
Appendix A

WORK PROCESS SCHEDULE

AND

RELATED INSTRUCTION OUTLINE



Appendix A

**WORK PROCESS SCHEDULE
HOSPITALITY MANAGER
(Existing Title: Lodging Manager)
O*NET-SOC CODE: 11-9081.00 RAPIDS CODE: 2032CB**

This schedule is attached to and a part of these Standards for the above identified occupation.
On the Job Learning Description:

1. APPRENTICESHIP APPROACH

Time-based Competency-based Hybrid

2. TERM OF APPRENTICESHIP

The term of the occupation shall be defined by the attainment of all competencies of the position, which would be reasonably expected to occur within 2 to 3 years of OJL, supplemented by 175 hours of related instruction during the apprenticeship. The sponsor may recognize prior-learning achievements or demonstration of competencies to account for related instruction or OJL hours.

3. RATIO OF APPRENTICES TO JOURNEYWORKERS

The apprentice to journeyworker ratio is: 1 Apprentice to 1 Journeyworker.

4. APPRENTICE WAGE SCHEDULE

Apprentices shall be paid a progressively increasing schedule of wages. Apprentices' starting wage should be a minimum of \$15.87 per hour. The journeyworker wage is \$17.83 per hour, which is to be paid to the apprentice after completion of the apprenticeship. The starting wage and journeyworker wage may be adjusted to accommodate each employer and shall be uploaded into the Rapids database. This wage scale is specifically for Denver, CO, and may vary based on minimum wage laws in different geographic locations, which will be indicated on Appendix D.

Term 2022:

1st Period	Starting Wage (0-18 months)	\$15.87/hr.
2nd Period	On level (18-36 months)	\$16.83/hr.
Completion	Full Competency	\$17.83/hr.

5. PROBATIONARY PERIOD

Every applicant selected for apprenticeship will serve a probationary period of 500 hours or one year, whichever is shorter.



6. SELECTION PROCEDURES

Please see page A-18



WORK PROCESS SCHEDULE
HOSPITALITY MANAGER
(Existing Title: Lodging Manager)
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Description: The Hospitality Management apprenticeship prepares students for leadership positions in hotel administration and operations. Leveraging social acumen and a customer-focused mentality, they work to provide a positive experience for guests. Hospitality apprentices rotate through different departments in the hotel to develop leadership and management skills as well as learn the technical content related to each area of hotel operations, including safety and security, housekeeping, food and beverage, front desk management, revenue management, financial management, and more.

On-The-Job Training: Apprentices will receive training in the various work experiences listed below. The order in which this training is given will be determined by the flow of work on the job and will not necessarily be in the order listed.

Ratings are:

- (4) Exceeds Expectations (Advanced)
- (3) Meets Expectations (Proficient)
- (2) Meets Some Expectations (Emerging)
- (1) Does Not Yet Meet Expectations (Novice)
- (0) Not applicable (No Skill)

4. Exceeds Expectations (Advanced): Consistently exceeds performance standard established for the time in position. Achieves results above and beyond what is required. Extends themselves in their roles to exceed personally and as a team to achieve exceptional results.

3. Meets Expectations (Proficient): Employee meets all expectations in a fully satisfactory way and is proficient in the outlined competencies.

2. Meets Some Expectations (Emerging): Meets the performance standards established for time in position. Handles routine tasks & some unexpected situations with the usual amount of supervision. Can continue to develop with coaching, training or more experience to gain proficiency.

1. Does Not Yet Meet Expectations (Novice): Occasionally meets some of the objectives related to this goal but does not meet others in a fully satisfactory way. This performance level generally indicates the need for additional coaching, training, or other plan for performance improvements.

0. Not Applicable (No Skill): Training in this competency has not yet begun.

Apprentices need to receive a “3” or better in each competency in order to complete the apprenticeship.



