project results (OP:159) (SP)

Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.
Performance Indicators:
Explain the nature and scope of purchasing (OP:015) (CS)
Place orders/reorders (OP:016) (CS)
Maintain inventory of supplies (OP:031) (CS)
Discuss the importance of utilizing ethical purchasing methods (OP:246) (SP)
Explain the impact of the purchasing process on productivity (OP:247) (SP)
Manage the bid process in purchasing (OP:160) (SP)
Select vendors (OP:161) (SP)
Evaluate vendor performance (OP:162) (SP)

Performance Element: Understand production's role and function in business to recognize its need in an organization.
Performance Indicators:
Explain the concept of production (OP:017) (CS)

Performance Element: Implement quality-control processes to minimize errors and to expedite workflow.
Performance Indicators:
Identify quality-control measures (OP:163) (SP)
Utilize quality control methods at work (OP:164) (SP)
Describe crucial elements of a quality culture (OP:019) (SP)

Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.
Performance Indicators:
Explain the nature of overhead/operating costs (OP:024) (SP)
Explain employee's role in expense control (OP:025) (SP)

Performance Element: Maintain property and equipment to facilitate ongoing business activities.
Performance Indicators:
Comply with policies and procedures for use of property and equipment (OP:442) (CS)

Performance Element: Understand supply chain management role to recognize its need in business.
Performance Indicators:
Explain the concept of supply chain (OP:443) (CS)
Explain the benefits of supply chain collaboration (OP:444) (SP)

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Acquire self-development skills to enhance relationships and improve efficiency in the work environment.
Performance Indicators:
Maintain appropriate personal appearance (PD:002) (PQ)
Demonstrate systematic behavior (PD:009) (PQ)
Set personal goals (PD:018) (CS)
Balance personal and professional responsibilities (PD:179) (SP)

Performance Element: Understand and follow company rules and regulations to maintain employment.
Performance Indicators:
Adhere to company protocols and policies (PD:250) (CS)
Follow rules of conduct (PD:251) (CS)
Follow chain of command (PD:252) (CS)

Performance Element: Achieve organizational goals to contribute to company growth.
Performance Indicators:
Determine the nature of organizational goals (PD:254) (SP)
Ascertain employee's role in meeting organizational goals (PD:255) (SP)

Performance Element: Utilize critical-thinking skills to determine best options/outcomes.
Performance Indicators:
Explain the need for innovation skills (PD:126) (CS)
Make decisions (PD:017) (CS)
Demonstrate problem-solving skills (PD:077) (CS)
Demonstrate appropriate creativity (PD:012) (SP)
Use time-management skills (PD:019) (SP)

Performance Element: Participate in career planning to enhance job-success potential.
Performance Indicators:
Assess personal interests and skills needed for success in business (PD:013) (PQ)
Analyze employer expectations in the business environment (PD:020) (PQ)
Explain the rights of workers (PD:021) (PQ)
Identify sources of career information (PD:022) (CS)
Identify tentative occupational interest (PD:023) (CS)
Explain employment opportunities in business (PD:025) (CS)
Explain career opportunities in entrepreneurship (PD:066) (CS)

Performance Element: Implement job-seeking skills to obtain employment.
Performance Indicators:
Utilize job-search strategies (PD:026) (PQ)
Complete a job application (PD:027) (PQ)
Interview for a job (PD:028) (PQ)
Write a follow-up letter after job interviews (PD:029) (CS)
Write a letter of application (PD:030) (CS)
Prepare a résumé (PD:031) (CS)
Use networking techniques to identify employment opportunities (PD:037) (SP)

Performance Element: Utilize career-advancement activities to enhance professional development.
Performance Indicators:
Describe techniques for obtaining work experience (e.g., volunteer activities, internships) (PD:032) (PQ)
Explain the need for ongoing education as a worker (PD:033) (PQ)
Explain possible advancement patterns for jobs (PD:034) (PQ)
Identify skills needed to enhance career progression (PD:035) (SP)
Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors) (PD:036) (SP)

Instructional Area: Strategic Management (SM)

Standard: Understands tools, techniques, and systems that affect a business's ability to plan, control, and organize an organization/department

Performance Element: Recognize management's role to understand its contribution to business success.
Performance Indicators:
Explain the concept of management (SM:001) (CS)

Performance Element: Identify potential business threats and opportunities to protect a business's financial well-being.
Performance Indicators:
Explain the nature of risk management (SM:075) (SP)
Conduct a risk assessment of an event (SM:076) (SP)

The **Hospitality and Tourism Career Cluster** performance indicators will be used when preparing for all exams, role-play scenarios, and case studies in the following events:

- Hospitality and Tourism Professional Selling
- Hospitality Services Team Decision Making
- Hotel and Lodging Management Series
- Quick Serve Restaurant Management Series
- Restaurant and Food Service Management Series
- Travel and Tourism Team Decision Making

Instructional Area: Business Law (BL)

Standard: Understands business's responsibility to know, abide by, and enforce laws and regulations that affect business operations and transactions

Performance Element: Acquire knowledge of commerce laws and regulations to continue business operations.
Performance Indicators:
Explain the nature of regulations affecting the hospitality and tourism industry (BL:065) (SP)
Describe the rights of customers in the hospitality and tourism industry (BL:135) (SP)
Explain the nature of business licenses and permits (BL:164) (SP)*

