



**Hospitality and Tourism Career Cluster  
Lodging Pathway  
Knowledge and Skill Statements**

The Pathway Knowledge and Skills Chart describes what all/most learners/workers need to know and be able to do to demonstrate competence within a career pathway. Following the pathway description, there are four sets of knowledge and skill expectations:

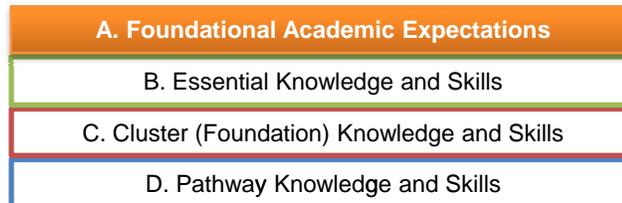


**PATHWAY DESCRIPTION**

*Lodging Pathway:* 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.

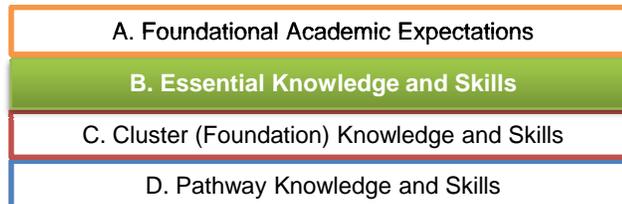
**A. FOUNDATIONAL ACADEMIC EXPECTATIONS**

All secondary students should meet their state’s academic standards. All Essential Cluster and Pathway Knowledge and Skills are predicated on the assumption that foundational academic skills have been attained. Some knowledge and skill statements will further define critical linkages and applications of academics in the cluster and/or pathway.



**B. ESSENTIAL KNOWLEDGE AND SKILLS**

The following Essential Knowledge and Skill statements apply to careers in all clusters and pathways. Persons preparing for careers in this pathway should be able to demonstrate these skills in the context of this cluster and pathway.



**Essential Topic**    **ACADEMIC FOUNDATIONS: *Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.***  
**ESS01**

**ESS01.01    Complete required training, education, and certification to prepare for employment in a particular career field.**



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- ESS01.01.01 Identify training, education and certification requirements for occupational choice.
- ESS01.01.02 Participate in career-related training and/or degree programs.
- ESS01.01.03 Pass certification tests to qualify for licensure and/or certification in chosen occupational area.

**ESS01.02 Demonstrate language arts knowledge and skills required to pursue the full range of post-secondary education and career opportunities.**

- ESS01.02.01 Model behaviors that demonstrate active listening.
- ESS01.02.02 Adapt language for audience, purpose, situation. (i.e. diction/structure, style).
- ESS01.02.03 Organize oral and written information.
- ESS01.02.04 Compose focused copy for a variety of written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
- ESS01.02.05 Edit copy to create focused written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
- ESS01.02.06 Comprehend key elements of oral and written information such as cause/effect, comparisons/contrasts, conclusions, context, purpose, charts/tables/graphs, evaluation/critiques, mood, persuasive text, sequence, summaries, and technical subject matter.
- ESS01.02.07 Evaluate oral and written information for accuracy, adequacy/sufficiency, appropriateness, clarity, conclusions/solutions, fact/opinion, propaganda, relevancy, validity, and relationship of ideas.
- ESS01.02.08 Identify assumptions, purpose, outcomes/solutions, and propaganda techniques.
- ESS01.02.09 Predict potential outcomes and/or solutions based on oral and written information regarding trends.
- ESS01.02.10 Present formal and informal speeches including discussion, information requests, interpretation, and persuasive arguments.

**ESS01.03 Demonstrate mathematics knowledge and skills required to pursue the full range of post-secondary education and career opportunities.**

- ESS01.03.01 Identify whole numbers, decimals, and fractions.
- ESS01.03.02 Demonstrate knowledge of basic arithmetic operations such as addition, subtraction, multiplication, and division.
- ESS01.03.03 Demonstrate use of relational expressions such as equal to, not equal, greater than, less than, etc.
- ESS01.03.04 Apply data and measurements to solve a problem.
- ESS01.03.05 Analyze Mathematical problem statements for missing and/or irrelevant data.
- ESS01.03.06 Construct charts/tables/graphs from functions and data.
- ESS01.03.07 Analyze data when interpreting operational documents.



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**ESS01.04      Demonstrate science knowledge and skills required to pursue the full range of post-secondary and career education opportunities.**

- ESS01.04.01      Evaluate scientific constructs including conclusions, conflicting data, controls, data, inferences, limitations, questions, sources of errors, and variables.
- ESS01.04.02      Apply scientific methods in qualitative and quantitative analysis, data gathering, direct and indirect observation, predictions, and problem identification.

**Essential Topic      COMMUNICATIONS: *Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.***  
**ESS02**

**ESS02.01      Select and employ appropriate reading and communication strategies to learn and use technical concepts and vocabulary in practice.**

- ESS02.01.01      Determine the most appropriate reading strategy for identifying the overarching purpose of a text (i.e. skimming, reading for detail, reading for meaning or critical analysis).
- ESS02.01.02      Demonstrate use of content, technical concepts and vocabulary when analyzing information and following directions.
- ESS02.01.03      Select the reading strategy or strategies needed to fully comprehend the content within a written document (i.e., skimming, reading for detail, reading for meaning or critical analysis).
- ESS02.01.04      Interpret information, data, and observations to apply information learned from reading to actual practice.
- ESS02.01.05      Transcribe information, data, and observations to apply information learned from reading to actual practice.
- ESS02.01.06      Communicate information, data, and observations to apply information learned from reading to actual practice.

**ESS02.02      Demonstrate use of the concepts, strategies, and systems for obtaining and conveying ideas and information to enhance communication in the workplace.**

- ESS02.02.01      Employ verbal skills when obtaining and conveying information.
- ESS02.02.02      Record information needed to present a report on a given topic or problem.
- ESS02.02.03      Write internal and external business correspondence that conveys and/or obtains information effectively.
- ESS02.02.04      Communicate with other employees to clarify workplace objectives.
- ESS02.02.05      Communicate effectively with customers and employees to foster positive relationships.

**ESS02.03      Locate, organize and reference written information from various sources to communicate with co-workers and clients/participants.**



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- ESS02.03.01 Locate written information used to communicate with co-workers and customers.
- ESS02.03.02 Organize information to use in written and oral communications.
- ESS02.03.03 Reference the sources of information.

**ESS02.04 Evaluate and use information resources to accomplish specific occupational tasks.**

- ESS02.04.01 Use informational texts, Internet web sites, and/or technical materials to review and apply information sources for occupational tasks.
- ESS02.04.02 Evaluate the reliability of information from informational texts, Internet Web sites, and/or technical materials and resources.

**ESS02.05 Use correct grammar, punctuation and terminology to write and edit documents.**

- ESS02.05.01 Compose multi-paragraph documents clearly, succinctly, and accurately.
- ESS02.05.02 Use descriptions of audience and purpose when preparing and editing written documents.
- ESS02.05.03 Use correct grammar, spelling, punctuation, and capitalization when preparing written documents.

