REPUBLIC OF KENYA

NATIONAL OCCUPATIONAL STANDARDS

FOR

TOURISM AND TRAVEL MANAGER

LEVEL 6

TVET CDACC
P.O. BOX 15745-00100
NAIROBI

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FOREWORD

The provision of quality education and training is fundamental to the Government's overall strategy for social economic development. Quality education and training will contribute to achievement of Kenya's development blueprint and Sustainable Development Goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution and this resulted in the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016).

A key feature of this policy is the radical change in the design and delivery of TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programmes.

These reforms demand that industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these occupational standards have been developed.

It is my conviction that these occupational standards will play a great role towards development of competent human resource for the Tourism and Travel Sector's growth and development.

PRINCIPAL SECRETARY,
VOCATIONAL AND TECHNICAL TRAINING,
MINISTRY OF EDUCATION

PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, "middle-income country providing a high-quality life to all its citizens by the year 2030". Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labour force.

TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Tourism Sector Skills Advisory Committee (SSAC) and Ministry of Tourism have developed this curriculum.

The occupational standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to the Council Members, Council Secretariat, Tourism SSAC, expert workers and all those who participated in the development of these occupational standards.

Prof CHARLES M. M. ONDIEKI,
PhD, FIET (K), Con. EngTech.
CHAIRMAN, TVET CDACC

ACKNOWLEDGEMENT

These occupational standards have been designed for competency-based training and has independent units of learning that allow the trainee flexibility in entry and exit. In developing the occupational standards significant involvement and support was received from various organizations.

I recognize with appreciation the role of the Tourism Sector Skills Advisory Committee (SSAC) in ensuring that competencies required by the industry are addressed in the occupational standards. I also thank all stakeholders in the Tourism and Travel sector for their valuable input and all those who participated in the process of developing these occupational standards.

I am convinced that these occupational standards will go a long way in ensuring that workers in Tourism and Travel Sector acquire competencies that will enable them to perform their work more efficiently.

Dr. LAWRENCE GUANTAI M'ITONGA, PhD
COUNCIL SECRETARY/CEO
TVET CDACC

ACRONYMS AND ABBREVIATIONS

CDACC   Curriculum Development Assessment and Certification Council

CU   Curriculum

BC   Basic Competency

CC   Core Competency

CO   Common Units

KCSE   Kenya Certificate of Secondary Education

KNQA   Kenya National Qualifications Authority

OSHA   Occupation Safety and Health Act

PPE   Personal Protective Equipment

SSAC   Sector Skills Advisory Committee

TVET   Technical and Vocational Education and Training

SOPs   Standard Operating Procedures

IATA   International Air Transport Association

ICAO   International Civil Aviation Organization

KCAA   Kenya Civil Aviation Authority

KAA   Kenya Airports Authority

KATA   Kenya Association of Travel Agents

CITES   Convention on International Trade in
            Endangered Species

EMCA   Environmental Management and Conservation Act

KEY TO UNIT CODE

$$TO/OS/TM/BC/01/6$$

Industry or sector ⎯⎯⎯⎯⎯⎯

Occupational Standards ⎯⎯⎯⎯⎯

Occupational area ⎯⎯⎯⎯

Type of competency ⎯⎯⎯⎯⎯

Competency number ⎯⎯⎯⎯⎯
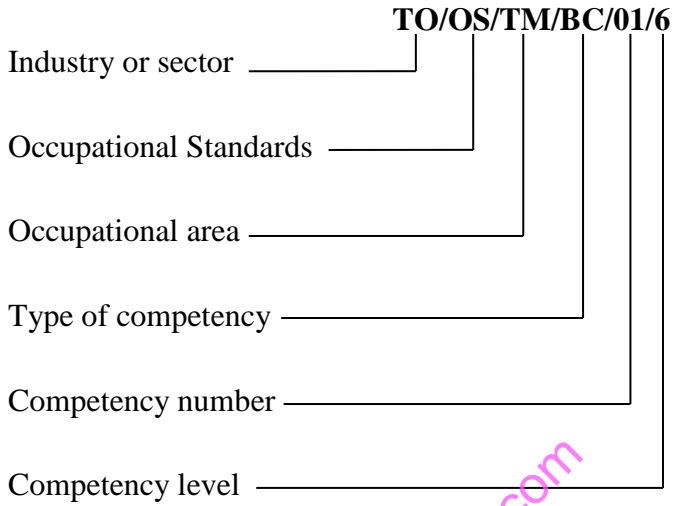
Competency level ⎯⎯⎯⎯⎯⎯⎯

OVERVIEW

Description of the Course

The Tourism and Travel Management Level 6 qualification consists of competencies that an individual must achieve to develop tour packages; develop travel packages; manage tour delivery; manage travel service delivery; market tour and travel products; manage customer service; manage tour and travel product quality; manage tour office operations; manage travel office operations; promote sustainable tourism within the institution's/organization's acceptable standard operating procedures (SOPs) and to work as a tour and travel officer, servicing domestic and international clientele in job positions such as travel consultant, tour operator.

Units of Learning

This course consists of basic, core competencies as indicated below:

Basic Units of Competency

1. Demonstrate communication skills
2. Demonstrate numeracy skills
3. Demonstrate digital literacy
4. Demonstrate entrepreneurial skills
5. Demonstrate employability skills
6. Demonstrate environmental literacy
7. Demonstrate occupational safety and health practices

Core Units of Competency

1. Develop tour packages
2. Develop travel packages
3. Manage tour delivery
4. Manage travel service delivery
5. Market tour and travel products
6. Manage customer service
7. Manage tour and travel product quality
8. Manage tour office operations
9. Manage travel office operations
10. Promote sustainable tourism

BASIC UNITS OF COMPETENCY

DEMONSTRATE COMMUNICATION SKILLS

UNIT CODE: TO/OS/TM/BC/01/6

Unit Description

This unit covers the competencies required in meeting communication needs of clients and colleagues; developing, establishing, maintaining communication pathways and strategies. It also covers competencies for conducting interviews, facilitating group discussions and representing an organization in various forums.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Meet communication needs of clients and colleagues	1.1. Specific communication needs of clients and colleagues are identified and met 1.2. Different approaches are used to meet communication needs of clients and colleagues

		1.3.	Conflict is addressed promptly and in a timely way and in a manner which does not compromise the standing of the organization
2.	Develop communication strategies	2.1.	Strategies for effective internal and external dissemination of information are developed to meet the organization's requirements
		2.2.	Special communication needs are considered in developing strategies to avoid discrimination in the workplace
		2.3.	Communication *strategies* are analysed, evaluated and revised where necessary to make sure they are effective
3.	Establish and maintain communication pathways	3.1.	Pathways of communication are established to meet requirements of organization and workforce
		3.2.	Pathways are maintained and reviewed to ensure personnel are informed of relevant information
4.	Promote use of communication strategies	4.1.	Information is provided to all areas of the organization to facilitate implementation of the strategy
		4.2.	Effective communication techniques are articulated and modelled to the workforce

		4.3.	Personnel are given guidance about adapting communication strategies to suit a range of contexts
5.	Conduct interview	5.1.	A range of appropriate communication strategies are employed in ***interview situations***
		5.2.	Records of interviews are made and maintained in accordance with organizational procedures
		5.3.	Effective questioning, listening and nonverbal communication techniques are used to ensure that required message is communicated
6.	Facilitate group discussion	6.1.	Mechanisms which enhance ***effective group interaction*** are defined and implemented
		6.2.	Strategies which encourage all group members to participate are used routinely
		6.3.	Objectives and agenda for meetings and discussions are routinely set and followed
		6.4.	Relevant information is provided to group to facilitate outcomes
		6.5.	Evaluation of group communication strategies is undertaken to promote participation of all parties

		6.6.	Specific communication needs of individuals are identified and addressed
7.	Represent the organization	7.1.	When participating in internal or external forums, presentation is relevant, appropriately researched and presented in a manner to promote the organization
		7.2.	Presentation is clear and sequential and delivered within a predetermined time
		7.3.	Appropriate media is utilized to enhance presentation
		7.4.	Differences in views are respected
		7.5.	Written communication is consistent with organizational standards
		7.6.	Inquiries are responded in a manner consistent with organizational standards

Range

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	**Range** May include but is not limited to:
1. Communication strategies	1.1. Language switch 1.2. Comprehension check 1.3. Repetition 1.4. Asking confirmation

		1.5.	Paraphrase
		1.6.	Clarification request
		1.7.	Translation
		1.8.	Restructuring
		1.9.	Approximation
		1.10.	Generalization
2.	Effective group interaction	2.1.	Identifying and evaluating what is occurring within an interaction in a non-judgmental way
		2.2.	Using active listening
		2.3.	Making decision about appropriate words, behaviour
		2.4.	Putting together response which is culturally appropriate
		2.5.	Expressing an individual perspective
		2.6.	Expressing own philosophy, ideology and background and exploring impact with relevance to communication
3.	Situations	3.1.	Establishing rapport
		3.2.	Eliciting facts and information
		3.3.	Facilitating resolution of issues
		3.4.	Developing action plans
		3.5.	Diffusing potentially difficult situations