Instructional Area: Communication Skills (CO)

Standard: Understands the concepts, strategies, and systems used to obtain and convey ideas and information

Performance Element: Write internal and external business correspondence to convey and obtain information effectively.
Performance Indicators:
Maintain day-to-day content on social platforms (CO:193) (SP)

Instructional Area: Customer Relations (CR)

Standard: Understands the techniques and strategies used to foster positive, ongoing relationships with customers

Performance Element: Foster positive relationships with customers to enhance sales.
Performance Indicators:
Process customer orders (CR:021) (CS)*
Identify strategies to manage customer experience during peaks in demand (CR:038) (CS)*
Maintain service standards during peaks in demand (CR:039) (CS)*
Identify credit-card fraud prevention methods (CR:040) (CS)*
Explain the nature of identity theft controls (CR:041) (CS)*
Process customer payments (CR:042) (CS)*
Use social media to enhance customer post-sales experience (CR:028) (SP)

Performance Element: Resolve conflicts with/for customers to encourage repeat business.
Performance Indicators:
Describe customer-service challenges in the hospitality and tourism industry (CR:043) (CS)*
Resolve hospitality and tourism related conflicts for customers (CR:044) (CS)*
Explain the nature of guest recovery (CR:045) (CS)*
Determine strategies for resolving customer-service situations (CR:046) (SP)*
Resolve sensitive/dangerous customer-service situations (CR:047) (SP)*
Resolve compromising/fraudulent customer-service situations (CR:048) (SP)*

Performance Element: Reinforce company's image to exhibit the company's brand promise.
Performance Indicators:
Explain the nature of customer service in the hospitality and tourism industry (CR:049) (CS)*
Differentiate between offering services and offering products in hospitality and tourism (CR:050) (CS)*
Identify factors affecting customer-service practices in hospitality and tourism (CR:051) (CS)*
Identify factors associated with positive customer experiences (CR:052) (CS)*
Anticipate unspoken customer needs (CR:053) (CS)*
Accommodate special needs/specific requests of customers (CR:054) (CS)*
Deliver positive moments of truth (CR:055) (CS)*

Instructional Area: Economics (EC)

Standard: Understands the economic principles and concepts fundamental to business operations

Performance Element: Understand the nature of business to show its contributions to society.
Performance Indicators:
Explain the relationship between the economy and hospitality and tourism (EC:136) (SP)*

Instructional Area: Emotional Intelligence (EI)

Standard: Understands techniques, strategies, and systems used to foster self-understanding and enhance relationships with others

Performance Element: Develop personal traits to foster career advancement.
Performance Indicators:
Describe personal traits important to success in hospitality and tourism management (EI:090) (PQ)

Performance Element: Manage internal and external business relationships to foster positive interactions.
Performance Indicators:
Determine and respond appropriately to personality types (EI:066) (SP)*

Instructional Area: Financial Analysis (FI)

Standard: Understands tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources

Performance Element: Manage financial resources to ensure solvency.
Performance Indicators:
Explain the nature of sales forecasts for hospitality and tourism (FI:788) (SP)*
Discuss considerations in accepting credit-card payments (FI:789) (SP)*
Calculate credit-card processing costs (FI:790) (SP)*

Performance Element: Maintain cash controls to track cash flow.
Performance Indicators:
Explain cash control procedures (e.g., signature cards, deposit slips, internal/external controls, cash clearing, etc.) (FI:113) (CS)*
Reconcile cash (FI:396) (CS)*

Instructional Area: Human Resources Management (HR)

Standard: Understands the tools, techniques, and systems that businesses use to plan, staff, lead, and organize its human resources

Performance Element: Build employer-employee relationships to foster productivity.
Performance Indicators:
Describe ways that businesses build positive employer-employee relationships (HR:449) (SP)*
Foster employee engagement and commitment (HR:513) (SP)*

Performance Element: Understand staff issues/problems to enhance productivity and improve employee relationships.
Performance Indicators:
Explain labor-relations issues (HR:452) (SP)*
Discuss issues associated with workplace diversity (e.g., ethnic, generational, religious, gender) (HR:515) (SP)*

Instructional Area: Marketing (MK)

Standard: Understands the tools, techniques, and systems that businesses use to create exchanges and satisfy organizational objectives

Performance Element: Understand marketing's role and function in business to facilitate economic exchanges with customers.
Performance Indicators:
Differentiate between service marketing and product marketing (MK:008) (CS)

Instructional Area: Information Management (NF)

Standard: Understands tools, strategies, and systems needed to access, process, maintain, evaluate, and disseminate information to assist business decision-making

Performance Element: Utilize information-technology tools to manage and perform work responsibilities.
Performance Indicators:
Explain ways that technology impacts the hospitality and tourism industry (NF:060) (PQ)
Use database for information analysis (NF:185) (SP)
Use software to automate services (NF:106) (SP)
Use analytical tracking tools (NF:205) (SP)