Apprentice Competency Evaluation

Core Competencies	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
<p>Business Operations <i>Demonstrates knowledge and understanding of the business operations performed by different departments and how those departments work together to achieve the goals of the organization.</i></p> <ul style="list-style-type: none"> ● Demonstrates an understanding of the different roles within the organization and the broader industry. ● Completes job functions with support from supervisor. ● Takes on special projects. ● Communicates appropriately between essential departments. ● Completes job functions with minimal support from supervisor. ● Independently performs job functions with minimal supervision. ● Resolves problems for the business with minimal supervision. 				
<p>Hospitality Mindset <i>Demonstrates ownership of service standards by going above and beyond to ensure that internal and external guests have a personalized and positive experience.</i> Speaks without slang or abbreviated language.</p> <ul style="list-style-type: none"> ● Maintains a friendly demeanor. ● Dresses professionally and take pride in appearance. ● Uses systems to meet guest needs with support from supervisor. ● Demonstrates good judgement about when to get support from colleagues. ● Demonstrates confidence in engaging with guests. ● Uses professional language. ● Takes ownership of guest concerns to 				



<p>resolve issues and knows who to seek out for support.</p> <ul style="list-style-type: none"> ● Anticipates guests' needs on a regular basis to provide quality service. ● Maintains a positive and composed demeanor in all situations. ● Handles criticism with grace. ● Resolves guests' conflicts as the first point of contact. ● Uses good judgement to meet guests' needs without going to their supervisor. ● Independently leverages resources to increase their knowledge of industry best practices. 				
<p>Safety and Security <i>Understands best practices around safety and security and demonstrates a commitment to ensuring the safety and well-being of external and internal guests.</i></p> <ul style="list-style-type: none"> ● Observes and follows general safety guidelines. ● Demonstrates understanding of what constitutes a safety threat and appropriately communicates concerns. ● Notices safety threats and takes appropriate action. ● Takes initiative to fix any hazards they encounter. ● Independently develops their knowledge of safety and security best practices and new technologies. 				
<p>Business Acumen <i>Identifies risks and opportunities for the business when making decisions.</i></p> <ul style="list-style-type: none"> ● Uses time wisely during their shift to meet productivity guidelines. ● Selects the right approach to overcome obstacles and make decisions. ● Exercises good judgement on when to protect the financial interest of the company and when to 				



<p>cater to the guest.</p> <ul style="list-style-type: none"> • Demonstrates knowledge of market and competition and uses that knowledge effectively when interacting with guests. 				
<p>Inclusivity <i>Accepts and welcomes everyone, regardless of differences.</i></p> <ul style="list-style-type: none"> • Takes basic actions to communicate with everyone. Exhibits warmth and acceptance toward everyone. • Uses appropriate body language as required by the position. • Communicates across language barriers by reading body language and using nonverbal cues. • Takes initiative to build relationships with everyone. • Politely gives and accepts feedback in front of a guest. • Embraces diversity to build relationships. • Maintains professional relationships even in the face of conflict. • Provides a high level of hospitality to <i>all</i> guests. • Takes intentional actions to promote inclusion. • Takes initiative to build their skills to connect • across lines of difference. 				

Core Competencies	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
<p>Front Office Operations <i>Fulfills essential front desk, reservation, and PBX functions with attention to detail and a high level of accuracy. Provides recommendations that meet customer needs, including for recreation, transportation, and dining.</i></p> <ul style="list-style-type: none"> • Uses basic hospitality verbiage in communicating loyalty status or acknowledging their return visit. 				



<ul style="list-style-type: none"> ● Executes basic functions of the software system with supervision. ● Effectively utilizes the software systems without supervision. ● Politely responds to conflict. ● Demonstrates knowledge of relevant attractions and amenities to enhance the guests' experience. ● Uses existing information about the guest to make relevant recommendations about attractions and amenities. ● Has full understanding of property management system to handle complex requests independently. ● Uses detailed knowledge of relevant attractions and amenities to anticipate and fulfill customer needs. ● Trains new employees. 				
<p>Food and Beverage Operations <i>Fulfills essential functions of the process of preparing, presenting, and serving food and beverages to the customer while adhering to food and beverage laws and regulations.</i></p> <ul style="list-style-type: none"> ● Uses full understanding of the menu to make appropriate recommendations based on allergens or specific requests. ● Executes opening and closing procedures correctly. ● Provides service level that is expected by the brand. ● Demonstrates knowledge of the back of the house processes. ● Executes appropriate functions to work with the back of house. ● Interacts with guests to ensure they have a memorable experience. ● Sets up food and beverage displays according to the company's standards. ● Meets service standards, including operation of POS system. ● Demonstrates leadership by training others and/or independently leading the dining room or running an event. 				