Required Skills and Knowledge
This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Effective communication
- Active listening
- Giving/receiving feedback
- Interpretation of information
- Role boundaries setting
- Negotiation
- Establishing empathy
- Openness and flexibility in communication
- Communication skills required to fulfil job roles as specified by the organization
- Writing communications strategy
- Applying key elements of communications strategy

Required Knowledge

The individual needs to demonstrate knowledge of:

- Communication process
- Dynamics of groups and different styles of group leadership
- Communication skills relevant to client groups
- Flexibility in communication
- Key elements of communications strategy

Evidence Guide

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1. Developed communication strategies to meet the organization requirements and applied in the workplace 1.2. Established and maintained communication pathways for effective communication in the workplace 1.3. Used communication strategies involving exchanges of complex oral information
2. Resource Implications	The following resources should be provided: 2.1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2.2. Materials relevant to the proposed activity or tasks
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1. Direct Observation/Demonstration 3.2. Oral Questioning 3.3. Written Examination
4. Context of Assessment	Competency may be assessed individually in the actual workplace or through accredited institution.
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE NUMERACY SKILLS

UNIT CODE: TO/OS/TM/BC/02/6

Unit Description

This unit describes the competencies required by a worker in order to apply a wide range of mathematical calculations for work; apply ratios, rates and proportions to solve problems; estimate, measure and calculate measurement for work; use detailed maps to plan travel routes for work; use geometry to draw and construct 2D and 3D shapes for work; collect, organize and interpret statistical data; use routine formula and algebraic expressions for work and use common functions of a scientific calculator.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Apply a wide range of mathematical calculations for work	1.1. Mathematical information embedded in a range of workplace tasks and texts is extracted
	1.2. Mathematical information is interpreted and comprehended

	1.3.	A range of mathematical and problem solving processes are selected and used
	1.4.	Different forms of fractions, decimals and percentages are flexibly used
	1.5.	Calculation performed with positive and negative numbers
	1.6.	Numbers are expressed as powers and roots and are used in calculations
	1.7.	Calculations done using routine formulas
	1.8.	Estimation and assessment processes are used to check outcome
	1.9.	Mathematical language is used to discuss and explain the processes, results and implications of the task
2. Use and apply ratios, rates and proportions for work	2.1.	Information regarding ratios, rates and proportions is extracted from a range of workplace tasks and texts
	2.2.	Mathematical information related to ratios, rates and proportions is analysed
	2.3.	Problem solving processes are used to undertake the task
	2.4.	Equivalent ratios and rates are simplified
	2.5.	Quantities are calculated using ratios, rates and proportions
	2.6.	Graphs, charts or tables are constructed to represent ratios, rates and proportions

		2.7.	The outcomes are reviewed and checked
		2.8.	Information is recorded using mathematical language and symbols
3.	Estimate, measure and calculate measurement for work	3.1.	Measurement information embedded in workplace texts and tasks is extracted and interpreted
		3.2.	Appropriate workplace measuring equipment is identified and selected
		3.3.	Accurate measurements are estimated and made
		3.4.	The area of 2D shapes including compound shapes is calculated
		3.5.	The volume of 3D shapes is calculated using relevant formulas
		3.6.	Sides of right angled triangles are calculated using Pythagoras' theorem
		3.7.	Conversions are performed between units of measurement
		3.8.	Problem solving processes are used to undertake the task
		3.9.	The measurement outcomes are reviewed and checked
		3.10.	Information is recorded using mathematical language and symbols appropriate for the task

4. Use detailed maps to plan travel routes for work	4.1. Different types of maps are identified and interpreted
	4.2. Key features of maps are identified
	4.3. Scales are identified and interpreted
	4.4. Scales are applied to calculate actual distances
	4.5. Positions or locations are determined using directional information
	4.6. Routes are planned by determining directions and calculating distances, speeds and times
	4.7. Information is gathered and identified and relevant factors related to planning a route are checked
	4.8. Relevant equipment is selected and checked for accuracy and operational effectiveness
	4.9. Task is planned and recorded using specialized mathematical language and symbols appropriate for the task
5. Use geometry to draw 2D shapes and construct 3D shapes for work	5.1. A range of 2D shapes and 3D shapes and their uses in work contexts is identified
	5.2. Features of 2D and 3D shapes are named and described
	5.3. Types of angles in 2D and 3D shapes are identified

		5.4.	Angles are drawn, estimated and measured using geometric instruments
		5.5.	Angle properties of 2D shapes are named and identified
		5.6.	Angle properties are used to evaluate unknown angles in shapes
		5.7.	Properties of perpendicular and parallel lines are applied to shapes
		5.8.	Understanding and use of symmetry is demonstrated
		5.9.	Understanding and use of similarity is demonstrated
		5.10.	The workplace tasks and mathematical processes required are identified
		5.11.	2D shapes are drawn for work
		5.12.	3D shapes are constructed for work
		5.13.	The outcomes are reviewed and checked
		5.14.	Specialized mathematical language and symbols appropriate for the task are used
6.	Collect, organize and interpret statistical data for work	6.1.	Workplace issues requiring investigation are identified
		6.2.	Audience/Population/Sample unit is determined
		6.3.	Data to be collected is identified
		6.4.	Data collection method is selected

		6.5. Appropriate statistical data is collected and organized
		6.6. Data is illustrated in appropriate formats
		6.7. The effectiveness of different types of graphs is compared
		6.8. The summary statistics for collected data is calculated
		6.9. The results/findings are interpreted
		6.10. Data is checked to ensure that it meets the expected results and content
		6.11. Information from the results including tables, graphs and summary statistics is extracted and interpreted
		6.12. Mathematical language and symbols are used to report results of investigation
7.	Use routine formula and algebraic expressions for work	7.1. Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated
		7.2. Simple algebraic expressions and equations are developed
		7.3. Operate on algebraic expressions
		7.4. Algebraic expressions are simplified
		7.5. Substitution into simple routine equations is done
		7.6. Routine formulas used for work tasks are identified and comprehended

		7.7.	Routine formulas are evaluated by substitution
		7.8.	Routine formulas are transposed
		7.9.	Appropriate formulas are identified and used for work related tasks
		7.10.	Outcomes are checked and result of calculation used
8.	Use common functions of a scientific calculator for work	8.1.	Required numerical information to perform tasks is located
		8.2.	The order of operations and function keys necessary to solve mathematical calculation are determined
		8.3.	Function keys on a scientific calculator are identified and used
		8.4.	Estimations are referred to check reasonableness of problem solving process
		8.5.	Appropriate mathematical language, symbols and conventions are used to report results

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Geometry	1.1. Scale drawings 1.2. Triangles 1.3. Simple solids 1.4. Circles 1.5. Squares 1.6. Rectangles 1.7. Spheres 1.8. Cylinders 1.9. Cubes 1.10. Polygons 1.11. Cuboids

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

• Applying fundamental operations (addition, subtraction, division, multiplication)

• Using calculator

• Using different measuring tools

Required Knowledge

The individual needs to demonstrate knowledge of:

• Types of common shapes

- Differentiation between two dimensional shapes/objects
- Formulae for calculating area and volume
- Types and purpose of measuring instruments
- Units of measurement and abbreviations
- Fundamental operations (addition, subtraction, division, multiplication)
- Rounding techniques
- Types of fractions
- Different types of tables and graphs
- Meaning of graphs, such as increasing, decreasing, and constant value
- Preparation of basic data, tables and graphs

Evidence Guide

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Applied a wide range of mathematical calculations for work
	1.2. Used and applied ratios, rates and proportions for work
	1.3. Estimated, measured and calculated measurement for work
	1.4. Used detailed maps to plan travel routes for work

		1.5. Used geometry to draw 2D shapes and construct 3D shapes for work
		1.6. Collected, organized, and interpreted statistical data for work
		1.7. Used routine formula and algebraic expressions for work
		1.8. Used common functions of a scientific calculator for work
2.	Resource Implications	2.1. Calculator
		2.2. Basic measuring instruments
3.	Methods of Assessment	Competency may be assessed through:
		3.1. Written Test
		3.2. Oral Questioning
		3.3. Demonstration
4.	Context of Assessment	Competency may be assessed in an off-the-job setting.
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE DIGITAL LITERACY

UNIT CODE: TO/OS/TM/BC/03/6

Unit Description

This unit covers the competencies required to effectively use digital devices such as smartphones, tablets, laptops and desktop PCs. It entails identifying and using digital devices such as smartphones, tablets, laptops and desktop PCs for purposes of communication, work performance and management at the work place.

