

## QUALIFICATIONS PACK - OCCUPATIONAL STANDARDS FOR SPORTS INDUSTRY

### What are Occupational Standards(OS)?

- OS describe what individuals need to do, know and understand in order to carry out a particular job role or function
- OS are performance standards that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding

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## Introduction

### Qualifications Pack – Sports Club Manager

**SECTOR:** SPORTS PE FITNESS AND LEISURE

**SUB-SECTOR:** Sports, Fitness and Leisure

**OCCUPATION:** SPORTS CLUB MANAGER

**REFERENCE ID:** SPF/Q

**ALIGNED TO:** NIL

**Brief Job Description:** Responsible for running the operations of a sports club as designated by the business owner/ Club Director. The aim is to provide seamless services to the clients/ members by directing and managing teams in the club. The person should be technology friendly, have leadership qualities and a people's person. The individual is expected to provide leadership and assistance for entire operations while ensuring safety and quality of service.

**Personal Attributes:** This job requires the individual to be an active and outgoing personality with very good skills in communication, time management and planning, leadership and must be able to work in a team, work under pressure and with flexibility to work during weekends. The individual must have good presentation skills, organizational skills and provide attention to detail. A love of sports and fitness activities and the ability to motivate others and lead by example are critical personal attributes needed to work in this industry.

<b>Job Details</b>	<b>Qualifications Pack Code</b>	<b>SPF/Q</b>		
	<b>Job Role</b>	<b>Sports Club Manager</b>		
	<b>Credits (NSQF)</b>	<b>TBD</b>	<b>Version number</b>	<b>1.0</b>
	<b>Sector</b>	<b>Sports PE Fitness and Leisure</b>	<b>Drafted on</b>	<b>15-03-2016</b>
	<b>Sub-sector</b>	<b>Sports, fitness and leisure</b>	<b>Last reviewed on</b>	<b>15-03-2016</b>
	<b>Occupation</b>	<b>Sports Club Manager</b>	<b>Next review date</b>	<b>21-01-2018</b>

<b>Job Role</b>	<b>Sports Club Manager</b>
<b>Role Description</b>	Lead and manage entire club programs' operations
<b>NSQF level</b>	5
<b>Minimum Educational Qualifications*</b>	12 <sup>th</sup> Class pass
<b>Maximum Educational Qualifications*</b>	Not Applicable
<b>Training</b> (Suggested but not mandatory)	
<b>Experience</b>	3 years
<b>Minimum Job Entry Age</b>	24 years
<b>Applicable National Occupational Standards (NOS)</b>	<b>Compulsory:</b> <ol style="list-style-type: none"> <li>1. Plan and provide sport and recreation services</li> <li>2. Procurement and resource management</li> <li>3. Facilitate and manage projects and events</li> <li>4. Client Service</li> <li>5. Manage and roster staff</li> </ol>
<b>Performance Criteria</b>	As described in the relevant OS units

Keywords /Terms	Description
Sector	Sector is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
Sub-sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Occupation	Occupation is a set of job roles, which perform similar/related set of functions in an industry.
Function	Function is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of OS.
Job Role	Job role defines a unique set of functions that together form a unique employment opportunity in an organization.
OS	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
Performance Criteria	Performance Criteria are statements that together specify the standard of performance required when carrying out a task.
NOS	NOS are Occupational Standards which apply uniquely in the Indian context.
Qualifications Pack Code	Qualifications Pack Code is a unique reference code that identifies a qualifications pack.
Qualifications Pack	Qualifications Pack comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A Qualifications Pack is assigned a unique qualification pack code.
Unit Code	Unit Code is a unique identifier for an Occupational Standard , which is denoted by an 'N'.
Unit Title	Unit Title gives a clear overall statement about what the incumbent should be able to do.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
Knowledge and Understanding	Knowledge and Understanding are statements which together specify the technical, generic, professional and organizational specific knowledge that an individual needs in order to perform to the required standard.
Organizational Context	Organizational Context includes the way the organization is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
Technical Knowledge	Technical Knowledge is the specific knowledge needed to accomplish specific designated responsibilities.

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# National Occupational Standard



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## Overview

This unit is about planning and providing various facilities that the club offers.

National Occupational Standard	<b>Unit Code</b>	SPEFL/
	<b>Unit Title (Task)</b>	<b>Plan and provide sport and recreation services</b>
	<b>Description</b>	This unit is about planning and providing various services to club subscribers and participants.
	<b>Scope</b>	<p>This OS unit/task covers the following:</p> <ul style="list-style-type: none"> <li>• Establish need for the service</li> <li>• Plan the service provision</li> <li>• Implement the service</li> <li>• Evaluate the service</li> </ul>
	<b>Performance Criteria (PC) w.r.t. the Scope</b>	
	<b>Element</b>	<b>Performance Criteria</b>
	<b>Establish need for the service</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. undertake research to identify target groups for the services and establish needs.</p> <p>PC2. determine the type and nature of services that will address the identified needs.</p> <p>PC3. assess competitors and size of market to confirm if gap in service provision exists.</p> <p>PC4. identify required approvals according to organisational policies and procedures and relevant legislation.</p> <p>PC5. identify potential partnerships or alliances</p>
	<b>Plan the service provision</b>	<p>PC6. establish objectives and evaluation procedures for the service.</p> <p>PC7. establish and document work plans for the service.</p> <p>PC8. identify resources and establish budget for the service.</p> <p>PC9. assess profitability of planned service against organisational criteria and secure funding or budget allocation.</p> <p>PC10. determine service content and design according to market needs and stakeholder requirements</p>
	<b>Implement the service</b>	<p>PC11. obtain and allocate resources according to work plan.</p> <p>PC12. confirm details of partnerships or collaborative arrangements.</p> <p>PC13. implement work plan according to organisational policies and procedures.</p> <p>PC14. monitor, review and modify or cancel service in response to new or changing circumstances as required.</p> <p>PC15. conduct service safely according to stated outcomes and objectives</p>
	<b>Evaluate the service</b>	<p>PC16. seek feedback on service from service users, stakeholders and staff.</p> <p>PC17. assess service outcomes against objectives.</p> <p>PC18. prepare report documenting outcomes against objectives and budget.</p> <p>PC19. develop and document recommendations for improvements to future</p>