**ESS02.06 Develop and deliver formal and informal presentations using appropriate media to engage and inform audiences.**

- ESS02.06.01 Prepare oral presentations to provide information for specific purposes and audiences.
- ESS02.06.02 Identify support materials that will enhance an oral presentation.
- ESS02.06.03 Prepare support materials that will enhance an oral presentation.
- ESS02.06.04 Deliver an oral presentation that sustains listeners' attention and interest.
- ESS02.06.05 Align presentation strategies to the intended audience.
- ESS02.06.06 Implement multi-media strategies for presentations.

**ESS02.07 Interpret verbal and nonverbal cues/behaviors to enhance communication with co-workers and clients/participants.**

- ESS02.07.01 Interpret verbal behaviors when communicating with clients and co-workers.
- ESS02.07.02 Interpret nonverbal behaviors when communicating with clients and co-workers.

**ESS02.08 Apply active listening skills to obtain and clarify information.**

- ESS02.08.01 Interpret a given verbal message/information.
- ESS02.08.02 Respond with restatement and clarification techniques to clarify information.

**ESS02.09 Develop and interpret tables, charts, and figures to support written and oral communications.**

- ESS02.09.01 Create tables, charts, and figures to support written and oral communications.
- ESS02.09.02 Interpret tables, charts, and figures used to support written and oral communication.



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<b>ESS02.10</b>	<b>Listen to and speak with diverse individuals to enhance communication skills.</b>
ESS02.10.01	Apply factors and strategies for communicating with a diverse workforce.
ESS02.10.02	Demonstrate ability to communicate and resolve conflicts within a diverse workforce.
<b>ESS02.11</b>	<b>Exhibit public relations skills to increase internal and external customer/client satisfaction.</b>
ESS02.11.01	Communicate effectively when developing positive customer/client relationships.
<b>Essential Topic ESS03</b>	<b>PROBLEM-SOLVING AND CRITICAL THINKING: <i>Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.</i></b>
<b>ESS03.01</b>	<b>Employ critical thinking skills independently and in teams to solve problems and make decisions (e.g., analyze, synthesize and evaluate).</b>
ESS03.01.01	Identify common tasks that require employees to use problem-solving skills.
ESS03.01.02	Analyze elements of a problem to develop creative solutions.
ESS03.01.03	Describe the value of using problem-solving and critical thinking skills to improve a situation or process.
ESS03.01.04	Create ideas, proposals, and solutions to problems.
ESS03.01.05	Evaluate ideas, proposals, and solutions to problems.
ESS03.01.06	Use structured problem-solving methods when developing proposals and solutions.
ESS03.01.07	Generate new and creative ideas to solve problems by brainstorming possible solutions.
ESS03.01.08	Critically analyze information to determine value to the problem-solving task.
ESS03.01.09	Guide individuals through the process of recognizing concerns and making informed decisions.
ESS03.01.10	Identify alternatives using a variety of problem-solving and critical thinking skills.
ESS03.01.11	Evaluate alternatives using a variety of problem-solving and critical thinking skills.
<b>ESS03.02</b>	<b>Employ critical thinking and interpersonal skills to resolve conflicts with staff and/or customers.</b>
ESS03.02.01	Analyze situations and behaviors that affect conflict management.
ESS03.02.02	Determine best options/outcomes for conflict resolution using critical thinking skills.
ESS03.02.03	Identify with others' feelings, needs, and concerns.
ESS03.02.04	Implement stress management techniques.
ESS03.02.05	Resolve conflicts with/for customers using conflict resolution skills.



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ESS03.02.06 Implement conflict resolution skills to address staff issues/problems.  
**ESS03.03 Identify, write and monitor workplace performance goals to guide progress in assigned areas of responsibility and accountability.**

ESS03.03.01 Write realistic performance goals, objectives and action plans.  
ESS03.03.02 Monitor performance goals and adjust as necessary.  
ESS03.03.03 Recognize goal achievement using appropriate rewards in the workplace.

ESS03.03.04 Communicate goal achievement with managers and co-workers.  
**ESS03.04 Conduct technical research to gather information necessary for decision-making.**

ESS03.04.01 Align the information gathered to the needs of the audience.  
ESS03.04.02 Gather technical information and data using a variety of resources.  
ESS03.04.03 Analyze information and data for value to the research objectives.  
ESS03.04.04 Evaluate information and data to determine value to research objectives.

<b>Essential Topic ESS04</b>	<b>INFORMATION TECHNOLOGY APPLICATIONS: <i>Use information technology tools specific to the career cluster to access, manage, integrate, and create information.</i></b>
<b>ESS04.01</b>	<b>Use Personal Information Management (PIM) applications to increase workplace efficiency.</b>
ESS04.01.01	Manage personal schedules and contact information.
ESS04.01.02	Create memos and notes.
<b>ESS04.02</b>	<b>Employ technological tools to expedite workflow.</b>
ESS04.02.01	Use information technology tools to manage and perform work responsibilities.
<b>ESS04.03</b>	<b>Operate electronic mail applications to communicate within a workplace.</b>
ESS04.03.01	Use email to share files and documents.
ESS04.03.02	Identify the functions and purpose of email systems.
ESS04.03.03	Use email to communicate within and across organizations.
<b>ESS04.04</b>	<b>Operate Internet applications to perform workplace tasks.</b>
ESS04.04.01	Access and navigate Internet (e.g., use a web browser).
ESS04.04.02	Search for information and resources.
ESS04.04.03	Evaluate Internet resources for reliability and validity.
<b>ESS04.05</b>	<b>Operate writing and publishing applications to prepare business communications.</b>
ESS04.05.01	Prepare simple documents and other business communications.
ESS04.05.02	Prepare reports and other business communications by integrating graphics and other non-text elements.
ESS04.05.03	Prepare complex multi-media publications.
<b>ESS04.06</b>	<b>Operate presentation applications to prepare presentations.</b>
ESS04.06.01	Prepare presentations for training, sales and information sharing.



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ESS04.06.02	Deliver presentations with supporting materials.
<b>ESS04.07</b>	<b>Employ spreadsheet applications to organize and manipulate data.</b>
ESS04.07.01	Create a spreadsheet.
ESS04.07.02	Perform calculations and analyses on data using a spreadsheet.
<b>ESS04.08</b>	<b>Employ database applications to manage data.</b>
ESS04.08.01	Manipulate data elements.
ESS04.08.02	Manage interrelated data elements.
ESS04.08.03	Analyze interrelated data elements.
ESS04.08.04	Generate reports showing interrelated data elements.
<b>ESS04.09</b>	<b>Employ collaborative/groupware applications to facilitate group work.</b>
ESS04.09.01	Facilitate group work through management of shared schedule and contact information.
ESS04.09.02	Facilitate group work through management of shared files and online information.
ESS04.09.03	Facilitate group work through instant messaging or virtual meetings.
<b>ESS04.10</b>	<b>Employ computer operations applications to manage work tasks.</b>
ESS04.10.01	Manage computer operations.
ESS04.10.02	Manage file storage.
ESS04.10.03	Compress or alter files.
<b>ESS04.11</b>	<b>Use computer-based equipment (containing embedded computers or processors) to control devices.</b>
ESS04.11.01	Operate computer driven equipment and machines.
ESS04.11.02	Use installation and operation manuals.
ESS04.11.03	Troubleshoot computer driven equipment and machines.
ESS04.11.04	Access support as needed to maintain operation of computer driven equipment and machines.