Elements and Performance Criteria

ELEMENT These describe the key outcomes which make the workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Identify appropriate computer software and hardware	1.1. Concepts of ICT are determined in accordance with computer equipment 1.2. Classifications of computers are determined in accordance with manufacturer's specification 1.3. ***Appropriate computer software*** is identified according to manufacturer's specification

		1.4.	***Appropriate computer hardware*** is identified according to manufacturer's specification
		1.5.	Functions and commands of operating system are determined in accordance with manufacturer's specification
2.	Apply security measures to data, hardware, software in automated environment	2.1.	***Data security and privacy*** are classified in accordance with the prevailing technology
		2.2.	***Security threats*** are identified and ***control measures*** are applied in accordance with laws governing protection of ICT
		2.3.	Computer threats and crimes are detected
		2.4.	Protection against computer crimes is undertaken in accordance with laws governing protection of ICT
3.	Apply computer software in solving tasks	3.1.	***Word processing concepts*** are applied in resolving workplace tasks, report writing and documentation
		3.2.	***Word processing utilities*** are applied in accordance with workplace procedures
		3.3.	Worksheet layout is prepared in accordance with work procedures
		3.4.	Worksheet is built and data manipulated in the worksheet in accordance with workplace procedures

		3.5.	Continuous data manipulated on worksheet is undertaken in accordance with work requirements
		3.6.	Database design and manipulation is undertaken in accordance with office procedures
		3.7.	Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures
4.	Apply Internet and email in communication at workplace	4.1.	Electronic mail addresses are opened and applied in workplace communication in accordance with office policy
		4.2.	Office Internet functions are defined and executed in accordance with office procedures
		4.3.	*Network configuration* is determined in accordance with office operations procedures
		4.4.	Official World Wide Web is installed and managed according to workplace procedures
5.	Apply desktop publishing in official assignments	5.1.	Desktop publishing functions and tools are identified in accordance with manufacturer's specifications
		5.2.	Desktop publishing tools are developed in accordance with work requirements

	5.3.	Desktop publishing tools are applied in accordance with workplace requirements
	5.4.	Typeset work is enhanced in accordance with workplace standards
6. Prepare presentation packages	6.1.	Types of presentation packages are identified in accordance with office requirements
	6.2.	Slides are created and formulated in accordance with workplace procedures
	6.3.	Slides are edited and run in accordance with work procedures
	6.4.	Slides and handouts are printed according to work requirements

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	**Range** May include but is not limited to:
1. Appropriate computer software	1.1. A collection of instructions or computer tools that enable the user to interact with a **computer**, its hardware, or perform tasks.

2.	Appropriate computer hardware	2.1.	Collection of physical parts of a computer system such as: computer case, monitor, keyboard, and mouse
		2.2.	All the parts inside the computer case, such as the hard disk drive, motherboard and video card
3.	Data security and privacy	3.1.	Confidentiality of data
		3.2.	Cloud computing
		3.3.	Integrity-but-curious data surfing
4.	Security and control measures	4.1.	Counter measures against cyber terrorism
		4.2.	Risk reduction
		4.3.	Cyber threat issues
		4.4.	Risk management
		4.5.	Password protection
5.	Security threats	5.1.	Cyber terrorism
		5.2.	Hacking
6.	Word processing concepts	6.1.	Using a special program to create, edit and print documents
7.	Network configuration	7.1.	Organizing and maintaining information on the components of a computer network

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Analytical skills
- Interpretation
- Typing
- Communication
- Computing (applying fundamental operations such as addition, subtraction, division and multiplication)
- Using calculator
- Basic ICT skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Software concept
- Functions of computer software and hardware
- Data security and privacy
- Computer security threats and control measures
- Technology underlying cyber-attacks and networks
- Cyber terrorism
- Computer crimes
- Detection and protection of computer crimes
- Laws governing protection of ICT
- Word processing:
  - Functions and concepts of word processing.
  - Documents and tables creation and manipulations
  - Mail merging
  - Word processing utilities
- Spread sheets:

- Meaning, formulae, function and charts, uses and layout
- Data formulation, manipulation and application to cells
- Database:
  - Database design, data manipulation, sorting, indexing, storage retrieval and security
- Desktop publishing:
  - Designing and developing desktop publishing tools
  - Manipulation of desktop publishing tools
  - Enhancement of typeset work and printing documents
- Presentation Packages:
  - Types of presentation packages
  - Creating, formulating, running, editing, printing and presenting slides and handouts
- Networking and Internet:
  - Computer networking and Internet
  - Electronic mail and World Wide Web
- Emerging trends and issues in ICT;
  - Identify and integrate emerging trends and issues in ICT
  - Challenges posed by emerging trends and issues in ICT

Evidence Guide

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Identified and controlled security threats

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		1.2.	Detected and protected computer crimes
		1.3.	Applied word processing in office tasks
		1.4.	Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures
		1.5.	Opened electronic mail for office communication as per workplace procedure
		1.6.	Installed Internet and World Wide Web for office tasks in accordance with office procedures
		1.7.	Integrated emerging issues in computer ICT applications
		1.8.	Applied laws governing protection of ICT
2.	Resource Implications	2.1. Tablets 2.2. Laptops 2.3. Desktop PCs 2.4. Calculator 2.5. Internet 2.6. Smartphone 2.7. Operation manuals	
3.	Methods of Assessment	Competency may be assessed through: 3.1. Written Test 3.2. Demonstration 3.3. Practical Assignment 3.4. Interview 3.5. Oral Questioning	

		3.6. Demonstration
4.	Context of Assessment	Competency may be assessed in an off and on-the-job setting.
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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DEMONSTRATE ENTREPRENEURIAL SKILLS

UNIT CODE: TO/OS/TM/BC/04/6

Unit Description

This unit covers the outcomes required to build and develop the enterprise to be more competitive within a changing business environment; specifically responding to consumer demands while maintaining product quality and accessibility; building a customer base and employee motivation.

Elements and Performance Criteria

ELEMENT These describe the key outcomes which make the workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Develop business innovation strategies	1.1. Business innovation strategies are determined in accordance with the organization strategies 1.2. Business innovative strategies are implemented for the purpose of business growth 1.3. Track record and normative capability profile of enterprise and similar

			businesses are reviewed and considered in setting ***strategic directions***
		1.4.	Strengths, weaknesses, opportunities and threats are considered when developing new ideas, approaches, goals and directions
		1.5.	Decisions about enterprise strategies/directions are made after careful consideration of all relevant information
		1.6.	***Business/corporate*** plan is developed that sets out tactics, resource implications, timeframes, production and sales target.
2.	Develop new products/ markets	2.1.	Alternative product/service offerings are canvassed and studied for feasibility
		2.2.	Potential and new sources/sellers of supplies and raw materials are identified and canvassed
		2.3.	Target markets and buyers are identified and surveyed as to their preferences and brand loyalties
3.	Expand customers and product lines	3.1.	Enterprise is built up and sustained through responsiveness to market demands and the regulatory environment
		3.2.	Competitive advantage of existing products and services is

		maintained/enhanced through responsive advocacies and strategies
	3.3.	Constant listening to stakeholder/client feedback is ensured to maintain loyal client base
4. Motivate staff/workers	4.1.	Regular dialogue is established and maintained in all levels and relevant sections of the enterprise
	4.2.	Flow of communications in both directions is encouraged
	4.3.	Helpful mechanisms and benefits are implemented
	4.4.	Issues/problems are proactively resolved through win-win solutions wherever practicable
5. Expand employed capital base	5.1.	Capital employed in business is continuously reviewed as per the strategic plan
	5.2.	Business share holdings are reviewed in accordance with the type of business
	5.3.	Capital employed is expanded according to organization procedures
	5.4.	Types of shares are determined according to strategic plan
	5.5.	Shares diversification process is undertaken as per office procedures

		5.6.	Role of shareholders is determined and implemented in accordance with organization procedures
6.	Undertake regional/county business expansion	6.1.	Regions for expansion are continuously reviewed in accordance with strategic plan and company's expansion plan
		6.2.	County business regulations are reviewed and adhered to in accordance with set procedures
		6.3.	Regional laws and regulations are adhered to in accordance with set procedures
		6.4.	Regional/County business expansion is undertaken in accordance with organization's growth/expansion plan

Range

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Strategic directions	1.1. Business continuity and succession 1.2. Resource access security 1.3. Core competencies development 1.4. New developments e.g. technological change, new products

2. Business/ Corporate plan	2.1. Action steps and responsibilities of departments and individual workers
	2.2. Resource requirements and budget
	2.3. Tactics and strategies to achieve objectives
3. Helpful mechanisms	3.1. Wage and non-wage benefits
	3.2. Employee awards and recognition systems
	3.3. Employee rights and welfare policies
	3.4. Full-disclosure/transparency policies

Required Skills and Knowledge
This section describes the skills and knowledge required for this unit of competency.