	<p>services.</p> <p>PC20. submit recommendations for improvements to appropriate personnel.</p> <p>PC21. review own performance and identify potential improvements</p>
<b>Knowledge and Understanding (K)</b>	
<b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. organisational policies and procedures to enable safe, satisfactory and beneficial outcomes for all participants</p> <p>KA2. marketing strategies suitable for target groups</p> <p>KA3. insurance arrangements to suit the service</p>
<b>B. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <p>KA4. activity-specific knowledge of planned sport, fitness and recreation services to ensure services the clients needs</p> <p>KA5. cost-benefit analysis techniques</p> <p>KA6. safe use of equipment and materials</p> <p>KA7. marketing strategies suitable for target groups</p>
<b>Skills (S)</b>	
<b>A. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	<p>The user/ individual on the job needs to know and understand how to:</p> <p>SA1. prepare documents/ reports</p> <p>SA2. document a risk-management plan for a specific activity</p> <p>SA3. complete documentation in relation to recommendations for improvement</p>
	<b>Reading Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA4. read and understand safety guidelines</p> <p>SA5. use literacy skills to read, interpret and follow organisational policies and procedures, follow sequenced written instructions</p> <p>SA6. complete research into user needs</p>
	<b>Oral Communication (Listening and Speaking skills)</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA7. fulfil the job role including questioning techniques, active listening, clarifying information and consulting with supervisors as required</p> <p>SA8. consult with relevant personnel to implement review recommendations</p> <p>SA9. seek feedback from service users (clients) and staff</p> <p>SA10. build relationships with stakeholders</p>
<b>B. Professional Skills</b>	<b>Decision Making</b>
	<p>The user/individual on the job must be equipped to decide:</p> <p>SA11. If the service/equipment provided needs improvement or replacement</p> <p>SA12. measures to be taken in case of an emergency</p>
	<b>Plan and organise</b>

	The user/individual on the job needs to know and understand how to: SA13. source and allocate resources for the service SA14. develop and implement a work plan for the service within appropriate timelines
	<b>Customer Centricity</b>
	SA15. understand the needs of the clients SA16. attend to the needs of the clients and resolve issues faced by them
	<b>Problem Solving</b>
	SA17. plan a service according to target group needs SA18. assess risk factors SA19. modify the service as required SA20. assess service outcomes against initial objectives to suggest potential improvements
	<b>Analytical Thinking</b>
	SA21. numeracy skills to develop budgets for service provision and analyse profitability SA22. reasons for individual participation in sport, fitness and recreation services to ensure this information is included in planning for service SA23. risk-analysis processes to evaluate the risk and possible impact of planned sport and recreation services



## NOS Version Control

<b>NOS Code</b>	SPF/		
<b>Credits(NSQF)</b>	TBD	<b>Version number</b>	1.0
<b>Industry</b>	Sports PE Fitness and Leisure	<b>Drafted on</b>	15/03/2016
<b>Industry Sub-sector</b>	Sports, Fitness and Leisure	<b>Last reviewed on</b>	15/03/2016
<b>Occupation</b>	Sports Club Manager	<b>Next review date</b>	14/03/2018





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# National Occupational Standard



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## Overview

This unit is about procuring and managing a variety of resources for seamless operations of a sports club.

National Occupational Standard	<b>Unit Code</b>	SPEFL
	<b>Unit Title (Task)</b>	Procurement and Resource management
	<b>Description</b>	This OS unit is about procuring and managing resources as per the requirement and club events and activities.
	<b>Scope</b>	<p>The OS unit/ task covers the following:</p> <ul style="list-style-type: none"> <li>• Determine resource requirement, capacity and options for use</li> <li>• Assess resource availability and current use</li> <li>• Plan efficient use of resources</li> <li>• Implement strategies to maximise resource usage</li> <li>• Monitor and review efficiency of resource usage</li> </ul>
	<b>Performance Criteria (PC)</b>	
	<b>Element</b>	<b>Performance Criteria</b>
	<b>Determine resource requirement, capacity and options for use</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. prepare and document an inventory of resource capacity.</p> <p>PC2. undertake research on alternative and optimal use of resources according to organisation strategic plan.</p> <p>PC3. determine feasibility of opportunities and options for efficient use of resources against local and organisational constraints and capacities.</p> <p>PC4. undertake suitable cost-benefit analysis of each option.</p> <p>PC5. prioritise options in consultation with appropriate personnel according to organisational strategic plan.</p> <p>PC6. determine stock requirements for standard business periods, peak seasons and special events.</p> <p>PC7. establish cost-effective purchase quantities based on business information and supplier advice.</p>
	<b>Assess resource availability and procurement</b>	<p>PC8. identify and analyse relevant data on availability and current use of resources.</p> <p>PC9. evaluate quality of supply, based on feedback from colleagues and customers.</p> <p>PC10. source and review potential suppliers.</p> <p>PC11. identify reliable indicators of resource usage to provide measurable data on it.</p> <p>PC12. undertake measurement of current resource use.</p> <p>PC13. document outcomes and make comparisons of current and potential resource use.</p> <p>PC14. identify recommendations for improved use of resources according to the organisational strategic plan.</p>
	<b>Plan efficient use of resources</b>	PC15. apply outcomes of data analysis to develop a plan to promote efficient use of resources.