**Essential Topic**  
**ESS05**

**SYSTEMS:** *Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.*

<b>ESS05.01</b>	<b>Describe the nature and types of business organizations to build an understanding of the scope of organizations.</b>
ESS05.01.01	List the types and functions of businesses.
ESS05.01.02	Describe the types and functions of businesses.
ESS05.01.03	Explain the functions and interactions of common departments within a business.
<b>ESS05.02</b>	<b>Implement quality control systems and practices to ensure quality products and services.</b>



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ESS05.02.01 Describe quality control standards and practices common to the workplace.

**Essential Topic**  
**ESS06**

**SAFETY, HEALTH AND ENVIRONMENTAL:** *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.*

**ESS06.01 Implement personal and jobsite safety rules and regulations to maintain safe and healthful working conditions and environments.**

- ESS06.01.01 Assess workplace conditions with regard to safety and health.
- ESS06.01.02 Align safety issues with appropriate safety standards to ensure a safe workplace/jobsite.
- ESS06.01.03 Identify safety hazards common to workplaces.
- ESS06.01.04 Identify safety precautions to maintain a safe worksite.
- ESS06.01.05 Select appropriate personal protective equipment as needed for a safe workplace/jobsite.
- ESS06.01.06 Inspect personal protective equipment commonly used for selected career pathway.
- ESS06.01.07 Use personal protective equipment according to manufacturer rules and regulations.
- ESS06.01.08 Employ a safety hierarchy and communication system within the workplace/jobsite.
- ESS06.01.09 Implement safety precautions to maintain a safe worksite.

**ESS06.02 Complete work tasks in accordance with employee rights and responsibilities and employers obligations to maintain workplace safety and health.**

- ESS06.02.01 Identify rules and laws designed to promote safety and health in the workplace.
- ESS06.02.02 State the rationale of rules and laws designed to promote safety and health.

**ESS06.03 Employ emergency procedures as necessary to provide aid in workplace accidents.**

- ESS06.03.01 Use knowledge of First Aid procedures as necessary.
- ESS06.03.02 Use knowledge of CPR procedures as necessary.
- ESS06.03.03 Use safety equipment as necessary.

**ESS06.04 Employ knowledge of response techniques to create a disaster and/or emergency response plan.**

- ESS06.04.01 Complete an assessment of an emergency and/or disaster situation.
- ESS06.04.02 Create an emergency and/or disaster plan.



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**Essential Topic**  
**ESS07**

**LEADERSHIP AND TEAMWORK:** *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.*

**ESS07.01**

**Employ leadership skills to accomplish organizational goals and objectives.**

- ESS07.01.01 Analyze the various roles of leaders within organizations (e.g. contribute ideas; share in building an organization; act as role models to employees by adhering to company policies, procedures, and standards; promote the organization's vision; and mentor others).
- ESS07.01.02 Exhibit traits such as empowerment, risk, communication, focusing on results, decision-making, problem solution, and investment in individuals when leading a group in solving a problem.
- ESS07.01.03 Exhibit traits such as compassion, service, listening, coaching, developing others, team development, and understanding and appreciating others when acting as a manager of others in the workplace.
- ESS07.01.04 Exhibit traits such as enthusiasm, creativity, conviction, mission, courage, concept, focus, principle-centered living, and change when interacting with others in general.
- ESS07.01.05 Consider issues related to self, team, community, diversity, environment, and global awareness when leading others.
- ESS07.01.06 Exhibit traits such as innovation, intuition, adaptation, life-long learning and coachability to develop leadership potential over time.
- ESS07.01.07 Analyze leadership in relation to trust, positive attitude, integrity, and willingness to accept key responsibilities in a work situation.
- ESS07.01.08 Describe observations of outstanding leaders using effective management styles.
- ESS07.01.09 Participate in civic and community leadership and teamwork opportunities to enhance skills.

**ESS07.02**

**Employ organizational and staff development skills to foster positive working relationships and accomplish organizational goals.**

- ESS07.02.01 Implement organizational skills when facilitating others' work efforts.
- ESS07.02.02 Explain how to manage a staff that satisfies work demands while adhering to budget constraints.
- ESS07.02.03 Describe how staff growth and development to increase productivity and employee satisfaction.
- ESS07.02.04 Organize team involvement within a group environment.
- ESS07.02.05 Work with others to develop and gain commitment to team goals.
- ESS07.02.06 Distribute responsibility and work load fairly.
- ESS07.02.07 Model leadership and teamwork qualities to aid in employee morale.
- ESS07.02.08 Identify best practices for successful team functioning.
- ESS07.02.09 Explain best practices for successful team functioning.



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- ESS07.03      Employ teamwork skills to achieve collective goals and use team members' talents effectively.**
- ESS07.03.01      Work with others to achieve objectives in a timely manner.
  - ESS07.03.02      Promote the full involvement and use of team members' individual talents and skills.
  - ESS07.03.03      Employ conflict-management skills to facilitate solutions.
  - ESS07.03.04      Demonstrate teamwork skills through working cooperatively with co-workers, supervisory staff, and others, both in and out of the organization, to achieve particular tasks.
  - ESS07.03.05      Demonstrate teamwork processes that provide team building, consensus, continuous improvement, respect for the opinions of others, cooperation, adaptability, and conflict resolution.
  - ESS07.03.06      Develop plans to improve team performance.
  - ESS07.03.07      Demonstrate commitment to and a positive attitude toward team goals.
  - ESS07.03.08      Take responsibility for shared group and individual work tasks.
  - ESS07.03.09      Assist team members in completing their work.
  - ESS07.03.10      Adapt effectively to changes in projects and work activities.
  - ESS07.03.11      Negotiate effectively to arrive at decisions.
- ESS07.04      Establish and maintain effective working relationships with all levels of personnel and other departments in order to accomplish objectives and tasks.**
- ESS07.04.01      Build effective working relationships using interpersonal skills.
  - ESS07.04.02      Use positive interpersonal skills to work cooperatively with co-workers representing different cultures, genders and backgrounds.
  - ESS07.04.03      Manage personal skills to accomplish assignments.
  - ESS07.04.04      Treat people with respect.
  - ESS07.04.05      Provide constructive praise and criticism.
  - ESS07.04.06      Demonstrate sensitivity to and value for diversity.
  - ESS07.04.07      Manage stress and control emotions.
- ESS07.05      Conduct and participate in meetings to accomplish work tasks.**
- ESS07.05.01      Develop meeting goals, objectives and agenda.
  - ESS07.05.02      Assign responsibilities for preparing materials and leading discussions.
  - ESS07.05.03      Prepare materials for leading discussion.
  - ESS07.05.04      Assemble and distribute meeting materials.
  - ESS07.05.05      Conduct meeting to achieve objectives within scheduled time.
  - ESS07.05.06      Demonstrate effective communication skills in meetings.
  - ESS07.05.07      Produce meeting minutes including decisions and next steps.
  - ESS07.05.08      Use parliamentary procedure, as needed, to conduct meetings.
- ESS07.06      Employ mentoring skills to inspire and teach others.**
- ESS07.06.01      Use motivational techniques to enhance performance in others.
  - ESS07.06.02      Provide guidance to enhance performance in others.