Required Skills
The individual needs to demonstrate the following skills:
- Assessing a range of alternative products and strategies
- Critically analyzing information, summarizing and making sense of previous and current market trends
- Identifying changing consumer preferences and demographics
- Thinking "outside the box"
- Ensuring quality consistency
- Reducing lead time to product/service delivery
- Managing operations/production
- Using formal problem-solving procedures, e.g., root-cause analysis, six sigma
- Communication skills

- Applying motivational principles, e.g., positive stroking, behavior modification
- Assessing range of alternatives rather than choosing the easiest option
- Achieving ownership and credibility for the enterprise vision
- Developing solutions and practical strategies which are "outside the box"

Required Knowledge

The individual needs to demonstrate knowledge of:

- Features and benefits of common operational practices, e.g., continuous improvement (Kaizen), waste elimination
- Conflict resolution
- Health, safety and environment (HSE) principles and requirements
- Public relations strategies
- Basic cost-benefit analysis
- Basic financial management
- Business strategic planning
- Impact of change on individuals, groups and industries
- Employee assistance
- Government and regulatory processes
- Local and international market trends
- Product promotion strategies
- Mechanisms in the enterprise
- Market and feasibility studies
- Local and global supply chains, business models and strategies
- Government and regulatory processes
- Local and international business environment

- Concepts of change management
- Relevant developments in other industries
- Capital employed
- Regional/County business expansion
- Innovation in business

Evidence Guide

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1. Demonstrated ability to maintain a profitable and stable enterprise as shown by stakeholder feedback, employee testimonies and company financial statements 1.2. Demonstrated ability to conceptualize and plan a micro/small enterprise 1.3. Demonstrated ability to manage/operate a micro/small-scale business 1.4. Demonstrated basic marketing skills
2. Resource Implications	The following resources should be provided: 2.1. Interview guide for entrepreneurs 2.2. Enterprise workers and third parties 2.3. Materials and location relevant to the proposed activity and tasks

3.	Methods of Assessment	3.1.	Case problems
		3.2.	Interview
		3.3.	Portfolio
		3.4.	Third part reports
		3.5.	Workable business plan
4.	Context of Assessment	4.1.	Competency may be assessed in workplace or in a simulated workplace setting
		4.2.	Assessment shall be observed while tasks are being undertaken whether individually or in-group
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.	

DEMONSTRATE EMPLOYABILITY SKILLS

UNIT CODE: TO/OS/TM/BC/05/6

Unit Description

This unit covers competencies required to demonstrate employability skills. It involves competencies for exuding self-awareness and dealing with everyday life challenges; demonstrating critical safe work habits and leading a workplace team; planning and organizing work activities; applying learning, creativity and innovativeness in workplace functions; pursuing professional growth and managing time effectively in the workplace.

Elements and Performance Criteria

ELEMENT These describe the key outcomes which make the workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Develop self-awareness and understanding of every day demands and challenges in the workplace	1.1. Personal vision, mission and goals are formulated based on potential and in relation to organization's objectives 1.2. Emotions are managed as per workplace requirements 1.3. Thoughts, feelings and beliefs are expressed in direct, honest and

		appropriate ways
		1.4. Feelings are shared with others according to personal issues for healthy relations
		1.5. Individual performance is evaluated and monitored according to the agreed targets
		1.6. Assertiveness is developed and maintained based on the requirements of the job
		1.7. Own ideas and visions that generate excitement, enthusiasm and commitment are articulated
		1.8. Accountability and responsibility for own actions are demonstrated
		1.9. Self-esteem and a positive self-image are developed and maintained
2.	Demonstrate critical safe work habits for employees in the workplace	2.1. Stress is managed at the workplace in accordance with workplace procedures
		2.2. Punctuality and time consciousness is demonstrated in line with workplace policy
		2.3. Personal objectives are integrated with organization goals in accordance with organization's strategic plan
		2.4. Resources are effectively utilized in accordance with workplace policy

		2.5.	Work priorities are set and met according to workplace procedures
		2.6.	Leisure time is recognized and used productively in line with organization policy
		2.7.	Abstinence from drug and substance abuse is demonstrated as per workplace policy
		2.8.	Awareness of HIV and AIDS is demonstrated in line with workplace requirements
		2.9.	Safety consciousness is demonstrated in the workplace based on organization safety policy
		2.10.	Emerging issues are dealt with in accordance with organization policy
3.	Lead a workplace team	3.1.	Role and objectives of the team are determined in accordance with workplace policy
		3.2.	Team parameters and relationships are identified according to set rules and regulations
		3.3.	Individual responsibilities are identified in accordance with work procedures
		3.4.	Effective and appropriate forms of communication in a team are established according to office policy

	3.5. Business communication is carried out as per workplace policy and requirements of the job
	3.6. Team activities are complemented in accordance with office procedures
	3.7. Team building activities are planned for in line with organization policy
	3.8. Conflicts are resolved between team members in line with organization rules and regulations
	3.9. **Gender mainstreaming** is undertaken in accordance with set regulations
	3.10. Human rights are adhered to in accordance with existing protocol
	3.11. Healthy relationships are developed and maintained for harmonious co-existence in line with workplace
4. Plan and organize work	4.1. Work schedules are developed for accomplishing given tasks within the set timelines and based on workplace policy
	4.2. Time is managed to achieve workplace set goals and objectives
	4.3. Clear project goals and deliverables are established according to company set policies and regulations

	4.4. Resources are mobilized, allocated and utilized to meet project goals and deliverables
	4.5. Work activities are monitored and evaluated in line with organization procedures
	4.6. Situations that require decision making are identified within the work place and decision made in accordance with workplace policy
	4.7. Steps required in making effective decisions are applied within the workplace
	4.8. Problems arising in the course of working are identified and solved or reported according to workplace policies and procedures
	4.9. Values required in problem solving process are demonstrated at the workplace
	4.10. Situations within the workplace that require negotiation are identified and negotiations done to create win-win situations
	4.11. Negotiation techniques are developed and applied at workplace to meet clientele's satisfaction and organizations' objectives

5. Maintain professional growth and development in the workplace	5.1. Personal training needs are assessed and identified in line with the requirements of the job
	5.2. ***Training and career opportunities*** are identified and availed based on job requirements
	5.3. Resources for training are mobilized and allocated based on organizations' skills needs
	5.4. Licenses and certifications relevant to job and career are obtained and renewed
	5.5. Personal growth is pursued towards improving the qualifications set for the profession
	5.6. Work priorities and commitments are managed based on requirement of the job and workplace policy
	5.7. Recognitions are sought as proof of career advancement in line with professional requirements
6. Demonstrate learning, creativity and innovativeness in the workplace	6.1. Time and effort is invested in learning new skills based job requirements
	6.2. Willingness to learn in different contexts is demonstrated based on available learning opportunities arising in the workplace

	6.3. Learning opportunities are sought and allocated based on job requirement and in line with organization policy
	6.4. Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job
	6.5. Application of a range of basic IT skills is demonstrated based on requirements of the job
	6.6. Awareness of Occupational Health and Safety procedures are demonstrated in use of technology in the workplace
	6.7. Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy
	6.8. New systems are developed and maintained in accordance with the requirements of the job
	6.9. Opportunities that are not obvious are identified and exploited in line with organization objectives
	6.10. Opportunities for performance improvement are identified proactively in area of work
	6.11. Awareness of personal role in workplace innovation is demonstrated

Range

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Drug and substance abuse	Commonly abused: 1.1. Alcohol 1.2. Tobacco 1.3. Miraa 1.4. Over-the-counter drugs 1.5. Cocaine 1.6. Bhang 1.7. Glue
2. Feedback	2.1. Verbal 2.2. Written 2.3. Informal 2.4. Formal
3. Clients	3.1. New clients 3.2. Existing clients 3.3. Internal clients 3.4. External clients
4. Relationships	4.1. Man/woman 4.2. Trainer/trainee 4.3. Employer/employee 4.4. Client/service provider 4.5. Husband/wife

		4.6.	Boy/girl
		4.7.	Parent/child
		4.8.	Sibling relationships
5.	Communication methods	5.1.	Written
		5.2.	Talk/presentation
		5.3.	Video
		5.4.	Audio
		5.5.	Graphical
		5.6.	Modelling
6.	Team	6.1.	Small work group
		6.2.	Staff in a section/department
		6.3.	Inter-agency group
7.	Personal growth	7.1.	Growth in the job
		7.2.	Career mobility
		7.3.	Gains and exposure the job gives
		7.4.	Networking
		7.5.	Benefits that accrue to the individual as a result of noteworthy performance
8.	Personal objectives	8.1.	Long term
		8.2.	Short term
		8.3.	Broad
		8.4.	Specific
9.	Trainings and career opportunities	9.1.	Participation in training programs
		9.2.	Technical
		9.3.	Supervisory
		9.4.	Managerial
		9.5.	Continuing education

	9.6. Serving as resource persons in conferences and workshop
10. Resource	10.1. Human
	10.2. Financial
	10.3. Technology
	10.4. Hardware
	10.5. Software
11. Innovation	11.1. New ideas
	11.2. Original ideas
	11.3. Different ideas
	11.4. Methods/procedures
	11.5. Processes
	11.6. New tools
12. Emerging issues	12.1. Terrorism
	12.2. Social media
	12.3. National cohesion
	12.4. Open offices

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Personal hygiene practices
- Intra and Inter-personal skills
- Communication skills
- Knowledge management

- Critical thinking skills
- Observation skills
- Organizing skills
- Negotiation skills
- Monitoring skills
- Evaluation skills
- Record keeping skills
- Problem solving skills
- Decision making skills
- Resource utilization skills
- Resource mobilization skills