**Procurement and Resource Management**

	<p>PC16. seek contribution to the plan from appropriate personnel.</p> <p>PC17. select and document strategies to maximise and prioritise use of resources according to outcomes of cost-benefit analysis.</p> <p>PC18. plan resource access and uses according to relevant legislation.</p> <p>PC19. establish performance measures to enable effective evaluation of resource usage</p> <p>PC20. develop stock control systems and communicate to relevant staff</p>
<p><b>Implement strategies to maximise resource utilisation</b></p>	<p>PC21. apply identified strategies</p> <p>PC22. monitor workplace systems and make adjustments according to feedback and operational experience</p> <p>PC23. confirm expenditure is within organisational budgetary parameters and document expenditure.</p> <p>PC24. refer requests for additional expenditure outside area of responsibility promptly.</p> <p>PC25. inform clients and the community of changes to resource use as required to promote responsible use of resources.</p> <p>PC26. implement recommendations for improving the efficient use of resources.</p> <p>PC27. promote efficient use of energy and non-sustainable resources and management of waste.</p> <p>PC28. take prompt corrective action where actual or potential significant deviations from resource-use plans are likely to have adverse effects.</p>
<p><b>Monitor and review efficiency of resource usage</b></p>	<p>PC29. maintain records of resource use and analyse data to provide measures of usage.</p> <p>PC30. provide resource users and other interested parties with opportunities to provide feedback on resource use.</p> <p>PC31. apply relevant performance measures and make comparisons with performance objectives to assess effectiveness of resource use.</p> <p>PC32. apply information obtained during monitoring and review to suggest changes and modify strategies for efficient resource use.</p> <p>PC33. monitor stock usage procedures in consultation with the concerned personnel</p>
<p><b>Knowledge and Understanding (K)</b></p>	
<p><b>A. Organizational Context</b> (Knowledge of the company / organization and its processes)</p>	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. organisational policy and procedures to enable support for efficient resource planning and implementation</p> <p>KA2. adhere to work health and safety norms</p> <p>KA3. types of resources needed for a range of different activities in the club</p> <p>KA4. how to ensure the resources meet the clients and activity needs</p> <p>KA5. legal, technical and organisational requirements covering the resources the individual is responsible for</p>

**Procurement and Resource Management**

	<p>KA6. organisational procedures for procurement</p> <p>KA7. understands what resources mean – people/ staff, equipment, clothing, environment, logistical arrangements</p> <p>KA8. organisational strategic plans to enable resource management plans to address organisational objectives</p> <p>KA9. current availability and supply of resources for facility and activities</p> <p>KA10. alternative facility and resource uses to enable viable options to be explored and assessed</p>
<p><b>B. Technical Knowledge</b></p>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. techniques for assessing resource usage to enable the collection of data to inform resource planning</p> <p>KB2. market trends relevant to industry sector and activity-specific trends to enable the needs and expectations of resource users to be addressed through planning</p> <p>KB3. techniques and strategies to optimise natural resource usage to minimise expense and wastage</p> <p>KB4. methods for conducting a cost-benefit analysis</p>
<p><b>Skills (S)</b></p>	
<p><b>A. Core Skills/ Generic Skills</b></p>	<p><b>Writing Skills</b></p> <p>SA1. prepare an inventory of resources for procurement</p> <p>SA2. develop a plan to improve efficiency, drawing on data analysis</p> <p>SA3. document ongoing resource use</p> <p><b>Reading Skills</b></p> <p>SA4. research and assess resource usage and potential usage</p> <p>SA5. interpret supplier quotations, specific terms of purchase, and supplier contracts</p> <p>SA6. sort and analyse information to make decisions on supply arrangements</p> <p><b>Oral Communication (Listening and Speaking skills)</b></p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA7. consult with relevant personnel to investigate options to maximise efficiency of resource use</p> <p>SA8. elicit contributions and ideas from personnel in relation to planning for efficient use of resources</p> <p>SA9. convey information to service users and clients about changes in resource use</p> <p>SA10. negotiate supply arrangements and liaise with vendors</p>
<p><b>B. Professional Skills</b></p>	<p><b>Decision Making</b></p> <p>SB1. decide on quantities of the resources to be procured</p> <p>SB2. shortlist vendors for the procurement</p> <p><b>Plan and organize</b></p>

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**Procurement and Resource Management**

	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. plan and organise resources and equipment necessary</p> <p>SB4. Plan and coordinate multiple facilities</p> <p>SB5. plan, implement and monitor strategies for optimal resource use</p> <p>SB6. use technology skills to research optimal use of resources.</p>
	<p><b>Customer Centricity</b></p>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB7. Interact and prepare participants so that the benefits and recreational needs are met</p>
	<p><b>Problem Solving</b></p>
	<p>SB8. identify current use of resources</p> <p>SB9. develop strategies to maximise efficiency of resource use</p> <p>SB10. monitor the quality and cost of supply, identify deficiencies and adjust purchasing arrangements</p>
<p><b>Analytical Thinking</b></p>	
	<p>SB11. carry out cost-benefit analysis to determine feasibility of options</p> <p>SB12. monitor expenditure</p> <p>SB13. work within organisational budgets</p>