Performance Element: Acquire information to guide business decision-making.
Performance Indicators:
Describe current issues and trends in the hospitality and tourism industry (NF:048) (CS)
Explain the need for hospitality and tourism business information (NF:279) (CS)*
Identify information monitored for business decision making (NF:280) (SP)*
Explain sources of secondary hospitality and tourism information (NF:281) (SP)*
Explain types of primary hospitality and tourism market information (NF:282) (SP)*

Performance Element: Understand data-collection methods to evaluate their appropriateness for a business problem/issue.
Performance Indicators:
Describe methods used to collect business information (e.g., observations, mail, telephone, Internet, discussion groups, interviews) (NF:283) (SP)*

Performance Element: Collect secondary business data to ensure accuracy and adequacy of information for hospitality and tourism decision-making.
Performance Indicators:
Obtain business information from customer databases (NF:284) (CS)
Identify challenges with the use of unstructured business data (NF:285) (SP)
Obtain hospitality and tourism information from online sources (e.g., search engines, online databases, blogs, forums, listservs, web analytics, social media, geolocation services) (NF:286) (SP)
Track environmental changes that impact hospitality and tourism (e.g., technological changes, guest trends, economic changes, regulatory changes) (NF:287) (SP)
Monitor hospitality and tourism sales data (NF:288) (SP)

Performance Element: Interpret research data into information for business decision-making.
Performance Indicators:
Explain the use of descriptive statistics in business decision making (NF:236) (SP)
Interpret descriptive statistics for business decision making (NF:237) (SP)*

Performance Element: Report findings to communication information to others.
Performance Indicators:
Display hospitality and tourism data in charts/graphs or in tables (NF:289) (SP)
Prepare and use presentation software to aid in making oral reports (NF:290) (SP)
Present hospitality and tourism findings orally (NF:291) (SP)
Prepare written reports for hospitality and tourism decision-making (NF:292) (SP)

Instructional Area: Operations (OP)

Standard: Understands the processes and systems implemented to monitor, plan, and control the day-to-day activities required for continued business functioning

Performance Element: Implement safety procedures to minimize loss.
Performance Indicators:
Handle emergency situations in hospitality and tourism (OP:119) (CS)
Identify factors affecting evacuation procedures/protocols (OP:527) (SP)*

Performance Element: Implement security policies/procedures to minimize chance for loss.
Performance Indicators:
Explain security considerations in the hospitality and tourism industry (OP:115) (CS)
Discuss employee security issues in hospitality and tourism (OP:058) (CS)

Performance Element: Comply with security rules, regulations, and codes (e.g., property, privacy, access, confidentiality) to protect customer and company information, reputation, and image.
Performance Indicators:
Comply with strategies for protecting business' digital assets (e.g., website, social media, email, etc.) (OP:517) (SP)*
Comply with strategies to protect digital customer data (e.g., information about customers, customers' credit-card numbers, passwords, customer transactions) (OP:518) (SP)*

Performance Element: Implement purchasing activities to obtain business supplies, equipment, resources, and services.
Performance Indicators:
Describe types of purchase orders (OP:250) (CS)*
Discuss types of inventory (OP:336) (CS)*

Performance Element: Implement organizational skills to improve efficiency and work flow.
Performance Indicators:
Coordinate activities with those of other departments (OP:196) (SP)*

Performance Element: Implement expense-control strategies to enhance a business's financial wellbeing.
Performance Indicators:
Track invoices (OP:184) (CS)

Performance Element: Maintain work flow to enhance productivity.
Performance Indicators:
Organize and prioritize work (OP:228) (CS)*
Coordinate work with that of team members (OP:230) (CS)*
Monitor and ensure completion of delegated tasks (OP:354) (SP)*
Streamline work processes (OP:355) (SP)*

Performance Element: Acquire foundational knowledge of distribution to understand its role and function.
Performance Indicators:
Explain the nature and scope of distribution (OP:522) (CS)*
Explain the concept of place (distribution) in the hospitality and tourism industry (OP:529) (CS)*
Explain the relationship between customer service and distribution (OP:523) (CS)*

Instructional Area: Professional Development (PD)

Standard: Understands concepts, tools, and strategies used to explore, obtain, and develop in a business career

Performance Element: Utilize career-advancement activities to enhance professional development.
Performance Indicators:
Determine the services provided by professional organizations in the hospitality and tourism industry (PD:061) (SP)
Utilize professional development opportunities in hospitality and tourism (e.g., continuing education courses, certifications, journals, online activities/courses) (PD:273) (SP)
Employ career-advancement strategies in hospitality and tourism (PD:274) (SP)

Performance Element: Acquire industry knowledge to aid in making career choices.
Performance Indicators:
Describe the nature of the hospitality and tourism industry (PD:111) (CS)
Describe the development of the hospitality and tourism industry (PD:105) (CS)

Performance Element: Acquire information about hospitality and tourism to aid in making career choices.
Performance Indicators:
Explain career opportunities in hospitality and tourism (PD:272) (CS)

Instructional Area: Market Planning (MP)

Standard: Understands the concepts and strategies utilized to determine and target marketing strategies to a select audience

Performance Element: Select target market appropriate for product/business to obtain the best return on marketing investment (ROMI).
Performance Indicators:
Explain the concept of market and market identification (MP:003) (CS)
Identify ways to segment hospitality and tourism markets (MP:035) (CS)