**Essential Topic      ETHICS AND LEGAL RESPONSIBILITIES: *Know and understand the importance of professional ethics and legal responsibilities.***  
**ESS08**



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- ESS08.01      Apply ethical reasoning to a variety of workplace situations in order to make ethical decisions.**
- ESS08.01.01      Evaluate alternative responses to workplace situations based on legal responsibilities and employer policies.
  - ESS08.01.02      Evaluate alternative responses to workplace situations based on personal or professional ethical responsibilities.
  - ESS08.01.03      Identify personal and long-term workplace consequences of unethical or illegal behaviors.
  - ESS08.01.04      Explain personal and long-term workplace consequences of unethical or illegal behaviors.
  - ESS08.01.05      Determine the most appropriate response to workplace situations based on legal and ethical considerations.
  - ESS08.01.06      Explain the most appropriate response to workplace situations based on legal and ethical considerations.
- ESS08.02      Interpret and explain written organizational policies and procedures to help employees perform their jobs according to employer rules and expectations.**
- ESS08.02.01      Locate information on organizational policies in handbooks and manuals.
  - ESS08.02.02      Discuss how specific organizational policies and procedures influence a specific work situation.

**Essential Topic  
ESS09      EMPLOYABILITY AND CAREER DEVELOPMENT: *Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.***

- ESS09.01      Identify and demonstrate positive work behaviors and personal qualities needed to be employable.**
- ESS09.01.01      Demonstrate self-discipline, self-worth, positive attitude, and integrity in a work situation.
  - ESS09.01.02      Demonstrate flexibility and willingness to learn new knowledge and skills.
  - ESS09.01.03      Exhibit commitment to the organization.
  - ESS09.01.04      Identify how work varies with regard to site, from indoor confined spaces to outdoor areas, including aerial space and a variety of climatic and physical conditions.
  - ESS09.01.05      Apply communication strategies when adapting to a culturally diverse environment.
  - ESS09.01.06      Manage resources in relation to the position (i.e. budget, supplies, computer, etc).
  - ESS09.01.07      Identify positive work-qualities typically desired in each of the career cluster's pathways.
  - ESS09.01.08      Manage work roles and responsibilities to balance them with other life roles and responsibilities.



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- ESS09.02      Develop a personal career plan to meet career goals and objectives.**
- ESS09.02.01      Develop career goals and objectives as part of a plan for future career direction.
  - ESS09.02.02      Develop strategies to reach career objectives.
- ESS09.03      Demonstrate skills related to seeking and applying for employment to find and obtain a desired job.**
- ESS09.03.01      Use multiple resources to locate job opportunities.
  - ESS09.03.02      Prepare a résumé.
  - ESS09.03.03      Prepare a letter of application.
  - ESS09.03.04      Complete an employment application.
  - ESS09.03.05      Interview for employment.
  - ESS09.03.06      List the standards and qualifications that must be met in order to enter a given industry.
  - ESS09.03.07      Employ critical thinking and decision-making skills to exhibit qualifications to a potential employer.
- ESS09.04      Maintain a career portfolio to document knowledge, skills and experience in a career field.**
- ESS09.04.01      Select educational and work history highlights to include in a career portfolio.
  - ESS09.04.02      Produce a record of work experiences, licenses, certifications and products.
  - ESS09.04.03      Organize electronic or physical portfolio for use in demonstrating knowledge, skills and experiences.
- ESS09.05      Demonstrate skills in evaluating and comparing employment opportunities in order to accept employment positions that match career goals.**
- ESS09.05.01      Compare employment opportunities to individual needs and career plan objectives.
  - ESS09.05.02      Evaluate employment opportunities based upon individual needs and career plan objectives.
  - ESS09.05.03      Demonstrate appropriate methods for accepting or rejecting employment offers.
- ESS09.06      Identify and exhibit traits for retaining employment to maintain employment once secured.**
- ESS09.06.01      Model behaviors that demonstrate reliability and dependability.
  - ESS09.06.02      Maintain appropriate dress and behavior for the job to contribute to a safe and effective workplace/jobsite.
  - ESS09.06.03      Complete required employment forms and documentation such as I-9 form, work visa, W-4 and licensures to meet employment requirements.
  - ESS09.06.04      Summarize key activities necessary to retain a job in the industry.
  - ESS09.06.05      Identify positive work behaviors and personal qualities necessary to retain employment.



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- ESS09.07 Identify and explore career opportunities in one or more career pathways to build an understanding of the opportunities available in the cluster.**
- ESS09.07.01 Locate and identify career opportunities that appeal to personal career goals.
  - ESS09.07.02 Match personal interest and aptitudes to selected careers.
- ESS09.08 Recognize and act upon requirements for career advancement to plan for continuing education and training.**
- ESS09.08.01 Identify opportunities for career advancement.
  - ESS09.08.02 Pursue education and training opportunities to acquire skills necessary for career advancement.
  - ESS09.08.03 Examine the organization and structure of various segments of the industry to prepare for career advancement.
  - ESS09.08.04 Research local and regional labor (workforce) market and job growth information to project potential for advancement.
  - ESS09.08.05 Manage employment relations to make career advancements.
- ESS09.09 Continue professional development to keep current on relevant trends and information within the industry.**
- ESS09.09.01 Use self assessment, organizational priorities, journals, Internet sites, professional associations, peers and other resources to develop goals that address training, education and self-improvement issues.
  - ESS09.09.02 Read trade magazines and journals, manufacturers' catalogues, industry publications and Internet sites to keep current on industry trends.
  - ESS09.09.03 Participate in relevant conferences, workshops, mentoring activities and in-service training to stay current with recent changes in the field.
- ESS09.10 Examine licensing, certification and credentialing requirements at the national, state and local levels to maintain compliance with industry requirements.**
- ESS09.10.01 Examine continuing education requirements related to licensing, certification, and credentialing requirements at the local, state and national levels for chosen occupation.
  - ESS09.10.02 Examine the procedures and paperwork involved in maintaining and updating licensure, certification and credentials for chosen occupation.
  - ESS09.10.03 Align ongoing licensing, certification and credentialing requirements to career plans and goals.
- ESS09.11 Examine employment opportunities in entrepreneurship to consider entrepreneurship as an option for career planning.**
- ESS09.11.01 Describe the opportunities for entrepreneurship in a given industry.

**Essential Topic  
ESS10**

**TECHNICAL SKILLS:** *Use of technical knowledge and skills required to pursue careers in all career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*



**Hospitality and Tourism Career Cluster  
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Knowledge and Skill Statements**

- ESS10.01      Employ information management techniques and strategies in the workplace to assist in decision-making.**
- ESS10.01.01      Use information literacy skills when accessing, evaluating and disseminating information.
- ESS10.01.02      Describe the nature and scope of information management.
- ESS10.01.03      Maintain records to facilitate ongoing business operations.
- ESS10.02      Employ planning and time management skills and tools to enhance results and complete work tasks.**
- ESS10.02.01      Develop goals and objectives.
- ESS10.02.02      Prioritize tasks to be completed.
- ESS10.02.03      Develop timelines using time management knowledge and skills.
- ESS10.02.04      Use project-management skills to improve workflow and minimize costs.

**C. CLUSTER (FOUNDATION) KNOWLEDGE AND SKILLS**

The following Cluster (Foundation) Knowledge and Skill statements apply to all careers in the Hospitality and Tourism Cluster. Persons preparing for careers in the Hospitality and Tourism Cluster should be able to demonstrate these skills in addition to those found on the Essential Knowledge and Skills Chart.