## NOS Version Control

<b>NOS Code</b>	SPF/		
<b>Credits(NSQF)</b>	TBD	<b>Version number</b>	1.0
<b>Industry</b>	Sports PE Fitness and Leisure	<b>Drafted on</b>	15/03/2016
<b>Industry Sub-sector</b>	Sport, Fitness and Leisure	<b>Last reviewed on</b>	15/03/2016
<b>Occupation</b>	Sports Club Manager	<b>Next review date</b>	14/03/2018



# National Occupational Standard



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## Overview

**This unit is about facilitating and managing various projects and events**

<b>Unit Code</b>	<b>SPF</b>
<b>Unit Title (Task)</b>	<b>Facilitate and manage projects and events</b>
<b>Description</b>	This OS unit is about facilitating and managing various projects and events of the Sports Club
<b>Scope</b>	<p>The unit/ task covers the following:</p> <ul style="list-style-type: none"> <li>• Scope for the project or event</li> <li>• Develop a project/event-management plan</li> <li>• Administer and monitor project</li> <li>• Evaluate the project or event</li> </ul>
<b>Performance Criteria (PC)</b>	
<b>Element</b>	<b>Performance Criteria</b>
<b>Scope for the project or event</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. determine project scope and objectives in consultation with appropriate colleagues and clients.</p> <p>PC2. determine required resources for the project in consultation with colleagues and clients.</p> <p>PC3. assess areas for potential over-run and resource complications.</p> <p>PC4. determine contract requirements of the project as required.</p> <p>PC5. determine administrative requirements of the project according to organisational policies and procedures.</p>
<b>Develop a project/event-management plan</b>	<p>PC6. formulate project budget</p> <p>PC7. negotiate and document roles and responsibilities of project personnel.</p> <p>PC8. identify and document key project milestones and quality measures for the project.</p> <p>PC9. plan project risk management and communication strategies in conjunction with appropriate colleagues.</p> <p>PC10. develop evaluation methods suitable to the project in consultation with colleagues.</p> <p>PC11. determine and assess technical specifications for the project.</p> <p>PC12. distribute project-management plan for review by personnel involved in or influenced by the project.</p>
<b>Administer and monitor project</b>	<p>PC13. coordinate agreements with project personnel according to project-management plan and relevant legislation.</p> <p>PC14. coordinate project communication processes to meet the needs of clients and service providers.</p> <p>PC15. assess and review progress of project against project goals in consultation with project team members and provide reports on progress.</p>



### Facilitate and manage projects and events

	<p>PC16. identify deviations from project plan and take actions to recover or modify original project goals.</p> <p>PC17. assess the need for additional resources and personnel and take action as required.</p> <p>PC18. implement and monitor financial control systems according to project guidelines.</p> <p>PC19. finalise the project within agreed timelines</p>
<b>Evaluate the project or event</b>	<p>PC20. provide project documentation according to reporting requirements.</p> <p>PC21. evaluate relevant components of the project according to quality measures in consultation with project personnel and clients.</p> <p>PC22. incorporate results of evaluation into future project development and planning.</p> <p>PC23. review own performance in managing the project and identify potential improvements</p>
<b>Knowledge and Understanding (K)</b>	
<b>C. Organizational Context</b> (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. organisational policies and procedures to enable accountability and satisfactory completion of project outcomes</p> <p>KA2. legislation to enable the project to be conducted safely and responsibly</p> <p>KA3. organisational financial recording and reporting requirements</p>
<b>D. Technical Knowledge</b>	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. Group management techniques</p> <p>KB2. Project/event-management techniques and systems to prepare, implement and monitor a project plan within budget and on time</p> <p>KB3. conflict-resolution techniques to enable negotiation of issues arising during the project</p> <p>KB4. risk-analysis processes to enable assessment of the potential impact of the project</p> <p>KB5. evaluation processes to enable improvements to be made to future projects.</p>
<b>Skills (S)</b>	
<b>A. Core Skills/ Generic Skills</b>	<b>Writing Skills</b>
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA1. develop a project/event-management plan</p> <p>SA2. complete project documentation</p> <p>SA3. prepare and manage a project and events budget</p>
	<b>Reading Skills</b>

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**Facilitate and manage projects and events**

	SA4. Should be able to read the reports and documents SA5. Read and analyse procurement orders
	<b>Oral Communication (Listening and Speaking skills)</b>
	The user/individual on the job needs to know and understand how to: SA6. liaise with internal and external service providers to negotiate project roles and responsibilities SA7. monitor project progress in consultation with team members SA8. conduct project meetings and resolve issues and conflict arising during the project
<b>C. Professional Skills</b>	<b>Decision Making</b>
	The user/individual on the job needs to know and understand how to: SB1. Decide on the the plan for the events
	<b>Plan and organize</b>
	The user/individual on the job needs to know and understand how to: SB2. coordinate the implementation of the project/event-management plan SB3. coordinate project resources within timelines and budget
	<b>Customer Centricity</b>
	The user/individual on the job needs to know and understand how to: SB4. Procure items keepig clients needs
	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to: SB5. define parameters of the project SB6. monitor objectives SB7. identify and address deviations to the project-management plan SB8. develop contingency plans
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB9. review and reflect on own project-management skills SB10. identify required improvements