Required Knowledge

The individual needs to demonstrate knowledge of:
- Work values and ethics
- Company policies
- Company operations, procedures and standards
- Occupational Health and Safety procedures
- Fundamental rights at work
- Personal hygiene practices
- Workplace communication
- Concept of time
- Time management
- Decision making
- Types of resources
- Work planning
- Resources and allocating resources

- Organizing work
- Monitoring and evaluation
- Record keeping
- Workplace problems and how to deal with them
- Negotiation
- Assertiveness
- Team work
- Gender mainstreaming
- HIV and AIDS
- Drug and substance abuse
- Leadership
- Safe work habits
- Professional growth and development
- Technology in the workplace
- Learning
- Creativity
- Innovation
- Emerging issues
  - Social media
  - Terrorism
  - National cohesion

Evidence Guide

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Attained job targets within key result areas
	1.2. Maintained intra- and inter-personal relationship in the course of managing oneself
	1.3. Completed trainings and career progression opportunities in time
	1.4. Was punctual and time conscious
	1.5. Acquired and maintained licenses and/or certifications required for the job
	1.6. Planned and organized resources to achieve organization goals and objectives
	1.7. Monitored and evaluated work activities
	1.8. Identified, analysed and solved problems arising in the course of working
	1.9. Was conscious of health and safety while carrying out work functions
	1.10. Maintained a mentorship and coaching program for employees
	1.11. Innovatively made work processes and procedures more efficient
	1.12. Mainstreamed gender issues in the workplace

		1.13. Built a strong team of workers in the workplace
		1.14. Sought and allocated learning opportunities and resources in the workplace
		1.15. Demonstrated awareness of HIV and AIDS
		1.16. Abstained from drug and substance abuse
		1.17. Demonstrated ability to cope with emerging issues
2.	Resource Implications	The following resources should be provided: 2.1. Workplace or assessment location 2.2. Case studies/scenarios
3.	Methods of Assessment	Competency in this unit may be assessed through: 3.1. Oral 3.2. Interview 3.3. Observation 3.4. Third party reports 3.5. Written
4.	Context of Assessment	4.1. Competency may be assessed in workplace or in a simulated workplace setting 4.2. Assessment shall be observed while tasks are being undertaken whether individually or in-group

5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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DEMONSTRATE ENVIRONMENTAL LITERACY

UNIT CODE: TO/OS/TM/BC/06/6

Unit Description

This unit specifies the competencies required to follow procedures for environmental hazards control, follow procedures for environmental pollution control; comply with workplace sustainable resource use; evaluate current practices in relation to resource usage; develop and adhere to environmental protection principles/strategies/guidelines; analyse resource use; develop resource conservation plans and implement selected plans.

Elements and Performance Criteria

ELEMENT These describe the key outcomes which make the workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Control environmental hazards	1.1. ***Storage methods*** for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS 1.2. ***Disposal methods*** of hazardous wastes are followed at all times according to environmental regulations and OSHS

		1.3.	**PPE** is used according to OSHS
2.	Control environmental pollution control	2.1.	Environmental pollution **control measures** are complied following standard protocol
		2.2.	Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999
		2.3.	Methods for minimizing *noise pollution* complied with following environmental regulations
3.	Demonstrate sustainable resource use	3.1.	Methods for minimizing wastage are complied with
		3.2.	Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)
		3.3.	Methods for economizing or reducing resource consumption are practiced
4.	Evaluate current practices in relation to resource usage	4.1.	Information on resource efficiency systems and procedures are collected and provided to the work group where appropriate
		4.2.	Current resource usage is measured and recorded by members of the work group
		4.3.	Current purchasing strategies are analysed and recorded according to industry procedures

		4.4.	Current work processes to access information and data is analysed following enterprise protocol
5.	Identify environmental legislations/ conventions for environmental concerns	5.1.	Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact
		5.2.	Industrial standard/environmental practices are described according to the different environmental concerns
6.	Implement specific environmental programs	6.1.	Programs/Activities are identified according to organizations policies and guidelines
		6.2.	Individual roles/responsibilities are determined and performed based on the activities identified
		6.3.	Problems/constraints encountered are resolved in accordance with organization's policies and guidelines
		6.4.	Stakeholders are consulted based on company guidelines
7.	Monitor activities on environmental protection/ programs	7.1.	Activities are periodically monitored and evaluated according to the objectives of the environmental program
		7.2.	Feedback from stakeholders are gathered and considered in proposing

		enhancements to the program based on consultations
	7.3.	Data gathered is analysed based on evaluation requirements
	7.4.	Recommendations are submitted based on the findings
	7.5.	Management support systems are set/established to sustain and enhance the program
	7.6.	Environmental incidents are monitored and reported to concerned/proper authorities
8. Analyse resource use	8.1.	All resource consuming processes are identified
	8.2.	Quantity and nature of resource consumed is determined
	8.3.	Resource flow is analysed through different parts of the process
	8.4.	Wastes are classified for possible source of resources
9. Develop resource conservation plans	9.1.	Efficiency of use/conservation of resources is determined following industry protocol
	9.2.	Causes of low efficiency of use of resources are determined based on industry protocol

	9.3. Plans for increasing the efficiency of resource use are developed based on findings

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	**Range** May include but is not limited to:
1. PPE	1.1. Mask 1.2. Gloves 1.3. Goggles 1.4. Safety hat 1.5. Coverall 1.6. Hearing protector
2. Environmental pollution control measures	2.1. Methods for minimizing or stopping spread and ingestion of airborne particles 2.2. Methods for minimizing or stopping spread and ingestion of gases and fumes 2.3. Methods for minimizing or stopping spread and ingestion of liquid wastes
3. Wastes	3.1. Unnecessary waste 3.2. Necessary waste

4.	Waste management procedures	4.1.	Sorting
		4.2.	Storing of items
		4.3.	Recycling of items
		4.4.	Disposal of items
5.	Resources	5.1.	Electric
		5.2.	Water
		5.3.	Fuel
		5.4.	Telecommunications
		5.5.	Supplies
		5.6.	Materials
6.	Workplace environmental hazards	6.1.	Biological hazards
		6.2.	Chemical and dust hazards
		6.3.	Physical hazards
7.	Organizational systems and procedures	7.1.	Supply chain, procurement and purchasing
		7.2.	Quality assurance
		7.3.	Making recommendations and seeking approvals
8.	Legislations/ Conventions	8.1.	EMCA 1999
		8.2.	Montreal Protocol
		8.3.	Kyoto Protocol
9.	Environmental aspects/impacts	9.1.	Air pollution
		9.2.	Water pollution
		9.3.	Noise pollution
		9.4.	Solid waste
		9.5.	Flood control
		9.6.	Deforestation/Denudation

	9.7. Radiation/Nuclear /Radio Frequency/ Microwaves
	9.8. Situation
	9.9. Soil erosion (e.g. Quarrying, Mining)
	9.10. Coral reef/marine life protection
10. Industrial standards/ environmental practices	10.1. ISO standards
	10.2. Company Environmental Management Systems (EMS)
11. Periodic	11.1. Hourly
	11.2. Daily
	11.3. Weekly
	11.4. Monthly
	11.5. Quarterly
	11.6. Yearly
12. Programs/ Activities	12.1. Waste disposal (on-site and off-site)
	12.2. Repair and maintenance of equipment
	12.3. Treatment and disposal operations
	12.4. Clean-up activities
	12.5. Laboratory and analytical test
	12.6. Monitoring and evaluation
	12.7. Environmental advocacy programs

Required Skills and Knowledge
This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Following storage methods of environmentally hazardous materials
- Following disposal methods of hazardous wastes
- Using PPE
- Practicing OSHS
- Complying environmental pollution control
- Observing solid waste management
- Complying methods of minimizing noise pollution
- Complying methods of minimizing wastage
- Employing waste management procedures
- Economizing resource consumption
- Listing of resources used
- Measuring current usage of resources
- Identifying and reporting workplace environmental hazards
- Conveying all environmental issues
- Following environmental regulations
- Identifying environmental regulations
- Assessing procedures for assessing compliance
- Collecting information on environmental and resource efficiency systems and procedures, and providing information to the work group
- Measuring and recording current resource usage
- Analysing and recording current purchasing strategies
- Analysing of current work processes to access information and data and assisting identifying areas for improvement
- Analysing resource flow
- Determining efficiency of use/conservation of resources

- Determining causes of low efficiency of use
- Developing plans for increasing the efficiency of resource use
- Checking resource use plans
- Complying to regulations/licensing requirements
- Determining benefit/cost of plans
- Ranking proposals based on benefit/cost compared to limited resources
- Checking proposals meet regulatory requirements
- Monitoring implementation
- Making adjustments to plan and implementation
- Checking new resource usage

Required Knowledge

The individual needs to demonstrate knowledge of:
- Storage methods of environmentally hazardous materials
- Disposal methods of hazardous wastes
- Usage of PPE environmental regulations
- OSHS
- Types of pollution
- Environmental pollution control measures
- Different solid wastes
- Solid waste management
- Different noise pollution
- Methods of minimizing noise pollution
- Methods of minimizing wastage
- Waste management procedures
- Economizing of resource consumption