Performance Element: Employ marketing-information to plan marketing activities.
Performance Indicators:
Explain the use of marketing strategies in hospitality and tourism (MP:041) (SP)

Instructional Area: Pricing (PI)

Standard: Understands concepts and strategies utilized in determining and adjusting prices to maximize return and meet customers' perceptions of value

Performance Element: Develop a foundational knowledge of pricing to understand its role.
Performance Indicators:
Explain the concept of price in the hospitality and tourism industry (PI:029) (CS)
Explain the nature and scope of the pricing function (PI:001) (SP)
Describe factors affecting the prices of hospitality and tourism products (PI:039) (SP)

Instructional Area: Product/Service Management (PM)

Standard: Understands the concepts and processes needed to obtain, develop, maintain, and improve a product or service mix in response to market opportunities

Performance Element: Acquire a foundational knowledge of product/service management to understand its nature and scope.
Performance Indicators:
Explain the nature and scope of the product/service management function (PM:001) (SP)
Explain the concept of product in the hospitality and tourism industry (PM:081) (CS)

Performance Element: Apply quality assurances to enhance product/service offerings.
Performance Indicators:
Describe the uses of grades and standards in marketing (PM:019) (CS)
Explain warranties and guarantees (PM:020) (CS)

Performance Element: Employ product-mix strategies to meet customer expectations.
Performance Indicators:
Explain the concept of product mix (PM:003) (SP)
Describe the nature of product bundling (PM:041) (SP)
Describe services offered by the hospitality and tourism industry (PM:095) (CS)
Explain the nature of product extensions in the hospitality and tourism industry (PM:099) (SP)

Performance Element: Position company to acquire desired business image.
Performance Indicators:
Explain the nature of corporate branding (PM:206) (SP)

Performance Element: Analyze vendor performance to choose vendors and merchandise.
Performance Indicators:
Evaluate vendors' merchandise (PM:239) (SP)
Choose vendors (PM:263) (SP)
Negotiate terms with suppliers (PM:264) (SP)

Performance Element: Position products/services to acquire desired business image.
Performance Indicators:
Explain the nature of product/service branding (PM:021) (SP)
Communicate core values of product/service (PM:214) (SP)
Identify product's/service's competitive advantage (PM:246) (SP)

Instructional Area: Promotion (PR)

Standard: Understands the concepts and strategies needed to communicate information about products, services, images, and/or ideas to achieve a desired outcome

Performance Element: Acquire a foundational knowledge of promotion to understand its nature and scope.
Performance Indicators:
Explain the role of promotion as a marketing function (PR:001) (CS)
Describe the concept of promotion in the hospitality and tourism industry (PR:121) (CS)
Explain promotional methods used by the hospitality and tourism industry (PR:082) (SP)

Instructional Area: Quality Management (QM)

Standard: Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

Performance Element: Understand the role and function of quality management to obtain a foundational knowledge of its nature and scope.
Performance Indicators:
Explain the nature of quality management (QM:001) (SP)*
Discuss the need for continuous improvement of the quality process (QM:003) (SP)*

Instructional Area: Risk Management (RM)

Standard: Understands risk-management strategies and techniques used to minimize business loss

Performance Element: Acquire a foundational understanding of risk management to demonstrate knowledge of its nature and scope.
Performance Indicators:
Explain the role of ethics in risk management (RM:041) (SP)*
Describe the use of technology in risk management (RM:042) (SP)*
Discuss legal considerations affecting risk management (RM:043) (SP)*

Instructional Area: Selling (SE)

Standard: Understands the concepts and actions needed to determine client needs and wants and respond through planned, personalized communication that influences purchase decisions and enhances future business opportunities

Performance Element: Employ sales processes and techniques to enhance customer relationships and to increase the likelihood of making sales.
Performance Indicators:
Explain factors that motivate people to choose a hospitality and tourism site (SE:220) (SP)*
Recommend hospitality and tourism services (SE:221) (SP)

Performance Element: Implement support activities to facilitate the selling process.
Performance Indicators:
Process telephone orders in hospitality and tourism (SE:477) (CS)
Process special orders in hospitality and tourism (SE:478) (CS)
Sell gift certificates in hospitality and tourism (SE:479) (CS)

Performance Element: Collect payment from customer to complete customer transaction.
Performance Indicators:
Process complimentary offers and coupons/discounts (SE:149) (CS)
Process sales transactions (e.g., cash, credit, check) (SE:329) (CS)

The **Hospitality and Tourism Pathway** performance indicators will be used when preparing for the role-play scenarios for the following event:

- Hotel and Lodging Management Series (Lodging Pathway, pp. 38-48)
- Quick Serve Restaurant Management Series (Restaurant and Food and Beverage Services Pathway, pp. 49-55)
- Restaurant and Food Service Management Series (Restaurant and Food and Beverage Services Pathway, pp. 49-55)

Employees working in the Lodging pathway perform tasks related to the operation of lodging facilities and the care of guests who use these facilities, either through direct guest contact or the provision of background services that enhance the guest experience. Sample occupations include:

Front Office Manager	Director of Sales and Marketing
Director of Human Resources	Food and Beverage Director
Director of Operations	General Manager
Regional Manager	Owner/Franchisee
Front Desk Supervisor	Communications Supervisor

Instructional Area: Communications

Standard: Use telecommunications equipment to accomplish work tasks at lodging facilities.