<b>Cluster Topic HTC01</b>	<b>ACADEMIC FOUNDATIONS: <i>Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.</i></b>
<b>HTC01.01</b>	<b>Utilize marketing techniques to sell hospitality and tourism products and services.</b>
HTC01.01.01	Demonstrate knowledge of marketing techniques commonly used in the hospitality and tourism industry to sell a product or service.
<i>Sample Indicators</i>	Identify the elements of marketing. Compare/contrast different marketing packets. Develop strategies for making a sale.
<b>HTC01.02</b>	<b>Apply information from cultural diversity and geographical studies to develop products and services for the hospitality and tourism industry.</b>
HTC01.02.01	Identify the components of cultural diversity to understand their impact on the hospitality and tourism industry.
<i>Sample Indicators</i>	Define culture and cultural diversity. Categorize components of culture including religious customs, dietary habits and traditions. Give examples of how culture is relevant to the hospitality and tourism industry.



**Hospitality and Tourism Career Cluster  
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HTC01.02.02      Design a method of increasing multicultural awareness.  
Identify the elements of geography that affect hospitality and tourism customer service.

*Sample Indicators*  
Identify the relevance of geography to hospitality and tourism including natural resources, climate, landforms and time zones.  
Identify the major countries important to the industry for importing goods.  
Apply the concepts of weather and climate to hospitality situations.

**HTC01.03      Identify effects of the economy on the hospitality and tourism industry to effectively plan products and services.**

HTC01.03.01      Summarize how to use the “state of the economy” to plan products and service.

*Sample Indicators*  
Use exchange rate to exchange foreign funds.  
Describe how economics applies to the hospitality and tourism industry.  
  
Explain the effects that supply and demand has on the hospitality and tourism industry.  
  
Document the importance of the hospitality and tourism industry to the U.S. economy.  
Explain effects of changes in taxation on hospitality and tourism industry.

**HTC01.04      Identify the elements of management styles used in various types of hospitality and tourism establishments to gain familiarity with all types of venues.**

HTC01.04.01      Identify management styles within a variety of organizational structures.

*Sample Indicators*  
Define industry management terms including yield, yield management, no-show, discount inventory control, overbooking and spoilage.  
Compare/contrast management of different organizational structures including independently owned, chain affiliated and corporations in the industry.

**Cluster Topic  
HTC02      COMMUNICATIONS: *Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.***  
*No additional statements in this topic beyond those found in the Essential Knowledge and Skills Chart.*

**Cluster Topic  
HTC03      PROBLEM-SOLVING AND CRITICAL THINKING: *Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.***

**HTC03.01      Use principles of budgeting and forecasting to maximize profit and growth for hospitality and tourism establishments.**

HTC03.01.01      Apply forecasting skills to identify potential cost and profit.

*Sample Indicators*  
Identify information needed to forecast bookings/reservations.  
Calculate a no-show percentage.  
Calculate a ten-day forecast.

HTC03.01.02      Apply budgeting skills to determine staffing levels for hospitality and tourism organizations.

*Sample Indicators*  
Determine labor hours for each level of booking/reservations.  
  
Determine number of employees to schedule at each level of booking/reservations.



**Hospitality and Tourism Career Cluster  
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Knowledge and Skill Statements**

Set staffing schedules to balance labor costs and level of booking/reservations.

**HTC03.02 Examine comments and suggestions from the customer service area to formulate improvements in services/products and training of staff.**

- HTC03.02.01 Use customer comments to guide customer satisfaction policies.  
*Sample Indicators* Assess the importance of customer satisfaction.  
 Devise strategies for maximizing customer satisfaction.  
 Role-play customer dissatisfaction scenarios.

**Cluster Topic  
HTC04**

**INFORMATION TECHNOLOGY APPLICATIONS:** *Use information technology tools specific to the career cluster to access, manage, integrate, and create information.*

*No additional statements in this topic beyond those found in the Essential Knowledge and Skills Chart.*

**Cluster Topic  
HTC05**

**SYSTEMS:** *Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.*

**HTC05.01 Manage and improve organizational systems used in hospitality and tourism to more effectively serve customers.**

- HTC05.01.01 Develop and manage plans and budgets to accomplish organizational goals and objectives.  
 HTC05.01.02 Develop plans to improve organizational performance.

**HTC05.02 Identify and compare services and products from related industries to understand how they affect hospitality and tourism products and services.**

- HTC05.02.01 Describe feasible collaboration with other industries to provide an inclusive product to the customer.  
*Sample Indicators* Develop work plans and budgets that utilize people and resources effectively.  
 Develop reports on performance and resource utilization.  
 Modify plans and budgets to meet goals and objectives.  
 HTC05.02.02 Identify the characteristics of various hospitality and tourism-related organizations or businesses that best use available resources.  
*Sample Indicators* Identify and describe most critical performance problems.  
 Identify opportunities for improvement of the system.  
 Use structured problem-solving process to develop systematic improvements.

**Cluster Topic  
HTC06**

**SAFETY, HEALTH AND ENVIRONMENTAL:** *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.*



**Hospitality and Tourism Career Cluster  
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**HTC06.01      Maintain safe and healthful working conditions and environment in order to promote well-being in hospitality and tourism workplaces.**

- HTC06.01.01      Assess workplace conditions with regard to safety and health.  
*Sample Indicators*      Identify the types of risk of injury/illness at work.  
   Identify those who are susceptible to risk of injury/illness at work.  
   Describe ways to positively impact occupational safety and health.

**HTC06.02      Conduct work tasks in accordance with employee rights and responsibilities and employers' obligations concerning occupational safety and health in order to promote safe and healthful working conditions in hospitality and tourism industries.**

- HTC06.02.01      State the rationale for rules and laws designed to promote safety and health in the workplace.  
*Sample Indicators*      Identify key rights of employees related to occupational safety and health.  
   Identify the responsibilities of employers related to occupational safety and health.  
   Explain the role of government agencies in providing a safe workplace.

**HTC06.03      Assess types and sources of workplace hazards common to hospitality and tourism work settings in order to demonstrate a working understanding of key health and safety concerns.**

- HTC06.03.01      Demonstrate methods to correct common hazards.  
*Sample Indicators*      Identify and describe common hazards in the workplace.  
   Identify and describe major sources of information about hazards in the workplace (e.g., MSDS, work procedures, exposure control plans, training materials, labels, and signage).  
   Identify sources of combustible/flammable materials, fire and emergencies to establish a fire safe environment.  
   Interpret safety signs and symbols.

**HTC06.04      Demonstrate methods to control hazards in the hospitality and tourism industry to maintain a safe environment.**

- HTC06.04.01      Demonstrate the application of personal and group health and safety practices.  
*Sample Indicators*      Identify procedures necessary for maintaining a safe work area.  
   Identify methods to correct common hazards.  
   Identify methods for disposing of hazardous materials.  
   Demonstrate principals of safe physical movement to avoid slips, trips, and spills.  
   Inspect and use protective equipment (PPE).

- HTC06.04.02      Describe common sources of group health issues in the hospitality and tourism workplace.

**HTC06.05      Review safety and sanitation procedures applicable to the work area to ensure a safe and healthy work environment.**

- HTC06.05.01      Examine overall safety procedures to maintain safe work areas in hospitality and tourism workplaces.  
*Sample Indicators*      Identify electrical and mechanical hazards.