- Principle of 3Rs
- Types of resources
- Techniques in measuring current usage of resources
- Calculating current usage of resources
- Types of workplace environmental hazards
- Environmental regulations
- Environmental regulations applying to the enterprise
- Procedures for assessing compliance with environmental regulations
- Collection of information on environmental and resource efficiency systems and procedures
- Measurement and recording of current resource usage
- Analysis and recording of current purchasing strategies
- Analysis of current work processes to access information data
- Analysis of data and information
- Identification of areas for improvement
- Resource consuming processes
- Determination of quantity and nature of resource consumed
- Analysis of different parts of the resource flow process
- Use/conservation of resources
- Causes of low efficiency of use
- Increasing the efficiency of resource use
- Inspection of resource use plans
- Regulations/licensing requirements
- Determine benefit/cost for alternative resource sources
- Benefit/costs for different alternatives
- Components of proposals
- Criteria of ranking proposals

- Regulatory requirements
- Proposals for improving resource efficiency
- Implementation of resource efficiency plans
- Procedures in monitoring implementation
- Adjustments of implementation plan
- Inspection of new resource usage

Evidence Guide

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Controlled environmental hazards
	1.2. Controlled environmental pollution
	1.3. Demonstrated sustainable resource use
	1.4. Evaluated current practices in relation to resource usage
	1.5. Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues/concerns
	1.6. Described industrial standard environmental practices according to the different environmental issues/concerns

		1.7. Resolved problems/constraints encountered based on management standard procedures
		1.8. Implemented and monitored environmental practices on a periodic basis as per company guidelines
		1.9. Recommended solutions for the improvement of the program
		1.10. Monitored and reported to proper authorities any environmental incidents
2.	Resource Implications	The following resources should be provided: 2.1. Workplace with storage facilities 2.2. Tools, materials and equipment relevant to the tasks (e.g. cleaning tools, cleaning materials, trash bags) 2.3. PPE, manuals and references 2.4. Legislation, policies, procedures, protocols and local ordinances relating to environmental protection 2.5. Case studies/scenarios relating to environmental protection
3.	Methods of Assessment	Competency in this unit may be assessed through: 3.1. Demonstration 3.2. Oral questioning 3.3. Written examination 3.4. Interviews 3.5. Third party reports

		3.6. Portfolio (citations/awards from GOs and NGOs, certificate of training – local and abroad)
		3.7. Simulations and role-play
4.	Context of Assessment	Competency may be assessed on-the-job, off-the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment.
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

UNIT CODE: TO/OS/TM/BC/07/6

Unit Description

This unit specifies the competencies required to lead the implementation of workplace's safety and health program, procedures and policies/guidelines.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements.
	Bold and italicized terms are elaborated in the Range
1. Identify workplace hazards and risk	1.1. ***Hazards*** in the workplace and/or ***indicators*** of its presence, are identified
	1.2. ***Evaluation and/or work environment*** measurements of OSH hazards/risk existing in the workplace is conducted by authorized personnel or agency
	1.3. ***OSH issues and/or concerns*** raised by workers are gathered
2. Identify and implement	2.1. Prevention and ***control measures***, including use of ***safety gears/PPE***

			(**Personal Protective Equipment**) for specific hazards identified and implemented
	appropriate control measures	2.2.	Appropriate *risk controls* based on result of OSH hazard evaluation is recommended
		2.3.	**Contingency measures**, including *emergency procedur*es during workplace **incidents and emergencies** are recognized and established in accordance with organization procedures
3.	Implement OSH programs, procedures and policies/ guidelines	3.1.	Information to work team about company OSH program, procedures and policies/guidelines are provided
		3.2.	Implementation of OSH procedures and policies/guidelines
		3.3.	Team members are trained and advised on OSH standards and procedures
		3.4.	Procedures for maintaining *OSH related records* are implemented

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Hazards	1.1. Physical hazards – impact, illumination, pressure, noise, vibration, extreme temperature, radiation 1.2. Biological hazards – bacteria, viruses, plants, parasites, mites, moulds, fungi, insects 1.3. Chemical hazards – dusts, fibres, mists, fumes, smoke, gases, vapours 1.4. Ergonomics 1.5. Psychological factors – over exertion/ excessive force, awkward/static positions, fatigue, direct pressure, varying metabolic cycles 1.6. Physiological factors – monotony, personal relationships, work out cycles 1.7. Safety hazards (unsafe workplace condition) – confined spaces, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris 1.8. Unsafe workers' act (smoking in off-limited areas, substance and alcohol abuse at work)
2. Indicators	2.1. Increased incidents of accidents, injuries

		2.2.	Increased occurrence of sickness or health complaints/symptoms
		2.3.	Common complaints of workers' related to OSH
		2.4.	High absenteeism for work related reasons
3.	Evaluation and/or work environment measurements	3.1.	Health audit
		3.2.	Safety audit
		3.3.	Work safety and health evaluation
		3.4.	Work Environment Measurements of physical and chemical hazards
4.	OSH issues and/or concerns	4.1.	Workers' experience/observation on presence of work hazards
		4.2.	Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks)
		4.3.	Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines
5.	Prevention and control measures	5.1.	Eliminate the hazard (i.e. get rid of the dangerous machine)
		5.2.	Isolate the hazard (i.e. keep the machine in a closed room and operate it remotely; barricade an unsafe area)
		5.3.	Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one)

	5.4.	Use administrative controls to reduce the risk (i.e. give trainings on how to use equipment safely; OSH related topics, issue warning signage, rotation/shifting work schedule)
	5.5.	Use engineering controls to reduce the risk (i.e. use safety guards to machine)
	5.6.	Use personal protective equipment
	5.7.	Safety, health and work environment evaluation
	5.8.	Periodic and/or special medical examinations of workers
6. Safety gears /PPE (Personal Protective Equipment)	6.1.	Arm/Hand guard, gloves
	6.2.	Eye protection (goggles, shield)
	6.3.	Hearing protection (ear muffs, ear plugs)
	6.4.	Hair net/cap/bonnet
	6.5.	Hard hat
	6.6.	Face protection (mask, shield)
	6.7.	Apron/Gown/Coverall/Jump suit
	6.8.	Anti-static suits
	6.9.	High-visibility reflective ves
7. Appropriate risk controls	Appropriate risk controls in order of impact are as follows:	
	7.1.	Eliminate the hazard altogether (i.e. get rid of the dangerous machine)
	7.2.	Isolate the hazard from anyone who could be harmed (i.e. keep the machine

		in a closed room and operate it remotely; barricade an unsafe area off)
		7.3. Substitute the hazard with a safer alternative (i.e. replace the machine with a safer one)
		7.4. Use administrative controls to reduce the risk (i.e. train workers on how to use equipment safely; train workers about the risks of harassment; issue signage)
		7.5. Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users)
		7.6. Use Personal Protective Equipment (i.e. wear gloves and goggles when using the machine)
8. Contingency measures		8.1. Evacuation
		8.2. Isolation
		8.3. Decontamination
		8.4. Calling designated emergency personnel
9. Emergency procedures		9.1. Fire drill
		9.2. Earthquake drill
		9.3. Basic life support/CPR
		9.4. First aid
		9.5. Spillage control
		9.6. Decontamination of chemical and toxic
		9.7. Disaster preparedness/management
		9.8. Use of fire-extinguisher

10. Incidents and emergencies	10.1. Chemical spills
	10.2. Equipment/Vehicle accidents
	10.3. Explosion
	10.4. Fire
	10.5. Gas leak
	10.6. Injury to personnel
	10.7. Structural collapse
	10.8. Toxic and/or flammable vapours emission
11. OSH related records	11.1. Medical/Health records
	11.2. Incident/Accident reports
	11.3. Sickness notifications/sick leave application
	11.4. OSH related trainings obtained

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

• Skills on preliminary identification of workplace hazards/risks

• Knowledge management

• Critical thinking skills

• Observation skills

• Coordination skills

• Communication skills

• Inter-personal skills

- Troubleshooting skills
- Presentation skills
- Training skills

Required Knowledge
The individual needs to demonstrate knowledge of:
- General OSH principles
- Occupational hazards/risks recognition
- OSH organizations providing services on OSH evaluation and/or Work Environment Measurements (WEM)
- National OSH regulations; company OSH policies and protocols
- Systematic gathering of OSH issues and concerns
- General OSH principles
- National OSH regulations
- Company OSH and recording protocols, procedures and policies/guidelines
- Training and/or counselling methodologies and strategies

Evidence Guide
This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Identified hazards/risks in the workplace and/or its indicators

	1.2. Requested for evaluation and/or work environment measurements of OSH hazards/risk in the workplace
	1.3. Gathered OSH issues and/or concerns raised by workers
	1.4. Identified and implemented prevention and control measures, including use of PPE (Personal Protective Equipment) for specific hazards
	1.5. Recommended appropriate risk controls based on result of OSH hazard evaluation and OSH issues gathered
	1.6. Established contingency measures, including emergency procedures in accordance with organization procedures
	1.7. Provided information to work team about company OSH program, procedures and policies/guidelines
	1.8. Participated in the implementation of OSH procedures and policies/guidelines
	1.9. Trained and advised team members on OSH standards and procedures
	1.10. Implemented procedures for maintaining OSH-related records
2. Resource Implications	The following resources should be provided:
	2.1. Workplace or assessment location
	2.2. OSH personal records

		2.3. PPE
		2.4. Health records
3.	Methods of Assessment	Competency may be assessed through:
		3.1. Portfolio assessment
		3.2. Interviews
		3.3. Case Study/Situation
		3.4. Observation/Demonstration
		3.5. Oral questioning
4.	Context of Assessment	Competency may be assessed on-the-job, off-the-job or a combination of these. Off-the-job assessment must be undertaken in a closely simulated workplace environment.
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

CORE UNITS OF LEARNING

DEVELOP TOUR PACKAGES

UNIT CODE: TO/OS/TM/CR/01/6

Unit Description

This unit describes the competencies required to develop tour packages. It involves identifying customer tour requirements and matching them with established suppliers' contracts, developing tour itineraries and documenting tour packages and itineraries.