Performance Element: Demonstrate the proper use of telecommunications equipment to manage calls.
Performance Indicators:
Demonstrate use of a PBX system.
Describe functions of a call accounting system.
Describe the functions of automatic call dispensing and automatic call detection features.

Performance Element: Utilize telephone and facsimile resources to optimize guest service.
Performance Indicators:
Detail the types of incoming calls.
Outline procedures for processing messages for guests.
Outline how faxes for guests are handled by lodging staff.

Performance Element: Evaluate current and emerging technological services to improve guest service.
Performance Indicators:
Explain how voice mail systems meet guest needs.
Explain how personal digital assistants (PDAs) meet guest needs.
Explain how Internet services meet guest needs.
Explain how TDD systems meet the needs of disabled guests.
Explain how emerging technology for telecommunications services enhance the guest experience.

Instructional Area: Operations

Standard: Describe the importance of housekeeping standards to assure guest satisfaction.

Performance Element: Identify the cleaning responsibilities of housekeeping.
Performance Indicators:
Clean guestrooms.
Clean public areas.
Clean back-of-house areas.

Performance Element: Explain the use of frequency schedules to maintain cleaning standards.
Performance Indicators:
Explain how frequency schedules are determined for guestroom cleaning.
Explain how frequency schedules are determined for public area cleaning.
Explain how frequency schedules are determined for other areas of facility.

Performance Element: Summarize how housekeeping standards are to be used to guide the daily tasks of housekeeping personnel.
Performance Indicators:
Identify criteria for guestroom cleaning.
Identify criteria for public area cleaning.
Identify criteria for back-of-the house cleaning.
Identify criteria for cleaning other areas of facility.

Performance Element: Explain the use of productivity standards to guide cleaning personnel in time-based housekeeping tasks.
Performance Indicators:
Estimate time for cleaning guest rooms.
Estimate time for cleaning public and recreation areas.
Estimate time for cleaning management office, back-of-house and other areas as appropriate.

Standard: Develop a staffing guide to schedule various lodging department/specific staff positions.

Performance Element: Distinguish between fixed and variable staff position.
Performance Indicators:
Define fixed labor as it applies to housekeeping.
Define variable labor as it applies to housekeeping.

Performance Element: **Set staffing schedules for fixed and variable staff based on required labor hours and occupancy levels to balance labor costs and occupancy.**

Performance Indicators:

Determine labor hours required for each level of occupancy.

Determine number of employees to schedule at each level of occupancy.

Calculate estimated labor expense at each level of occupancy.

Create work schedules for housekeeping staff.

Standard: Explain how operations manages inventories to maintain adequate quantities of both recycled and non-recycled items.

Performance Element: **Distinguish recycled inventories from non-recycled inventories to create minimum/maximum levels of each type.**

Performance Indicators:

Distinguish recycled inventories from non-recycled inventories.

Establish par levels for recycled inventories such as linens, uniforms, and guest loan items.

Explain how non-recycled inventories are maintained by establishing order points based on minimum/maximum quantities.

Standard: Determine the size of an annual linen purchase based on varying occupancy levels to maintain desired quantities.

Performance Element: Determine order quantities using a review of inventory and records.

Performance Indicators:

Review linen inventory records.

Review linen discard records and discard policy.

Calculate number of linens need for full occupancy.

Standard: Explain the relationship between a status report and maintaining a property's quality and quantity standards for housekeeping.

Performance Element: Use a room status report to assign guestrooms for cleaning.

Performance Indicators:

Locate vacated guest rooms on status report.

Divide number of rooms among staff.

Inform staff of priority of cleaning rooms.

Instructional Area: Professional Development

Standard: Research the major duties and qualifications for managerial positions common to lodging back-of-the house operations to guide career choices.

Performance Element: **Examine the characteristics of chief engineers, food and beverage managers, controllers, and information technology managers, to facilitate selection of career choices.**

Performance Indicators:

List three qualifications for each position.

Describe the major duties for each position.

Performance Element: **Describe characteristics of lodging supervisory positions and personnel.**

Performance Indicators:

Detail three supervisory jobs in lodging.

List three qualifications of each supervisory level job.

Performance Element: **Describe characteristics of lodging managerial positions and personnel.**

Performance Indicators:

Detail three managerial positions in lodging.

List three qualifications for each managerial job.

Standard: Research the major duties and qualifications for lodging managerial positions common to lodging front-of-the house operations to guide career choices.

Performance Element: **Examine the characteristics of general, catering, human resource, marketing, sales and resident managers to facilitate selection of career choices.**

Performance Indicators:

List three qualifications for each type of manager.

Describe the major duties for each type of manager.

Standard: Contrast entry-level, skilled level, and managerial positions in the lodging industry to distinguish qualifications and characteristics needed for each type of position.

Performance Element: Describe entry-level lodging industry positions.
Performance Indicators:
Detail three entry level jobs in lodging.
List three qualifications for each entry level job.