## NOS Version Control

<b>NOS Code</b>	SPF/		
<b>Credits(NSQF)</b>	TBD	<b>Version number</b>	1.0
<b>Industry</b>	Sports PE Fitness and Leisure	<b>Drafted on</b>	15/03/2016
<b>Industry Sub-sector</b>	Sport, Fitness and Leisure	<b>Last reviewed on</b>	15/03/2016
<b>Occupation</b>	Sports Club Manager	<b>Next review date</b>	14/03/2018

# National Occupational Standard



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## Overview

**This unit is about application of service standards to maintain and improve the level of service activities provided to clients.**

<b>Unit Code</b>	<b>SPEFL</b>
<b>Unit Title (Task)</b>	<b>Client Service</b>
<b>Description</b>	This OS unit is about providing service to customers/ participants and achieve client satisfaction. This will be achieved by setting service standards and implementing the same.
<b>Scope</b>	The unit/ task covers the following: <ul style="list-style-type: none"> <li>Identify client service standards</li> <li>Implement and evaluate client service systems.</li> </ul>
<b>Performance Criteria (PC)</b>	
<b>Element</b>	<b>Performance Criteria</b>
<b>Identify client service standards</b>	To be competent, the user/individual on the job must be able to: PC1. access and interpret client service standards for the workplace. PC2. contribute to the development, refinement and improvement of service policies, standards and processes. PC3. match staff to service client needs, as required.
<b>Implement and evaluate client service systems</b>	PC4. monitor implementation of client service systems by staff members. PC5. develop improved work practices after analysis of client feedback. PC6. evaluate client service activities to match organisational quality standards. PC7. take corrective action where necessary as part of continuous improvement strategy. PC8. organise training for staff members where necessary. PC9. maintain records of training undertaken and achieved service levels
<b>Knowledge and Understanding (K)</b>	
<b>E. Organizational Context</b> (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: KA1. Organisations policy on guest handling KA2. Adherence to code of conduct KA3. How to meet range of service delivery requirements
<b>F. Technical Knowledge</b>	The user/individual on the job needs to know and understand: KB1. Principles, standards and best practices in client servicing
<b>Skills (S)</b>	

<b>A. Core Skills/ Generic Skills</b>	<b>Reading and Writing Skills</b>
	SA9. analyse client feedback and maintain records.
	<b>Oral Communication (Listening and Speaking skills)</b>
	The user/individual on the job needs to know and understand how to: SA10. consult appropriate personnel regularly regarding the review and analysis of client feedback
<b>D. Professional Skills</b>	<b>Decision Making</b>
	The user/individual on the job needs to know and understand how to: SA11. Assess the situation and respond accordingly
	<b>Plan and organize</b>
	The user/individual on the job needs to know and understand how to: SB1. Hold meetings with clients SB2. Train staff at various service delivery points
	<b>Customer Centricity</b>
	The user/individual on the job needs to know and understand how to: SB3. Ensure safety of participants and address to emergency situation promptly and appropriately SB4. enable the provision of consistent client service throughout the organisation
	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to: SB5. enable evaluation of areas of customer service requiring corrective action, such as delays in responding to complaints
	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB6. Analyse relevant organisational policies and procedures

## NOS Version Control

<b>NOS Code</b>	SPF/		
<b>Credits(NSQF)</b>	TBD	<b>Version number</b>	1.0
<b>Industry</b>	Sports PE Fitness and Leisure	<b>Drafted on</b>	15/03/2016
<b>Industry Sub-sector</b>	Sport, Fitness and Leisure	<b>Last reviewed on</b>	15/03/2016
<b>Occupation</b>	Sports Club Manager	<b>Next review date</b>	14/03/2018



# National Occupational Standard



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## Overview

This unit is about managing and awarding shifts to the staff



<b>Unit Code</b>	<b>SPEFL</b>
<b>Unit Title (Task)</b>	<b>Manage and roster Staff</b>
<b>Description</b>	This OS unit is about managing staff/ team.
<b>Scope</b>	<p>The unit/ task covers the following:</p> <ul style="list-style-type: none"> <li>• Develop staff rosters</li> <li>• Present and communicate rosters</li> <li>• Maintain rostering records</li> <li>• Evaluate rosters</li> </ul>
<b>Performance Criteria (PC)</b>	
<b>Element</b>	<b>Performance Criteria</b>
<b>Develop staff rosters</b>	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. develop rosters according to relevant agreements/ contracts and other considerations and wage budgets.</p> <p>PC2. maximise operational and customer service efficiency while minimising wage costs.</p> <p>PC3. combine duties where appropriate to ensure effective use of staff.</p> <p>PC4. roster teams with complementary skills mix to meet operational requirements.</p> <p>PC5. take account of social and cultural considerations and broader organisational policies that affect staff rosters.</p> <p>PC6. consult with colleagues to ensure input into rosters.</p> <p>PC7. use roster systems and equipment to administer rosters</p>
<b>Present and communicate rosters</b>	<p>PC8. present rosters in required formats to ensure clarity of information according to organisational standards.</p> <p>PC9. communicate rosters to appropriate colleagues within designated timeframes</p>
<b>Maintain rostering records</b>	<p>PC10. administer records of shift time completed by employees or contractors.</p> <p>PC11. maintain staff rostering records according to organisational procedures</p>
<b>Evaluate rosters</b>	<p>PC12. Monitor effectiveness of rosters in consultation with colleagues.</p> <p>PC13. identify ways in which rosters and roster development processes may be improved and take appropriate action</p>
<b>Knowledge and Understanding (K)</b>	