It applies in the Tourism Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Identify customers' tour requirements	1.1. Customer contact is established in accordance with SOPs 1.2. ***Customer tour requirements*** are identified and confirmed as per SOPs

		1.3.	*Customer information* and identified requirements are recorded as per SOPs
2.	Match customer tour requirements with established suppliers' contracts	2.1.	Suitable tour components are identified based on customer's requirements and workplace products
		2.2.	Supplier contracts are negotiated as SOPs
		2.3.	Customer tour requirements are matched with *available supplier products* and services as per SOPs
3.	Develop tour itinerary	3.1.	Tour itineraries are designed based on customer preferences and SOPs
		3.2.	*Tour packages* are costed based on itinerary designed
		3.3.	*Terms and conditions* of the tour are identified and communicated as per supplier and SOPs
		3.4.	Tour requirements are communicated to customers as per SOPs
		3.5.	*Tour proposal* is provided to customer for consideration as per SOPs
4.	Document tour packages and itineraries	4.1.	Tour package development report is prepared as per SOPs
		4.2.	Developed tour packages and itineraries are documented and disseminated to implementers as per SOPs

5.	Manage tour package feedback	5.1.	Internal *feedback mechanisms* are developed as per the SOPs
		5.2.	*Performance indicators* are identified as per the SOPs
		5.3.	Feedback is evaluated as per the SOPs
		5.4.	Feedback is disseminated to implementers as per the SOPs

Range

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	**Range** May include but is not limited to:
1. Contact methods	1.1. Face-to-face 1.2. Telephone 1.3. Electronic (WhatsApp business) 1.4. Questionnaires
2. Customer tour requirements	2.1. Preferences 2.2. Budget
3. Customer information	3.1. Nationality 3.2. Demographics 3.3. Number 3.4. Type
4. Tour components	4.1. Accommodation 4.2. Transport 4.3. Attractions

	4.4. Entertainment
5. Supplier products	5.1. Accommodation
	5.2. Transport
	5.3. Attractions
	5.4. Entertainment
6. Tour itineraries	6.1. Customized
	6.2. Standardized
	6.3. Individual
	6.4. Group
7. Tour packages	7.1. Exclusive tours
	7.2. Special interest tours
	7.3. Regular departure tours
8. Terms and conditions	8.1. Payment
	8.2. Reservations
	8.3. Insurance
	8.4. Suppliers
9. Feedback	9.1. Tour cost
	9.2. Reservation status
	9.3. Itinerary
10. Tour proposal	10.1. Itinerary
	10.2. Cost
	10.3. Terms and conditions
11. Feedback mechanisms	11.1. Questionnaire
	11.2. Website review area
	11.3. Face-to-face
	11.4. Review applications (apps)

12. Performance indicators	12.1. Meet-and-greet
	12.2. Airport transfer
	12.3. Vehicle cleanliness
	12.4. Front office reception
	12.5. Room quality
	12.6. Flight experience
	12.7. Food quality
	12.8. Housekeeping and laundry quality
	12.9. Food and beverage service

Required Skills and Knowledge

Required Skills
- Communication
- Numeracy
- Inter-personal
- Selling
- Marketing
- Research
- Problem solving
- Critical thinking
- Organisation
- Technological
- Negotiation

Required Knowledge
- Attractions
- Product knowledge

- Reservations
- Tour costing
- Market segmentation
- Customer analysis
- Law of contract
- Passenger transport
- Local destinations
- Research methods
- Marketing
- Travel knowledge
- Proposal writing

Evidence Guide

1. Critical aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Established customer contacts appropriately
	1.2. Identified and confirmed customer tour requirements correctly
	1.3. Recorded customer information and identified tour requirements correctly
	1.4. Appropriately identified tour components matching customer requirements
	1.5. Matched customer tour requirements with available supplier products and services correctly

		1.6. Designed tour itineraries appropriately
		1.7. Costed the designed tour packages correctly
		1.8. Appropriately established terms and conditions of the tour
		1.9. Provided timely feedback to customer for consideration
		1.10. Booked customer's tour
		1.11. Effectively communicated tour requirements to customer
		1.12. Prepared tour package development report appropriately
		1.13. Documented and disseminated developed tour packages and itineraries to implementers
		1.14. Developed internal feedback mechanisms as per the SOPs
		1.15. Identified performance indicators as per the SOPs
		1.16. Evaluated feedback
		1.17. Disseminated feedback to implementers
2.	Resource Implications	The following resources should be provided for assessment: 2.1. A functional tour office 2.2. Simulated tour office
3.	Methods of Assessment	Competence in this unit may be assessed through: 3.1. Observation

		3.2. Written tests
		3.3. Projects
		3.4. Oral tests
		3.5. Portfolio
		3.6. Case study
		3.7. Third party report/Witness testimony
4.	Context of Assessment	Competence may be assessed:
		4.1. On-the-job
		4.2. Off-the-job
		4.3. During workplace attachment/experience
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEVELOP TRAVEL PACKAGES

UNIT CODE: TO/OS/TM/CR/02/6

Unit Description

This unit describes the competencies required to develop travel packages. It involves identifying customer travel requirements, matching customer requirements with established suppliers' contracts, developing travel itinerary and documenting travel packages and itineraries.

It applies in the Travel Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Identify customer travel requirements	1.1. ***Customer contact*** is established in accordance with SOPs
	1.2. ***Customer travel requirements*** are identified and confirmed as per SOPs
	1.3. ***Customer information*** and identified requirements are recorded as per SOPs

2.	Match customer requirements with established suppliers' contracts	2.1.	**Travel components** are identified based on customer's requirements and available travel products
		2.2.	Supplier contracts are negotiated as per SOPs
		2.3.	Customer travel requirements are matched with available **supplier products** and services as per SOPs
3.	Develop travel itinerary	3.1.	**Travel itineraries** are designed based on customer preferences and SOPs
		3.2.	**Travel packages** are costed based on itinerary designed
		3.3.	**Terms and conditions** of the travel are identified and communicated as per supplier and SOPs
		3.4.	Travel requirements are communicated to customers as per SOPs
		3.5.	**Travel proposal** is provided to customer for consideration as per SOPs
		3.6.	Travel services are booked as per SOPs
4.	Document travel packages and itineraries	4.1.	Travel package development report is prepared as per SOPs
		4.2.	Developed travel packages and itineraries are documented and disseminated to implementers as per SOPs

5. Manage travel package feedback	5.1. Internal ***feedback mechanisms*** are developed as per the SOPs
	5.2. ***Performance indicators*** are identified as per the SOPs
	5.3. Feedback is evaluated as per the SOPs
	5.4. Feedback is disseminated to implementers as per the SOPs

Range

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	**Range** May include but is not limited to:
1. Contact methods	1.1. Face-to-face
	1.2. Telephone
	1.3. Electronic (WhatsApp business, mobile applications)
	1.4. Questionnaires
	1.5. Websites
2. Customer travel requirements	2.1. Preferences
	2.2. Budget
	2.3. Type of travel package
	2.4. Means of travel
	2.5. Budget preferences
	2.6. Travel objectives

3.	Customer information	3.1.	Nationality
		3.2.	Demographics
		3.3.	Number
		3.4.	Type
4.	Supplier travel components	4.1.	Car hire
		4.2.	Air travel class of service
		4.3.	Tours
		4.4.	Accommodation
		4.5.	Cruise travel
		4.6.	Entertainment
		4.7.	Rail transport
5.	Supplier products	5.1.	Accommodation
		5.2.	Transport
		5.3.	Attractions
		5.4.	Entertainment
6.	Travel itineraries	6.1.	Customized
		6.2.	Standardized
		6.3.	Individual
		6.4.	Group
		6.5.	One-way
		6.6.	Return
		6.7.	Round-the-world trip
		6.8.	Open-jaw
		6.9.	Fly
		6.10.	Cruise
7.	Travel packages	7.1.	Exclusive
		7.2.	Group
		7.3.	Inclusive