Performance Element: Describe supervisory lodging industry positions.
Performance Indicators:
Detail three supervisory jobs in lodging.
List three qualifications for supervisory level job.

Performance Element: Describe managerial lodging industry position.
Performance Indicators:
Detail three managerial positions in lodging.
List three qualifications for each managerial job.

Standard: Review independently owned and chain-affiliated lodging facilities to compare the advantages and disadvantages of each.

Performance Element: Examine an independently owned lodging facility to distinguish it from other types of lodging.
Performance Indicators:
List three advantages of an independently owned facility.
List three disadvantages to an independently owned lodging facility.
Explain the use of referrals among independently owned facilities.

Performance Element: Examine a chain-affiliated lodging facility to distinguish it from other types of lodging.
Performance Indicators:
List three advantages of a chain affiliated facility
List three disadvantages to a chain-affiliated lodging facility.
Explain relationship of owners to management companies.

Standard: Analyze the functions performed by different divisions and departments within a lodging operation to visualize the interaction of all areas.

Performance Element: Describe how the essential departments of a lodging operation work cooperatively to achieve guest service standards.
Performance Indicators:
Examine the functions of the rooms division.
Detail the functions of food and beverage division
Describe the functions of the engineering and maintenance department.
Describe the functions of the marketing and sales division.
Detail the functions of the accounting department.
Describe the functions of the human resource office.
Describe the functions of the security department.

Performance Element: Summarize the functions of the food and beverage department of a lodging operation
Performance Indicators:
Detail the functions of the restaurant(s).
Detail the functions of room service.
Detail the functions of the lounge(s) or bar(s).

Performance Element: Summarize the functions of the engineering and maintenance division within the lodging operation.
Performance Indicators:
Detail the functions of general maintenance.
Detail the functions of grounds maintenance.
Detail the functions of the engineering department.
Detail the functions of emergency maintenance.

Performance Element: Summarize the functions of marketing and sales division within the lodging operation.
Performance Indicators:
Detail two types of marketing materials for the lodging facility.
Detail two types of units for sale.
Detail the function of the marketing personnel.
Detail the function of sales personnel.

Performance Element: Summarize the functions of the accounting department within a lodging operation.

Performance Indicators:

Explain the functions of the accounting department.

Explain the role of the accounting department in payroll.

Performance Element: Summarize the functions of the human resource department within a lodging operation.

Performance Indicators:

Explain the role of the human resource department in hiring.

Explain the role of the human resource department in handling complaints.

Performance Element: Summarize the functions of the security department within a lodging operation.

Performance Indicators:

List the role of the security personnel.

List the function of security equipment.

Instructional Area: Technical Skills

Standard: Explain procedures to meet guest needs through guest registration, rate assignment, room assignment, and determination of payment methods.

Performance Element   Describe the necessary information during the registration process to correctly register needs.

Performance Indicators:

Check for pre-registration information

Verify guest registration card is completed.

Identify the length of stay.

Identify the method of payment.

Performance Element: Explain how room rates are established and assigned.

Performance Indicators:

Specify a standard rate.

List special room rates.

Describe rates that include meal plans, such as the American Plan, the Modified American Plan, and the European Plan.

Demonstrate an "up-sell" to arriving guests.

Performance Element: Explain how availability, room status, and other operating guidelines affect the assignment of guestrooms.

Performance Indicators:

Determine when a room is available for sale.

Issue keys or electronic keycards to registering guests using standard guidelines.

Use property maps to direct guests to their room locations.

Performance Element: Explain how methods of payment are established with arriving guests to clarify payment procedures.

Performance Indicators:

Describe common payment methods for arriving guest.

Demonstrate procedure for accepting payment by check.

Demonstrate procedure for accepting payment by credit card.

Describe special payment methods.

Performance Element: Explain how a property's computer system is used to create guest accounts.

Performance Indicators:

Identify different types of accounts.

Identify types of charges that can be posted to accounts

Explain how account entries are made through front desk terminals and remote point-of-sale terminals.

Standard: Understand the importance of check-out procedures to ensure guest satisfaction and verify settlement of account.

Performance Element: Explain the importance of check-out procedures, including verifying settlement of accounts, to ensure guest satisfaction.

Performance Indicators:

Inquire about recent charges.

Post outstanding charges to guest accounts.

Verify account information.

Check for mail, messages, and faxes.

Check for safe deposit or in-room safe keys.

Secure the room key or electronic keycard.

Performance Element:　Explain account settlement procedures for different types of payment.

Performance Indicators:

Verify the method of payment established at registration.

Process account payments for guests using cash.

Process account payments for guests using credit cards.

Process account payments for guest using direct billing arrangements.

Present the account for payment to the guest.

Update the room's status through the property's computer system.

Inquire about guest satisfaction to create a guest history record file.

Instructional Area: Information Technology Applications

Standard: Employ effective reservation procedures to meet guest needs and maximize occupancy.

Performance Element:　Identify the different types of reservations used to meet different guest needs.

Performance Indicators:

Distinguish guaranteed from non-guaranteed reservations.

Contrast reservations guaranteed by credit card with reservations guaranteed by travel agents or corporations.