<b>G. Organizational Context</b> (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: KA1. The HR policy of the organization KA2. Aware of operational hours and shift timings of workers KA3. Any other relevant organizational policy and guidelines
<b>H. Technical Knowledge</b>	The user/individual on the job needs to know and understand: KB1. Use of technology system capabilities and functions of rostering software programs
<b>Skills (S)</b>	
<b>A. Core Skills/ Generic Skills</b>	<b>Reading and Writing Skills</b>
	The user/individual on the job needs to know and understand how to: SA1. interpret documents outlining opening and closing times, operational hours, and expected customer traffic. SA2. write potentially complex roster documentation
	<b>Oral Communication (Listening and Speaking skills)</b>
	The user/individual on the job needs to know and understand how to: SA3. ask colleagues questions to confirm their requirements SA4. listen, understand and interpret messages.
	<b>Decision Making</b>
	SA5. Decide on shift timings of the staff
<b>E. Professional Skills</b>	<b>Plan and organize</b>
	NA
	<b>Customer Centricity</b>
	The user/individual on the job needs to know and understand how to: SB1. Ensure staff presence till the last customer leaves.
	<b>Problem Solving</b>
	The user/individual on the job needs to know and understand how to: SB2. re-work rosters in cases of staff absence
<b>E. Professional Skills</b>	<b>Analytical Thinking</b>
	The user/individual on the job needs to know and understand how to: SB3. consider staff requests and personal commitments when planning

## NOS Version Control

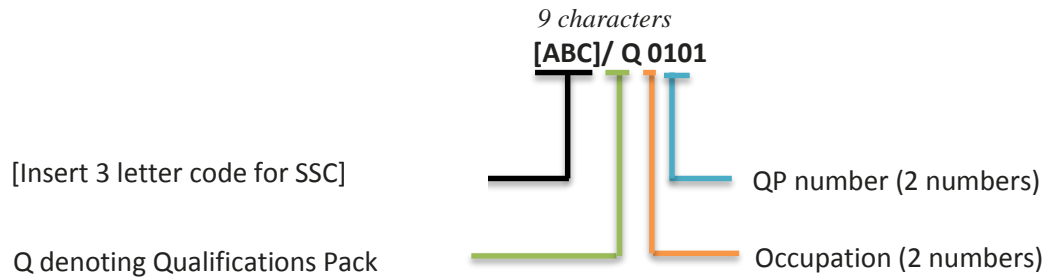
<b>NOS Code</b>	SPF/		
<b>Credits(NSQF)</b>	TBD	<b>Version number</b>	1.0
<b>Industry</b>	Sports PE Fitness and Leisure	<b>Drafted on</b>	21/02/2016
<b>Industry Sub-sector</b>	Sport, Fitness and Leisure	<b>Last reviewed on</b>	22/02/2016
<b>Occupation</b>	Sports Club Manager	<b>Next review date</b>	21/02/2018



## Annexure

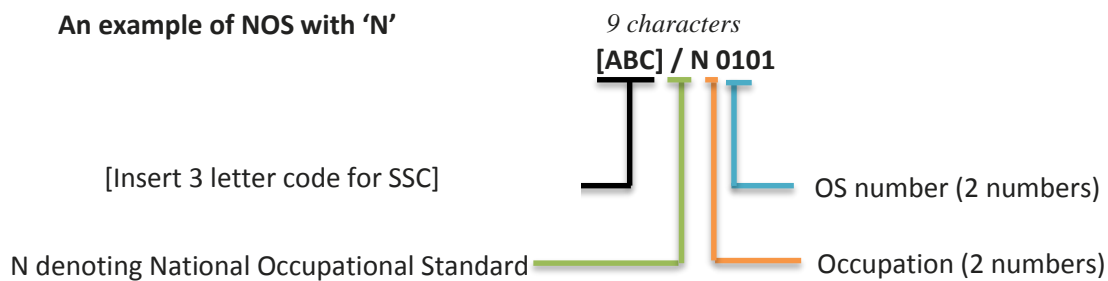
### Nomenclature for QP and NOS

#### Qualifications Pack



#### Occupational Standard

##### An example of NOS with 'N'



The following acronyms/codes have been used in the nomenclature above:

Sub-sector	Range of Occupation numbers
Sports Science and Technology	01
Sports Medicine	02
Sports Broadcasting/Communications	03
Sports Grassroots	04
Sports Facilities	05
Sports Management	06
Sports Development	07
Sports Event Management	08
Sports Coaching	09
Sports Manufacturing	10
Sports Fitness & Leisure	11

Sequence	Description	Example
Three letters	Industry name	SPF
Slash	/	/
Next letter	Whether QP or NOS	N
Next two numbers	Occupation code	01
Next two numbers	OS number	01

**PERFORMANCE CRITERIA**

**Job Role: Sports Club Manager**

**Qualification Pack: SPF/**

**Sector Skill Council: Sports, Physical Education, Fitness and Leisure Sector Skill Council**

1. Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council. Each Performance Criteria (PC) will be assigned marks proportional to its importance in NOS. SSC will also lay down proportion of marks for Theory and Skills Practical for each PC.
2. The assessment for the theory part will be based on knowledge bank of questions created by the SSC.
3. Individual assessment agencies will create unique question papers for theory and skill practical part for each candidate at each examination/training center.
4. To pass the Qualification Pack, every trainee should score a minimum of 40% in every NOS overall 50% pass percentage.
5. In case of successfully passing only certain number of NOS's, the trainee is eligible to take subsequent assessment on the balance NOS's to pass the Qualification Pack.