**Hospitality and Tourism Career Cluster  
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Classify different types of fires and how to contain them.  
Identify proper fire evacuation procedures.  
Demonstrate the safe use of ladders.  
Outline proper response to emergency situations.  
Outline basic first aid and CPR procedures.

HTC06.05.02 Identify sanitation procedures that ensure facility is in compliance with health codes.

*Sample Indicators* Outline compliance requirements of sanitation and health inspections.  
Demonstrate exemplary appearance and hygiene.  
Use appropriate safety equipment and clothing.

HTC06.05.03 Practice personal safety while at the work site and on work related assignments to avoid injuries or accidents.

*Sample Indicators* Detail proper lifting and carrying procedures.  
Demonstrate handling safety with mechanical, environmental, microwave radiation, vehicle, optical laser, radar, high frequency radio, and fiber optics.  
Demonstrate safe work habits and procedure related to application of electricity and static discharge.  
Demonstrate the appropriate use of safety equipment and procedures, such as lockout/tagout, as required for work activity.  
Demonstrate safe use of equipment commonly used in hospitality and tourism.

Adjust working routines to take advantage of ergonomic designs in the workplace.

**HTC06.06 Analyze nutrition, stress, and exercise to measure their effect on hospitality and tourism employee performance.**

HTC06.06.01 Identify personal lifestyle choices that prepare an individual for a career in the hospitality and tourism industry.

*Sample Indicators* List the effects of exercise on job performance.  
Discuss the effects of nutrition and dietary habits on job performance.  
Interpret the effect of stress, fatigue and anxiety on job performance.

**HTC06.07 Analyze the potential effects caused by common chemicals and hazardous materials used in the hospitality and tourism industry in order to prevent health problems that may result from exposure to these elements.**

HTC06.07.01 Follow industry standards to comply with safety polices and procedures.

*Sample Indicators* Apply Hazcom and Hazardous Material practices and MSDS Procedures for handling and disposing of chemicals.  
Illustrate compliance with OSHA safety regulations and practices.

**HTC06.08 Recognize potential, real and perceived hazards and emergency situations to implement appropriate safety and security measures.**

HTC06.08.01 Outline safety and security issues for individuals and groups to minimize risks.

*Sample Indicators* Create a solution to guests/customer exposure to a health hazard.  
Identify ways to manage guests/customers facing a threat.  
Identify ways to prevent common safety hazards.



**Hospitality and Tourism Career Cluster  
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HTC06.08.02      Develop and role play mock emergency situations.  
Identify resources to utilize in various emergency situations for self, co-workers, and customers/guests.

*Sample Indicators*      Detail steps to use in medical emergencies.  
List resources for assistance with environmental issues.  
Name the resources for assistance in crimes or accidents.  
Detail how to access help in a terrorist situation.

HTC06.08.03      Create response plans to cope with hazards and emergency situations applicable to the hospitality and tourism industries.

**HTC06.09      Implement security measures to protect the guests/customers and staff and to limit the business's liability.**

HTC06.09.01      Develop security measures to increase safety.  
*Sample Indicators*      Describe how locking systems protect guests/customers.  
Design a security system using surveillance cameras.  
Design a security system using security personnel.  
Detail ways to use lighting to increase security.

**Cluster Topic  
HTC07**

**LEADERSHIP AND TEAMWORK: *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.***

**HTC07.01      Resolve conflicts to satisfy hospitality and tourism staff, guests/customers and others.**

HTC07.01.01      Use conflict management skills to facilitate solutions.  
*Sample Indicators*      Identify sources of conflict.  
Include stakeholders in a problem-solving session.  
Agree on an implement steps to resolve conflict.  
Follow up on results of implementation.

**Cluster Topic  
HTC08**

**ETHICS AND LEGAL RESPONSIBILITIES: *Know and understand the importance of professional ethics and legal responsibilities.***

**HTC08.01      Review ethical and legal responsibilities of hospitality and tourism businesses to understand their implications on guest/customer and employee conduct.**

HTC08.01.01      Demonstrate application of legal policies to comply with laws regarding hiring, harassment, and safety issues.  
*Sample Indicators*      Define legal and ethical responsibilities for safety procedures.  
  
Identify how harassment and stereotyping can create an unhealthy work environment.  
Demonstrate understanding of legal interviewing processes.  
Interpret workman's compensation requirements and forms.  
Maintain and understand standards of confidentiality.

HTC08.01.02      Define ethical and legal guidelines relating to job performance.  
*Sample Indicators*      Identify ethical and legal situations which occur in the workplace.  
  
Develop responses to situations based on legal responsibilities and employer policies.



**Hospitality and Tourism Career Cluster  
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Develop responses to situations based on ethical considerations.

**HTC08.02 Examine professional and workplace ethics and legal responsibilities to develop guidelines for conduct in hospitality and tourism industries.**

HTC08.02.01 Demonstrate awareness of the responsibilities of different positions within the hospitality and tourism organization.

*Sample Indicators* Explain legal responsibilities of employees to comply with government laws and regulations including responsible liability.

Explain the major laws and regulations that define responsibilities for commercial, consumer, health, safety, environmental, and employment laws and regulations.

**HTC08.03 Identify ethical issues and concerns in the hospitality and tourism career field to aid in making career choices.**

HTC08.03.01 Describe observed ethical behavior in the workplace and the integral role these behaviors play in business.

*Sample Indicators* Describe situations where ethical concerns can change the workplace.  
Identify problems that may arise if the workforce does not conduct itself ethically.

Identify regulations that must be followed on a continuous basis in a given career area.  
List ethical liability issues that are specific to hospitality and tourism.

**Cluster Topic  
HTC09 EMPLOYABILITY AND CAREER DEVELOPMENT: *Know and understand the importance of employability skills. Explore, plan, and effectively manage career. Know and understand the importance of entrepreneurship skills.***

**HTC09.01 Explain written organizational policies, rules, and procedures to ensure hospitality and tourism employees effectively perform their jobs.**

HTC09.01.01 Locate appropriate information on organizational policies in handbooks and manuals.

*Sample Indicators* Identify the contents of various organizational publications.  
Select the appropriate document(s) as reference for the situation.

HTC09.01.02 Identify and discuss the influence of specific organizational policies and rules on a specific work situation.

*Sample Indicators* Locate and identify specific organizational policy, rule or procedure to assist with a given situation.

Explain specific organizational policy, rule or procedure to improve a given situation.

**HTC09.02 Identify career opportunities in one or more hospitality and tourism career pathways to broaden awareness of careers available within the career cluster.**

HTC09.02.01 Research career opportunities based upon their fit with personal career goals in the hospitality and tourism industries.

*Sample Indicators* Locate and interpret career information for at least one career cluster.  
Identify job requirements for career pathways.