Contrast advanced deposits with prepaid reservations.

Performance Element:　Identify common sources used to make lodging reservations.

Performance Indicators:

Distinguish a central reservation system from a global distribution system.

Identify ways guests place reservations directly with lodging properties.

Explain how guests make reservations on-line.

Performance Element:　Explain how a computer system is used to process or change reservations.

Performance Indicators:

Determine availability

Create a reservation record.

Modify or cancel a reservation.

Generate reports from reservation data.

Performance Element: Explain how forecasting is used to maximize occupancy levels.
Performance Indicators:
Identify information needed to forecast availability.
Calculate a no-show percentage.
Calculate a walk-in percentage.
Calculate an overstay percentage.
Calculate an under-stay percentage.
Create a ten-day forecast

Instructional Area: Safety, Health and Environment

Standard: Explain how key control procedures protect guests and minimize risks.

Performance Element: Explain the types and functions of keys to control levels of access.
Performance Indicators:
List three types or levels of keys used for entry.
Compare/contrast the use of each.

Performance Element: Explain how key control measures are used to protect guests.
Performance Indicators:
Outline how access to all areas is controlled.
Outline how locking systems protect guests.
Outline procedures for issuing electronic keys.

Standard: Explain how cash control procedures are used to protect funds.

Performance Element: Describe the role of a cashier in facilitating cash control.
Performance Indicators:
Demonstrate use of cash sheets to record cash collected.
Demonstrate use of cash sheets to record cash paid out.
Explain how cash banks are issued to cashiers.
Describe how cashiers turn in cash banks and prepare cash deposits.
Explain how cash banks and cashier cash deposits are reconciled.

Standard: Explain how guests and property are protected to minimize losses or liabilities.

Performance Element: Explain procedures for controlling access of safe deposit boxes to minimize losses.
Performance Indicators:
Describe how access is given to safe deposit box.
Describe how guest's identity is check for access.
Maintain the safe deposit log.

Performance Element: Describe procedures for controlling lost and found items.
Performance Indicators:
Identify the department responsible for securing lost and found items.
Maintain a log of lost and found items.
Store and secure lost and found items for required length of time.
Follow property procedures for contacting guests about lost and found items.

Performance Element: Identify access control procedures to enhance guest safety.
Performance Indicators:
Recognize and report suspicious situations.
Identify and report unauthorized and suspicious persons.
Monitor entrances, elevators, and stairways.
Ensure limited late-night access to lobby areas.
Monitor perimeter and grounds.

Employees working in the Restaurants and Food and Beverage Services pathway perform a variety of tasks to maintain operations and promote guest services in eating and drinking establishments. Sample occupations include:

General Manager   Food and Beverage Manager
Catering and Banquets Manager   Service Manager
Dining Room Supervisor   Restaurant Owner/Franchisee
Food and Beverage Wholesaler   Product Demonstrator

Instructional Area: Ethics and Legal Responsibilities

Standard: Apply ethical and legal responsibilities to guest and employee conduct in order to maintain high quality standards in food and beverage service industry.

Performance Element: Utilize comments and suggestions from the customer service area to formulate improvements and ensure guests' satisfaction.
Performance Indicators:
Detail ways to achieve high rate of positive comments.
Get regular feedback from guests and staff

Performance Element: Comply with laws regarding hiring, harassment and safety issues.
Performance Indicators:
Demonstrate understanding of legal interviewing processes.
Outline how harassment and stereotyping can create an unhealthy work environment.
Define legal and ethical responsibilities for safety procedures.
Interpret workman's compensation requirements and forms.

Performance Element: Apply ethical and legal guidelines as they relate to restaurants and food and beverage services job performance.
Performance Indicators:
Identify ethical and legal situations which occur in the workplace.
Relate appropriate response to legal/ethical infractions in the workplace.

Instructional Area: Safety, Health and Environment

Standard: Implement safety and sanitation procedures applicable to restaurants and food and beverage services to maintain safe working environments.

Performance Element: Identify overall safety procedures necessary to maintain a safe work area.
Performance Indicators:
Identify electrical and mechanical hazards
Classify different types of fires and how to contain them.
Identify proper fire evacuation procedures.
Demonstrate the safe use of ladders
Demonstrate proper lifting and carrying procedures

Performance Element: Identify sanitation procedures to ensure facility is in compliance with health codes.
Performance Indicators:
Outline compliance requirements of sanitation and health inspections.
Show exemplary appearance and hygiene.
Illustrate correct use of knives and kitchen equipment
Use protective gloves and clothing.
Illustrate correct food handling and production techniques.

Instructional Area: Communication Skills

Standard: Manage and use basic reading, writing, and mathematical skills for food production and guest services to provide a positive guest experience.

Performance Element: Apply mathematical, reading, and writing skills to correctly deliver food products and guest service.
Performance Indicators:
Convert recipes.
Use proper measurements of ingredients.
Calculate menu and recipe costs.
Read and comprehend recipes, operational manuals, inventory control sheets, menus, correspondence, training manuals, etc.
Use basic writing skills (grammar, punctuations, spelling) to produce inventory control sheets, recipes, menus, correspondence, employee evaluations, etc.