Assessment Strategy Marks Allocation		
NOS CODE	NOS TITLE	WEIGHTAGE
	Plan and provide sport, fitness and recreation services	25
	Procurement and Resource Management	25
	Facilitate and Manage Projects and Events	20
	Client service	15
	Manage and roster staff	15
		100

NOS code	Plan and provide sport, fitness and recreation services	Theory	Practical
Establish need for the service	PC1. undertake research to identify target groups for the services and establish needs.	3	2
	PC2. determine the type and nature of services that will address the identified needs.	3	2
	PC3. assess competitors and size of market to confirm if gap in service provision exists.	4	1
	PC4. identify required approvals according to organisational policies and procedures and relevant legislation.	3	2
	PC5. identify potential partnerships or alliances	3	2
	<b>TOTAL</b>	<b>16</b>	<b>9</b>

Plan the service provision	PC6. establish objectives and evaluation procedures for the service.	3	2
	PC7. establish and document work plans for the service.	3	2
	PC8. identify resources and establish budget for the service.	3	2
	PC9. assess profitability of planned service against organisational criteria and secure funding or budget allocation.	3	2
	PC10. determine service content and design according to market needs and stakeholder requirements	2	3
	<b>TOTAL</b>	<b>14</b>	<b>11</b>
Implement the service.	PC11. obtain and allocate resources according to work plan.	2	3
	PC12. confirm details of partnerships or collaborative arrangements.	2	3
	PC13. implement work plan according to organisational policies and procedures.	1	4
	PC14. monitor, review and modify or cancel service in response to new or changing circumstances as required.	1	4
	PC15. conduct service safely according to stated outcomes and objectives	2	3
	<b>TOTAL</b>	<b>8</b>	<b>17</b>
Evaluate the service	PC16. seek feedback on service from service users, stakeholders and staff.	2	3
	PC17. assess service outcomes against objectives.	2	2
	PC18. prepare report documenting outcomes against objectives and budget.	3	3
	PC19. develop and document recommendations for improvements to future services.	3	2
	PC20. submit recommendations for improvements to appropriate personnel.	1	2
	PC21. review own performance and identify potential improvements	1	1
	<b>TOTAL</b>	<b>12</b>	<b>13</b>
	<b>NOS TOTAL</b>	<b>50</b>	<b>50</b>
	<b>GRAND TOTAL</b>	<b>100</b>	

NOS CODE	Procurement and Resource Management	Theory	Practical
<b>Determine resource requirement, capacity and options for use</b>	PC1. prepare and document an inventory of resource capacity.	1	2
	PC2. undertake research on alternative and optimal use of resources according to organisation strategic plan.	1	1
	PC3. determine feasibility of opportunities and options for efficient use of resources against local and organisational constraints and capacities.	1	1
	PC4. undertake suitable cost-benefit analysis of each option.	2	1
	PC5. prioritise options in consultation with appropriate personnel according to organisational strategic plan.	1	1
	PC6. determine stock requirements for standard business periods, peak seasons and special events.	2	2
	PC7. establish cost-effective purchase quantities based on business information and supplier advice.	2	2
	<b>TOTAL</b>	<b>10</b>	<b>10</b>
<b>Assess resource availability and procurement</b>	PC8. identify and analyse relevant data on availability and current use of resources.	1	2
	PC9. evaluate quality of supply, based on feedback from colleagues and customers.	2	2
	PC10. source and review potential suppliers.	1	1
	PC11. identify reliable indicators of resource usage to provide measurable data on it.	2	2
	PC12. undertake measurement of current resource use.	1	2
	PC13. document outcomes and make comparisons of current and potential resource use.	2	2
	PC14. identify recommendations for improved use of resources according to the organisational strategic plan.	2	2
<b>TOTAL</b>	<b>11</b>	<b>13</b>	
<b>Plan efficient use of resources</b>	PC15. apply outcomes of data analysis to develop a plan to promote efficient use of resources.	1	2



	PC16. seek contribution to the plan from appropriate personnel.	1	1
	PC17. select and document strategies to maximise and prioritise use of resources according to outcomes of cost-benefit analysis.	1	2
	PC18. plan resource access and uses according to relevant legislation.	1	2
	PC19. establish performance measures to enable effective evaluation of resource usage	1	1
	PC20. develop stock control systems and communicate to relevant staff	1	2
		<b>6</b>	<b>10</b>
<b>Implement strategies to maximise resource utilisation</b>	PC21. apply identified strategies	2	2
	PC22. monitor workplace systems and make adjustments according to feedback and operational experience	2	2
	PC23. confirm expenditure is within organisational budgetary parameters and document expenditure.	2	2
	PC24. refer requests for additional expenditure outside area of responsibility promptly.	1	1
	PC25. inform clients and the community of changes to resource use as required to promote responsible use of resources.	1	2
	PC26. implement recommendations for improving the efficient use of resources.	1	1
	PC27. promote efficient use of energy and non-sustainable resources and management of waste.	1	1
	PC28. take prompt corrective action where actual or potential significant deviations from resource-use plans are likely to have adverse effects.	1	2
		<b>11</b>	<b>13</b>
<b>Monitor and review efficiency of resource usage</b>	PC29. maintain records of resource use and analyse data to provide measures of usage.	2	2
	PC30. provide resource users and other interested parties with opportunities to provide feedback on resource use.	1	2
	PC31. apply relevant performance measures and make comparisons with performance objectives to assess effectiveness of resource use.	1	2