<ul style="list-style-type: none"> ● Trains new employees. 				
<p>Event Management <i>Applies detail orientation, customer service, and logistical planning to ensure proper execution of events.</i></p> <ul style="list-style-type: none"> ● Proficient in the food and beverage operations competency. ● Knows the spaces, their capacities, and basic set up. ● Articulates the action items from a banquet event order. ● Articulates necessary deadlines and benchmarks. Creates diagrams of the space and understands the proper set up of a space. ● Executes an event with supervision. ● Takes ownership of successful execution of the event by creating a timeline of necessary deadlines and benchmarks, working cohesively with the back and front of house staff, and managing vendors. ● Anticipates last minute changes. ● Effectively problem-solves last minute changes. ● Uses personalized touches, including follow up, to retain clients and build and maintain a network. ● Plans and executes multiple events simultaneously. 				
<p>Sales <i>Understands, supports, and executes on the business plan and sales goals.</i></p> <ul style="list-style-type: none"> ● Correctly fills out a banquet event order. ● Demonstrates basic knowledge of the competitive set (STR). ● Assists appropriately with onsite visits. ● Articulates basic functions of the sales system. ● Prepares a banquet event order and articulates the basics of a contract. ● Supports the sales team as they execute their job functions. ● Performs job functions of a sales 				



<p>coordinator.</p>				
<p>Housekeeping Services (maximum of three months throughout the apprenticeship) <i>Effectively executes processes and procedures for housekeeping services.</i></p> <ul style="list-style-type: none"> ● Executes standard operating procedure for housekeeping. ● Displays proper safety precautions. ● Assists in room inspections. ● Demonstrates understanding of the scheduling system. ● Inspects rooms and public spaces appropriately. ● Communicates with other departments to prioritize ● while ensuring that productivity standards are maintained. ● Executes inventories to appropriately order supplies and chemicals. 				
<p>Facilities Management <i>Executes processes and procedures for facilities maintenance.</i></p> <ul style="list-style-type: none"> ● Understands standard operating procedures for maintenance of the facility and grounds. ● Displays proper safety precautions. ● Articulates preventative maintenance goals. ● Inspects facility and grounds appropriately. ● Shares learnings based on inspections with supervisor. ● Communicates with other departments to prioritize and resolve work orders. ● Prioritizes work to enhance the guests' experience. ● Conducts inventories to appropriately order supplies. 				



In addition to mastering all the essential technical competencies outlined in the work processes, an apprentice must consistently demonstrate growth and proficiency in the following career readiness competencies to complete the apprenticeship.

Apprentices will be evaluated in these competencies semi-annually, and the supervisor will initial and date the accomplishment of the career ready competency at each review.

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ENTREPRENEURIAL SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
<p>Critical Thinking/Problem Solving</p> <ul style="list-style-type: none"> ● Recognize that problems can be identified, and possible solutions can be generated ● Define the problem using a variety of strategies ● Make connections between information gathered and personal experiences to apply and/or test solutions 				



Creativity / Innovation <ul style="list-style-type: none"> • Demonstrate curiosity, imagination, and eagerness to learn more • Build on personal experience to specify a challenging problem to investigate • Engage in novel approaches, moves, directions, ideas and/or perspectives 				
Inquiry <ul style="list-style-type: none"> • Recognize and describe cause-and-effect relationships and patterns in everyday experiences • Investigate to form hypotheses, make observations, and draw conclusions • Test hypotheses/prototype with planned process for getting feedback 				
Risk Taking <ul style="list-style-type: none"> • Demonstrate a willingness to try new things • Demonstrate flexibility, imagination, and inventiveness in taking on tasks and activities • Innovate from failure, connect learning across domains and recognize new opportunities 				