Standard: Use information from ethnic and geographical studies to guide customer service decisions.

Performance Element: Utilize facts and statistics retrieved from ethnic and geographical studies in a service environment.
Performance Indicators:
Identify ethnicities and their dining habits and rules.
Identify countries and their native food resources.

Instructional Area: Leadership and Teamwork

Standard: Make staffing decisions based on proven managerial skills to improve staff performance.

Performance Element: Model leadership and teamwork qualities to aid in employee retention.
Performance Indicators:
Detail ways to minimize staff turnover.
Work well with other staff members.
Conduct regular staff training.

Performance Element: Model personal habits and actions to create a pleasant working atmosphere for staff members.
Performance Indicators:
Maintain current job descriptions for all positions under the managerial level.
Conduct regular reviews of staff
Conduct regular training and coaching of staff

Performance Element: Formulate staff development plans to create an effective working team.
Performance Indicators:
Conduct thorough orientation for new staff.
Detail elements involved in new orientation.

Instructional Area: Information Technology

Standard: Research costs, pricing, and market demands to manage profitability and implement effective marketing strategies for restaurants and food and beverage services.

Performance Element: Interpret calculations of food, labor, and pricing to ensure profitability.

Performance Indicators:

Calculate food cost and determine ways to meet goals.

Calculate labor cost and determine ways to meet goals.

Determine the values of inventory or stock.

Determine menu pricing.

Define portion control.

Performance Element: Compare alternative ways of marketing to develop a promotional package.

Performance Indicators:

Develop promotional materials.

Create methods to market materials.

Performance Element: Anticipate future needs using information about current trends that contribute to effectively pricing and market food and beverage offerings.

Performance Indicators:

Demonstrate awareness of operational needs.

Demonstrate awareness of capabilities and limitations of the operation.

Standard: Manage problems to ensure continuity of quality service in the restaurant and food and beverage industry.

Performance Element: Identify the problem, possible solutions, and decide on a course of action to resolve unexpected situations.

Performance Indicators:

List common problem situations.

Outline steps to remedy specific problems.

Instructional Area: Technical Skills

Standard: Use computerized systems to manage food service operations and guest services.

Performance Element: Identify potential used of computers and software to provide guest and food services.
Performance Indicators:
Demonstrate use of point of sale systems.
Demonstrate basic computer applications.
Demonstrate use of computer programs used for food production.

Standard: Research and evaluate technical resources for food services and bar operations to update or enhance present practice.

Performance Element: Use software applications to manage food service operations.
Performance Indicators:
Demonstrate the use of software programs for human resource management
Demonstrate the use of software programs for inventory control, point of sale, profit loss, etc.

Performance Element: Retrieve website information to use in menu planning, recipes, and for product information.
Performance Indicators:
Access relevant websites.
Download recipes.
Bookmark websites.

Instructional Area: Operations

Standard: Implement the company's standard operating procedures related to food and beverage production and guest service to provide quality products and services.

Performance Element: Implement operating procedures to comply with company requirements.

Performance Indicators:

Detail operating procedures for food quality.

Detail operating procedures for food presentation.

Performance Element: Evaluate prepared foods for quality and presentation to meet quality standards.

Performance Indicators:

Show consistent appearance in prepared foods.

Detail ways to monitor quality of prepared food.

Performance Element: Prepare nutritional, quality foods utilizing basic food knowledge.

Performance Indicators:

Explain the use of a variety of sauces.

Choose appropriate cooking procedures (sauté, broil, bake, etc.).

Employ knowledge of nutritional values.

Exhibit high-quality food presentation.

Performance Element: Match equipment with correct cooking methodology.

Performance Indicator:

Use of scales and other food service equipment.

Sharpen knives safely.

Use pots and pans for different food preparations.

Explain how to store and retrieve foods in a variety of settings (cold, hot, dry, etc.).

Performance Element: Determine the appropriate type of food service to provide quality customer service.

Performance Indicator:

Detail characteristics of French, Russian, Bistro style and other forms of service.

Identify types of dining utensils and proper uses.

Show proper set up procedures for dining room/counter.

Explain menu items

Detail the process of "up-selling" and other forms of marketing at tableside.

Instructional Area: Professional Development

Standard: Compare researched career opportunities and qualifications to broaden awareness of careers available in the restaurant and food service industry.

Performance Element: Identify steps needed to obtain a job in the restaurant and food service industry.

Performance Indicators:

Outline a plan for effective job search.

Write a resume that lists skills and competencies.

Role-play a job interview

Explain follow up steps for a job interview.

Performance Element: Identify behaviors and personal habits needed to retain a job in the restaurant and food service industry.

Performance Indicators:

Develop a list of workplace rules and regulations.

Identify and give examples of positive work attitudes.

Make a list of qualities of successful food service employees

Identify hierarchy within the organization.

Performance Element: Examine career opportunities available in restaurants and food service operations.

Performance Indicators:

List the qualifications for various careers in the food service industry.

Describe major duties/tasks for each job option.

Performance Element: Differentiate career opportunities in restaurant and food service operations in the various industry sectors (e.g. independent vs. chain operations).

Performance Indicators:

List various types of food service operations.

List advantages/disadvantages of different sectors.