## Hospitality and Tourism Career Cluster Lodging Pathway Knowledge and Skill Statements

HTC09.02.02	Identify educational and credentialing requirements for career cluster and pathways. Match personal interests and aptitudes to careers in the hospitality and tourism industry when researching opportunities within the pathways.
<i>Sample Indicators</i>	Identify personal interests and aptitudes. Identify job requirements and characteristics of selected careers. Compare personal interests and aptitudes with job requirements and characteristics of career selected. Modify career goals based on results of personal interests and aptitudes with career requirements and characteristics.
HTC09.02.03	Examine entry-level, skilled level, and supervisory positions and the qualifications and skills needed for different levels of hospitality and tourism employment.
HTC09.02.04	Develop a career plan for advancement in hospitality and tourism careers.
<b>HTC09.03</b>	<b>Review independently owned and chain-affiliated facilities in hospitality and tourism to compare and illustrate the advantages and disadvantages of working in each venue.</b>
HTC09.03.01	Distinguish how an independently owned facility differs from other hospitality and tourism facilities.
<i>Sample Indicators</i>	List advantages and disadvantages of working for an independently owned facility. List the advantages and disadvantages of working for a chain-affiliated facility. Conclude which type provides the best working environment to suit personal characteristics and values.
<b>HTC09.04</b>	<b>Understand advancement procedures and the promotional work ladder within the hospitality and tourism industry to plan career objectives.</b>
HTC09.04.01	Evaluate personal skills that may determine individual potential for growth within the hospitality and tourism industry.
<i>Sample Indicators</i>	Comprehend the career ladder for each industry. Identify the head of each department and their responsibilities.
HTC09.04.02	Explain what projects need to be accomplished or skills acquired to achieve a promotion.
<i>Sample Indicators</i>	Gather information on the skills of higher-level positions.  Identify the process of applying for promotional positions and the person(s) to contact. Write a career pathway plan.
<b>HTC09.05</b>	<b>Understand roles within teams, work units, departments, organizations, inter-organizational systems and the larger environment to identify how they affect the quality of the product or service the hospitality and tourism industry offers.</b>
HTC09.05.01	Trace the development of the hospitality and tourism industry to understand the overall structure.
<i>Sample Indicators</i>	Identify early stages of the hospitality and tourism industry. Outline the growth of the hospitality industry. Discuss current trends in society and how they affect hospitality and tourism.



## Hospitality and Tourism Career Cluster Lodging Pathway Knowledge and Skill Statements

Draw conclusions on the impact of the future economic, technological and social changes in the hospitality and tourism industry.

HTC09.05.02  
*Sample Indicators*

Use organizational charts to analyze workplace operations.  
Learn the functions of the department or unit within the larger organization.

Integrate the functions of other departments or units to serve the guest/customer.

### Cluster Topic HTC10

**TECHNICAL SKILLS:** *Use the technical knowledge and skills required to pursue the targeted careers for all pathways in the career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*

#### HTC10.01

**Utilize recognized customer service skills needed to be successful in the hospitality and tourism industry.**

HTC10.01.01  
*Sample Indicators*

Apply customer service skills to ensure guest satisfaction.  
Define customer service.  
Evaluate customer service scenarios.  
Determine appropriate customer service solutions.  
Describe how customer service affects a company's "bottom line."

#### HTC10.02

**Utilize different types of payment options to facilitate customer payments for services.**

HTC10.02.01

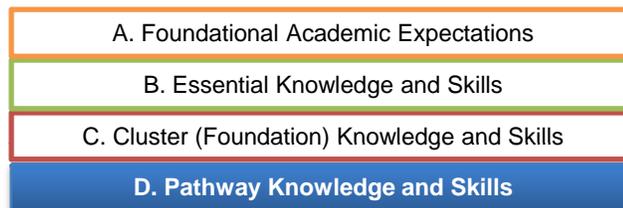
Process different types of payments to accommodate the guest/customer.

*Sample Indicators*

Accept cash payments.  
Make a credit card transaction.  
Settle a direct bill account.  
Combine payment methods to serve guests/customers.

## D. PATHWAY KNOWLEDGE AND SKILLS

The following knowledge and skill statements apply to all careers in the Lodging Pathway. The statements are organized within six topics.



### Pathway Topic HTPB01

## COMMUNICATIONS

#### HTPB01.01

**Use telecommunications equipment to accomplish work tasks at lodging facilities.**

HTPB01.01.01

Demonstrate the proper use of telecommunications equipment to manage calls.

*Sample Indicators*

Demonstrate use of a PBX system.  
Describe the functions of a call accounting system.



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- HTPB01.01.02 *Sample Indicators* Describe the functions of automatic call dispensing and automatic call detection features.  
Utilize telephone and facsimile resources to optimize guest service.  
Detail the types of incoming calls.  
Outline procedures for processing messages for guests.  
Outline how faxes for guests are handled by lodging staff.
- HTPB01.01.03 *Sample Indicators* Describe how wake-up calls are delivered through the telecommunication system.  
Evaluate current and emerging technological services to improve guest service.  
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.

**Pathway Topic HTPB02 SYSTEMS**

- HTPB02.01 Describe the importance of housekeeping standards to assure guest satisfaction.**
- HTPB02.01.01 *Sample Indicators* Identify the cleaning responsibilities of housekeeping.  
Demonstrate guestroom cleaning.  
Demonstrate public area cleaning.  
Demonstrate back-of-house cleaning.  
Demonstrate cleaning other facility areas.
- HTPB02.01.02 *Sample Indicators* Explain the use of frequency schedules to maintain cleaning standards.  
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.
- HTPB02.01.03 *Sample Indicators* Summarize how housekeeping standards are to used to guide the daily tasks of housekeeping personnel.  
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.
- HTPB02.01.04 *Sample Indicators* Explain the use of productivity standards to guide cleaning personnel in time-based housekeeping tasks.  
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.
- HTPB02.02 Develop a staffing guide to schedule various lodging department/specific staff positions.**
- HTPB02.02.01 *Sample Indicators* Distinguish between fixed and variable staff positions.  
Define fixed labor as it applies to housekeeping.  
Define variable labor as it applies to housekeeping.



**Hospitality and Tourism Career Cluster  
Lodging Pathway  
Knowledge and Skill Statements**

HTPB02.02.02      Set staffing schedules for fixed and variable staff based on required labor hours and occupancy levels to balance labor costs and occupancy.

*Sample Indicators*      Determine labor hours required for each level of occupancy.  
Determine number of employees to schedule at each level of occupancy.  
Calculate estimated labor expenses at each level of occupancy.  
Create work schedules for housekeeping staff.

**HTPB02.03      Explain how operations manages inventories to maintain adequate quantities of both recycled and non-recycled items.**

HTPB02.03.01      Distinguish recycled inventories from non-recycled inventories to create minimum/maximum levels of each type.

*Sample 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.

HTPB02.03.02      Explain the steps involved in taking a physical inventory to maintain accurate counts.

*Sample Indicators*      Identify all areas where items are used and stored.  
Develop an inventory record to maintain current and accurate counts.

**HTPB02.04      Determine the size of an annual linen purchase based on varying occupancy levels to maintain desired quantities.**

HTPB02.04.01      Determine order quantities using a review of inventory and records.

*Sample Indicators*      Review linen inventory records.  
Review linen discard records and discard policy.  
Calculate number of linens need for full occupancy.

**HTPB02.05      Explain the relationship between a status report and maintaining a property's quality and quantity standards for housekeeping.**

HTPB02.05.01      Use a room status report to assign guestrooms for cleaning.

*Sample Indicators*      Locate vacated guest rooms on status report.  
Divide number of rooms among staff.  
Inform staff of priority of cleaning rooms.

**Pathway Topic      EMPLOYABILITY AND CAREER DEVELOPMENT**  
**HTPB03**

**HTPB03.01      Research the major duties and qualifications for managerial positions common to lodging back-of-the-house operations to guide career choices.**

HTPB03.01.01      Examine the characteristics of chief engineers, food and beverage managers, controllers, and information technology managers, to facilitate selection of career choices.