PERSONAL SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Self-Management / Self Awareness <ul style="list-style-type: none"> • Accurately recognize one's own emotions, thoughts, and values and how they influence behavior • Appropriately express one's own emotions, thoughts and values and identify how they influence behavior • Assess personal strengths and limitations, with a well-grounded sense of confidence, optimism and a 'growth mindset' 				
Self-Direction <ul style="list-style-type: none"> • Recognize personal characteristics, preferences, thoughts, and strengths • Pursue opportunities to engage and learn interests • Apply knowledge to set goals, make informed decisions and transfer to new contexts 				
Adaptability / Flexibility <ul style="list-style-type: none"> • Recognize emotional response to ideas that differ from one's own • Regulate reactions to differing perspectives 				



<ul style="list-style-type: none"> Look for and value in different perspectives expressed by others 				
Perseverance / Resilience <ul style="list-style-type: none"> Resist distractions, maintain attention, and continue the task at hand through frustration or challenges Set goals and develop strategies to remain focused on learning goals Focus on learning goals by employing motivation and familiar strategies for engagement and evaluate progress, making necessary changes to stay the course 				

CIVIC/INTERPERSONAL SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Collaboration / Teamwork <ul style="list-style-type: none"> Recognize how personal actions have had a positive or negative impact on others with feedback as needed Recognize how members of a community rely on each other, considering personal contributions as applicable Follow a process identified by others to help generate ideas, negotiate roles and responsibilities, and respects consensus in decision making 				
Communication <ul style="list-style-type: none"> Articulate personal strengths and challenges using different forms of communication to express oneself Consider purpose, formality of context and audience, and distinct cultural norms when planning content, mode, delivery, and expression Establish goals for communication and plan out steps accordingly 				
Global / Cultural Awareness <ul style="list-style-type: none"> Compare attitudes and beliefs as an individual to others Identify and explain multiple perspectives (cultural, global) when exploring events, ideas, and issues Plan and evaluate complex solutions to global challenges that are appropriate to their contexts using multiple disciplinary 				



perspectives (such as cultural, historical, and scientific)				
Ethics <ul style="list-style-type: none"> • Takes great care with organizational data • Does not disclose any kind of personal or sensitive organizational information; understands that all data is confidential • Demonstrates honesty and integrity in all interactions. If an error is made, prioritizes minimal impact to the organization over their own reputation 				

PROFESSIONAL SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Task/Time Management <ul style="list-style-type: none"> • Articulate task requirements and identify deadlines • Develop and utilize basic task and time-management strategies effectively • Demonstrate task-management attributes associated with producing high-quality products including the abilities to: 1) Work positively and ethically 2) Manage time and projects effectively 3) multi-task 4) Clearly communicate with others 				
Self-Advocacy <ul style="list-style-type: none"> • Appropriately express a range of emotions to communicate personal ideas/needs • Ask questions to develop further personal understanding • Demonstrate confidence in sharing ideas/feelings 				
Work Ethic <ul style="list-style-type: none"> • Complete tasks with ongoing support • Seek clarity on tasks and needs occasional support • Demonstrate skill in assigned tasks and completes with little or no support 				

ACADEMIC SKILLS	Required for this employer (yes/no)	Rating	Supervisor Sign-off	Date
Core Academic Foundation				



<ul style="list-style-type: none">• Begins to use math and literacy skills to inform work• Uses math and literacy skills to perform job tasks with frequent checks by supervisor• Independently and consistently use math and literacy skills to perform tasks (with occasional checks for quality)				
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RELATED INSTRUCTION OUTLINE
HOSPITALITY MANAGER
(Existing Title: Lodging Manager)
O*NET-SOC CODE: 11-9081.00 RAPIDS CODE: 2032CB

Related instruction - The curriculum is defined as a variety of classes, around which the exams and projects are based. By defining the related instruction this way, all related instruction competencies required of the students are met through a combination of coursework and/or hands-on exercises. Employers will select relevant courses for related instruction in the topics outlined below, totaling at least 144 hours over the duration of the apprenticeship. Selection of required topics and associated training time may vary by employer and apprentice. Employer may add additional occupation specific courses as necessary over and above those specified below.