	PC32. apply information obtained during monitoring and review to suggest changes and modify strategies for efficient resource use.	2	1
	PC33. monitor stock usage procedures in consultation with the concerned personnel	1	2
		<b>7</b>	<b>9</b>
	<b>NOS TOTAL</b>	<b>45</b>	<b>55</b>
	<b>TOTAL</b>	<b>100</b>	

NOS CODE	Facilitate and Manage Projects and Events	Theory	Practical
<b>Scope for the project or event</b>	PC1. determine project scope and objectives in consultation with appropriate colleagues and clients.	3	2
	PC2. determine required resources for the project in consultation with colleagues and clients.	3	2
	PC3. assess areas for potential over-run and resource complications.	2	2
	PC4. determine contract requirements of the project as required.	1	2
	PC5. determine administrative requirements of the project according to organisational policies and procedures.	2	3
	<b>TOTAL</b>	<b>11</b>	<b>11</b>
<b>Develop a project/event-management plan</b>	PC6. formulate project budget	3	2
	PC7. negotiate and document roles and responsibilities of project personnel.	2	3
	PC8. identify and document key project milestones and quality measures for the project.	3	2
	PC9. plan project risk management and communication strategies in conjunction with appropriate colleagues.	2	3
	PC10. develop evaluation methods suitable to the project in consultation with colleagues.	3	2
	PC11. determine and assess technical specifications for the project.	3	2
	PC12. distribute project-management plan for review by personnel involved in or influenced by the project.	2	3
	<b>TOTAL</b>	<b>18</b>	<b>17</b>

<b>Administer and monitor project</b>	PC13. coordinate agreements with project personnel according to project-management plan and relevant legislation.	2	3
	PC14. coordinate project communication processes to meet the needs of clients and service providers.	2	3
	PC15. assess and review progress of project against project goals in consultation with project team members and provide reports on progress.	3	2
	PC16. identify deviations from project plan and take actions to recover or modify original project goals.	1	2
	PC17. assess the need for additional resources and personnel and take action as required.	2	1
	PC18. implement and monitor financial control systems according to project guidelines.	2	3
	PC19. finalise the project within agreed timelines	2	2
		<b>14</b>	<b>16</b>
<b>Evaluate the event</b>	PC20. provide project documentation according to reporting requirements.	1	2
	PC21. evaluate relevant components of the project according to quality measures in consultation with project personnel and clients.	2	2
	PC22. incorporate results of evaluation into future project development and planning.	1	2
	PC23. review own performance in managing the project and identify potential improvements	2	1
		<b>6</b>	<b>7</b>
	<b>NOS TOTAL</b>	<b>49</b>	<b>51</b>
	<b>TOTAL</b>	<b>100</b>	

<b>NOS CODE</b>	<b>Client Service</b>	<b>Theory</b>	<b>Practical</b>
<b>Identify client service standards</b>	PC1. access and interpret client service standards for the workplace.	3	2
	PC2. contribute to the development, refinement and improvement of service policies, standards and processes.	2	3
	PC3. match staff to service client needs, as required.	2	3
		<b>7</b>	<b>8</b>

<b>Implement and evaluate client service systems.</b>	PC4. monitor implementation of client service systems by staff members.	2	3
	PC5. develop improved work practices after analysis of client feedback.	3	3
	PC6. evaluate client service activities to match organisational quality standards.	3	3
	PC7. take corrective action where necessary as part of continuous improvement strategy.	3	3
	PC8. organise training for staff members where necessary.	3	3
	PC9. maintain records of training undertaken and achieved service levels	3	3
		<b>17</b>	<b>18</b>
	<b>NOS TOTAL</b>	<b>24</b>	<b>26</b>
	<b>TOTAL</b>	<b>50</b>	

<b>NOS Code</b>	<b>Manage and roster staff</b>	<b>Theory</b>	<b>Practical</b>
<b>Develop staff rosters</b>	PC1. develop rosters according to relevant industrial agreements and other considerations and wage budgets.	1	1
	PC2. maximise operational and customer service efficiency while minimising wage costs.	1	1
	PC3. combine duties where appropriate to ensure effective use of staff.	1	2
	PC4. roster teams with complementary skills mix to meet operational requirements.	1	2
	PC5. take account of social and cultural considerations and broader organisational policies that affect staff rosters.	1	2
	PC6. consult with colleagues to ensure input into rosters.	2	2
	PC7. use roster systems and equipment to administer rosters	1	2
	<b>8</b>	<b>12</b>	
<b>Present and communicate rosters</b>	PC8. present rosters in required formats to ensure clarity of information according to organisational standards.	2	3
	PC9. communicate rosters to appropriate colleagues within designated timeframes	2	3
	<b>4</b>	<b>6</b>	

<b>Maintain rostering records</b>	PC10. administer records of shift time completed by employees or contractors.	2	3
	PC11. maintain staff rostering records according to organisational procedures	2	3
		<b>4</b>	<b>6</b>
<b>Evaluate rosters</b>	PC12. Monitor effectiveness of rosters in consultation with colleagues.	2	3
	PC13. identify ways in which rosters and roster development processes may be improved and take appropriate action	2	3
		<b>4</b>	<b>6</b>
	<b>NOS TOTAL</b>	<b>20</b>	<b>30</b>
	<b>TOTAL</b>	<b>50</b>	