*Sample Indicators*      List three qualifications for each position  
Describe the major duties for each position.



**Hospitality and Tourism Career Cluster  
Lodging Pathway  
Knowledge and Skill Statements**

HTPB03.01.02 Describe characteristics of lodging supervisory positions and personnel.

*Sample Indicators* Detail three supervisory jobs in lodging.  
List three qualifications of each supervisory level job.

HTPB03.01.03 Describe characteristics of lodging managerial positions and personnel.

*Sample Indicators* Detail three managerial positions in lodging.  
List three qualifications for each managerial job.

**HTPB03.02 Research the major duties and qualifications for lodging managerial positions common to lodging front-of-the-house operations to guide career choices.**

HTPB03.02.01 Examine the characteristics of general, catering, human resource, marketing, sales and resident managers to facilitate selection of career choices.

*Sample Indicators* List three qualifications for each type of manager.  
Describe the major duties for each type of manager.

**HTPB03.03 Contrast entry-level, skilled level, and managerial positions in the lodging industry to distinguish qualifications and characteristics needed for each type of position.**

HTPB03.03.01 Describe entry-level lodging industry positions.

*Sample Indicators* Detail three entry level jobs in lodging.  
List three qualifications for each entry level job.

HTPB03.03.02 Describe supervisory lodging industry positions.

*Sample Indicators* Detail three supervisory jobs in lodging.  
List three qualifications for each supervisory level job.

HTPB03.03.03 Describe managerial lodging industry position.

*Sample Indicators* Detail three managerial positions in lodging.  
List three qualifications for each managerial job.

**HTPB03.04 Review independently owned and chain-affiliated lodging facilities to compare the advantages and disadvantages of each.**

HTPB03.04.01 Examine an independently owned lodging facility to distinguish it from other types of lodging.

*Sample 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.

HTPB03.04.02 Examine a chain-affiliated lodging facility to distinguish it from other types of lodging.

*Sample Indicators* List three advantages of a chain affiliated facility.  
List three disadvantages to a chain-affiliated lodging facility.  
Explain the relationship of owners to management companies.

**HTPB03.05 Analyze the functions performed by different divisions and departments within a lodging operation to visualize the interaction of all areas.**



## Hospitality and Tourism Career Cluster Lodging Pathway Knowledge and Skill Statements

HTPB03.05.01	Describe how the essential departments of a lodging operation work cooperatively to achieve guest service standards.
<i>Sample Indicators</i>	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.
HTPB03.05.02	Summarize the functions of the food and beverage department of a lodging operation.
<i>Sample Indicators</i>	Detail the functions of the restaurant(s). Detail the functions of room service. Detail the functions of the lounge(s) or bar(s). Detail the functions of the catering department.
HTPB03.05.03	Summarize the functions of the engineering and maintenance division within the lodging operation.
<i>Sample Indicators</i>	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.
HTPB03.05.04	Summarize the functions of the marketing and sales division within the lodging operation.
<i>Sample Indicators</i>	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 the sales personnel.
HTPB03.05.05	Summarize the functions of the accounting department within a lodging operation.
<i>Sample Indicators</i>	Explain the function of the accounting department. Explain the role of the accounting department in payroll.
HTPB03.05.06	Summarize the functions of the human resource department within a lodging operation.
<i>Sample Indicators</i>	Explain the role of the human resource department in hiring. Explain the role of the human resource department in handling complaints.
HTPB03.05.07	Summarize the functions of the security department within a lodging operation.
<i>Sample Indicators</i>	List the role of the security personnel. List the function of security equipment.

### Pathway Topic HTPB04 TECHNICAL SKILLS

**HTPB04.01 Explain procedures to meet guest needs through guest registration, rate assignment, room assignment, and determination of payment methods.**



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HTPB04.01.01 Describe the necessary information during the registration process to correctly register guests.

*Sample Indicators*

- Check for pre-registration information.
- Verify guest registration card is completed.
- Identify the length of stay.
- Identify the method of payment.

HTPB04.01.02 Explain how room rates are established and assigned.

*Sample 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 "upsell" to arriving guests.

HTPB04.01.03 Explain how availability, room status, and other operating guidelines affect the assignment of guestrooms.

*Sample 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.

HTPB04.01.04 Explain how methods of payment are established with arriving guests to clarify payment procedures.

*Sample Indicators*

- Describe common payment methods for arriving guests.
- Demonstrate procedure for accepting payment by check.
- Demonstrate procedure for accepting payment by credit card.
- Describe special payment methods.

HTPB04.01.05 Explain how a property's computer system is used to create guest accounts.

*Sample 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.

### **HTPB04.02 Understand the importance of check-out procedures to ensure guest satisfaction and verify settlement of account.**

HTPB04.02.01 Explain the importance of check-out procedures, including verifying settlement of accounts, to ensure guest satisfaction.

*Sample 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.

HTPB04.02.02 Explain account settlement procedures for different types of payment.

*Sample 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 guests 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.



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**Pathway Topic**  
**HTPB05**      **INFORMATION TECHNOLOGY APPLICATIONS**

- HTPB05.01**      **Employ effective reservation procedures to meet guest needs and maximize occupancy.**
- HTPB05.01.01      Identify the different types of reservations used to meet different guest needs.
- Sample 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.
- HTPB05.01.02      Identify common sources used to make lodging reservations.
- Sample 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.
- HTPB05.01.03      Explain how a computer system is used to process or change reservations.
- Sample Indicators*      Determine availability.  
Create a reservation record.  
Modify or cancel a reservation.  
Generate reports from reservation data.
- HTPB05.01.04      Explain how forecasting is used to maximize occupancy levels.
- Sample Indicators*      Identify information needed to forecast availability.  
Calculate a no-show percentage.  
Calculate a walk-in percentage.  
Calculate an overstay percentage.  
Calculate an understay percentage.  
Create a ten-day forecast.

**Pathway Topic**  
**HTPB06**      **SAFETY, HEALTH AND ENVIRONMENT**

- HTPB06.01**      **Explain how key control procedures protect guests and minimize risks.**
- HTPB06.01.01      Explain the types and functions of keys to control levels of access.
- Sample Indicators*      List three types or levels of keys used for entry.  
Compare/contrast the use of each.
- HTPB06.01.02      Explain how key control measures are used to protect guests.
- Sample Indicators*      Outline how access to all areas is controlled.  
Outline how locking systems protect guests.  
Outline procedures for issuing electronic keys.
- HTPB06.02**      **Explain how cash control procedures are used to protect funds.**
- HTPB06.02.01      Describe the role of a cashier in facilitating cash control.
- Sample 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.



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Explain how cash banks and cashier cash deposits are reconciled.

**HTPB06.03 Explain how guests and property are protected to minimize losses or liabilities.**

HTPB06.03.01 Explain procedures for controlling access of safe deposit boxes to minimize losses.

*Sample Indicators*

Describe how access is given to safe deposit box.  
Describe how guest's identity is checked for access.  
Maintain the safe deposit log.

HTPB06.03.02 Describe procedures for controlling lost and found items.

*Sample 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.

HTPB06.03.03 Identify access control procedures to enhance guest safety.

*Sample 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.