RELATED INSTRUCTION	Approximate Hours
Apprenticeship Orientation	15
Workplace Essentials	45
Employer Onboarding	10
Customer Service/Service Orientation	15
Introduction to Hospitality Management	15
Food and Beverage Operations	15
Service Operations	15
Event Project Management	15
Facility Operations	15
Safety Training for Hospitality	15
TOTAL RI HOURS	175

COURSE DESCRIPTIONS

Apprenticeship Orientation (15 hours)

Introduction to career-readiness to prepare students for working in a professional environment: apprenticeship and workplace expectations with a focus on growth mindset.

Workplace Essentials (45 hours)

Skills in common computer applications, effective workplace communication, time management, and conflict resolution.

Employer Onboarding (10 hours)

Orientation training provided to new employees by the employer.

Customer Service/Service Orientation (15 hours)

Understands principles and processes for providing customer and personal services. This includes assessing customer needs, meeting quality standards for services, and keeping customers informed.



Introduction to Hospitality Management (15 Hours)

Understands the organization of the hotel, travel and tourism, convention and meetings, and other large-scale foodservice industries and their role in the market.

Food and Beverage Operations (15 Hours)

The student learns service, safety, preparation, and regulations around food and beverage service. The student learns about the different roles and operations of a food and beverage hotel operation, including sales and management of banquet event orders.

Service Operations (15 Hours)

Analyzes and processes complex data for core business sales operations in a hotel service environment. Learns how to operate and execute with a hospitality mindset for service operations. Identifies the underlying principles, reasons, and facts of data sets. Learns to break down information or data into separate parts and utilizes industry software.

Event Project Management (15 Hours)

Applies detail orientation, customer service, and logistical planning to ensure proper execution of events. Learns how to manage necessary deadlines and benchmarks. Uses software to create a diagram of the space and understands the basic technological setups for microphone and entertainment needs. Learns how to utilize Banquet Event Order systems and basic event sales contract negotiation.

Facility Operations (15 Hours)

Teaches student standard operating procedures for maintenance of the facility and grounds. The student learns preventative maintenance goals and standards for service facility operations. The student learns standard operating procedures for hotel operations such as housekeeping, front desk, and human resources including scheduling of operations and personnel. The student learns what is required for specific work tasks, determines if and how the process is working and how changes in conditions, operations, and the environment will affect outcomes.

Safety and Security Training for Hospitality (15 Hours)

Teaches apprentice to understand best practices around safety and security, the applications of DEI in those instances, and demonstrates a commitment to ensuring the safety and well-being of all external and internal guests.



SELECTION PROCEDURES

1. Apprenticeship opportunities are shared with students enrolled in CareerWise and its affiliated programs.
2. Interested applicants complete the application process outlined in the apprenticeship recruitment notice. All suitably qualified applicants can apply to the apprenticeship opportunity.
3. All applicants that meet the minimum qualifications will be selected for an employer interview.
4. At the time of interview, applicants will be asked the same set of questions to ensure each applicant is treated equally.
5. Applicants shall be rated and ranked based on interview scores.

If required by the employer, the top candidates may be invited for a second interview.

6. The applicants will be notified of the hiring decision in a timely manner and all applicants will be treated equally with regard to notifications.
7. All records regarding the selection of apprentices will be forwarded to and maintained by the Sponsor (see Sponsor Requirements Guide).

Direct Entry:

The Sponsor may allow direct entry applicants that are part of an employer's incumbent workforce, a qualified pre-apprenticeship program, or Job Corps graduates whose training, similarly, qualifies them for the occupation.