	7.4. Special interest
	7.5. Incentive
8. Terms and conditions	8.1. Payment
	8.2. Reservations
	8.3. Insurance
	8.4. Suppliers
	8.5. Change of reservation policy
	8.6. Cancellation
9. Feedback	9.1. Travel cost
	9.2. Reservation status
	9.3. Itinerary
10. Tour proposal	10.1. Itinerary
	10.2. Cost
	10.3. Terms and conditions
11. Feedback mechanisms	11.1. Questionnaire
	11.2. Website review area
	11.3. Face-to-face
	11.4. Review applications (apps)
12. Performance indicators	12.1. Meet-and-greet
	12.2. Airport transfer
	12.3. Vehicle cleanliness
	12.4. Front office reception
	12.5. Room quality
	12.6. Flight experience
	12.7. Food quality
	12.8. Housekeeping and laundry quality
	12.9. Food and beverage service

Required Skills and Knowledge

Required Skills
- Communication
- Numeracy
- Interpersonal
- Selling
- Marketing
- Research
- Problem solving
- Critical thinking
- Organisation
- Technological
- Negotiation

Required Knowledge
- Attractions
- Product knowledge
- Reservations
- Tour costing
- Market segmentation
- Customer analysis
- Law of contract
- Passenger transport
- Local destinations
- Research methods
- Marketing

- Travel knowledge
- Proposal writing

Evidence Guide

1. Critical aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Established customer contacts appropriately
	1.2. Identified and confirmed customer tour requirements correctly
	1.3. Recorded customer information and identified tour requirements correctly
	1.4. Appropriately identified tour components matching customer requirements
	1.5. Matched customer tour requirements with available supplier products and services correctly
	1.6. Designed tour itineraries appropriately
	1.7. Costed the designed tour packages correctly
	1.8. Appropriately established terms and conditions of the tour
	1.9. Provided timely feedback to customer for consideration
	1.10. Booked customer's tour

		1.11. Effectively communicated tour requirements to customer
		1.12. Prepared tour package development report appropriately
		1.13. Documented and disseminated developed tour packages and itineraries to implementers
		1.14. Developed internal feedback mechanisms as per the SOPs
		1.15. Identified performance indicators as per the SOPs
		1.16. Evaluated feedback
		1.17. Disseminated feedback to implementers
2.	Resource Implications	The following resources should be provided for assessment:
		2.1. Operational tour office
		2.2. Learning resource centre
		2.3. Computer laboratory
3.	Methods of Assessment	Competence in this unit may be assessed through:
		3.1. Observation
		3.2. Written tests
		3.3. Projects
		3.4. Oral tests
		3.5. Portfolio
		3.6. Case study
		3.7. Third party report/Witness testimony

4.	Context of Assessment	Competence may be assessed:
		4.1. In an established tour office
		4.2. In a simulated workplace setting
		4.3. During workplace attachment/experience
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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MANAGE TOUR DELIVERY

UNIT CODE: TO/OS/TM/CR/03/6

Unit Description

This unit describes the competencies required to manage tour delivery. It involves selling tour packages, managing customers' reservations and tour files, implementing tour itinerary and documenting tour activities.

It applies in the Tourism Industry.

Elements and Performance Criteria

ELEMENT These describe the key outcomes which make the workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Sell tour package	1.1. Clients' enquiries are responded to as per SOP 1.2. Contract is entered as per SOP 1.3. Tour file is opened as per SOP
2. Manage customers' reservations	2.1. ***Suppliers*** are contacted for availability of services based on the contract as per SOPs 2.2. ***Reservation documents*** are prepared and submitted to suppliers as per SOPs

		2.3.	Confirmed bookings are received, recorded and communicated to customers as per SOPs
3.	Manage tour file	3.1.	Customers' payments for services are received and processed in line with the organisation's policy
		3.2.	Suppliers are paid as per SOPs
		3.3.	Tour *accounting documentation* is maintained as per SOPs
		3.4.	All requested services are reserved as per SOPs
		3.5.	All reservations are confirmed with the suppliers and clients as per SOPs
4.	Implement tour itinerary	4.1.	*Tour package information* is assembled as per SOPs
		4.2.	*Tour field staff* are briefed as per SOP
		4.3.	Customers' arrival procedures are conducted as per the clients' itinerary
		4.4.	Tour is commissioned as per SOPs
		4.5.	Tour is executed as per SOPs
		4.6.	*Contingency measures* are put in place to manage unexpected occurrences as per SOPs
5.	Perform post tour activities	5.1.	Feedback from client and field staff is received and documented as per SOPs
		5.2.	Tour reports are prepared as per SOPs
		5.3.	Tour report recommendations are implemented as per SOPs

Range

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Suppliers	1.1. Hotels 1.2. Airlines 1.3. Ground transporters 1.4. Attraction providers 1.5. Restaurants
2. Reservation documents	2.1. Vouchers 2.2. Email 2.3. Letters 2.4. Receipts 2.5. Tickets
3. Tour accounting documentation	3.1. Invoices 3.2. Vouchers 3.3. Receipts 3.4. LPO 3.5. LSO
4. Tour package information	4.1. Itinerary 4.2. Confirmed vouchers 4.3. Tickets 4.4. Welcome envelope 4.5. Brochures 4.6. Maps

	4.7.	Letters
5. Tour field staff	5.1.	Driver guides
	5.2.	Tour guides
	5.3.	Airport representatives
	5.4.	Balloon safari pilots
6. Contingency measures	6.1.	First aid kits
	6.2.	Satellite communication system
	6.3.	Emergency contact list
	6.4.	Customer briefing on dos and don'ts

Required Skills and Knowledge

Required Skills
- Communication
- Inter-personal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control

- Numeracy

Required Knowledge
- Tourism destination knowledge
- Principles tour management
- Legal aspects of tourism
- Components of tourism products
- Range of tourism suppliers
- Customer knowledge
- Service standards
- Principles of sustainable tourism
- Feedback mechanisms
- Tourism source markets

Evidence Guide

1. Critical Aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Responded to clients' enquiries appropriately
	1.2. Facilitated contract signing
	1.3. Correctly opened a tour file
	1.4. Appropriately contacted suppliers for availability of services
	1.5. Prepared and submitted reservation documents appropriately
	1.6. Received, recorded and communicated confirmed bookings to customers timely

		1.7.	Received and processed customers' payments for services appropriately
		1.8.	Appropriately paid suppliers
		1.9.	Correctly maintained tour accounting documentation
		1.10.	Correctly reserved all requested services
		1.11.	Correctly confirmed all reservations are with the suppliers and clients
		1.12.	Appropriately assembled tour package information
		1.13.	Correctly briefed tour field staff
		1.14.	Demonstrated understanding of customers' arrival procedures
		1.15.	Timely commissioned and executed the tour
		1.16.	Implemented contingency measures to manage unexpected occurrences
		1.17.	Appropriately received and documented feedback from client and field staff
		1.18.	Prepared tour reports
		1.19.	Appropriately implemented tour report recommendations
2.	Resource Implications	2.1.	A functional tour operations office
		2.2.	An institution with closely simulated tour operations training office

3.	Methods of Assessment	Competency may be assessed through: 3.1. Verbal questioning 3.2. Project 3.3. Observation 3.4. Third party report 3.5. Interview 3.6. Written test
4.	Context of Assessment	Competency may be assessed individually: 4.1. On-the-job 4.2. Off-the-job 4.3. Workplace experience
5.	Guidance information for Assessment	This unit may be assessed on an integrated basis with others within this occupational sector.

MANAGE TRAVEL SERVICE DELIVERY

UNIT CODE: TO/OS/TM/CR/04/6

Unit Description

This unit describes the competencies required to manage a travel service delivery. It involves selling travel package, managing customers' reservations, managing travel file, managing customers travel experience and conducting post travel activities

It applies in the Travel Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Sell travel package	1.1. Customers' travel acceptance feedback is received and recorded as per SOPs 1.2. Travel requirements are communicated to customers as per SOPs 1.3. Contract is entered as per SOPs 1.4. Passenger file is opened as per SOPs

2.	Manage customers' reservations	2.1.	***Suppliers*** are contacted for availability of services based on the contract as per SOPs
		2.2.	***Reservation documents*** are prepared and submitted to suppliers as per SOPs
		2.3.	Confirmed bookings are received, recorded and communicated to customers as per SOPs
3.	Manage travel file	3.1.	Clients' information is collected and recorded as per the SOPs
		3.2.	All requested travel services are reserved as per SOPs
		3.3.	Customers' payments for services are processed in line with the organisation's policies and procedures
		3.4.	Suppliers are paid as per SOPs
		3.5.	***Travel accounting documentation*** is maintained as per SOPs
		3.6.	***Travel package information*** is assembled as per SOPs
4.	Manage customers' travel experience	4.1.	***Travel documents*** are issued to customers as per SOPs
		4.2.	Customers' briefing is conducted as per SOP and workplace procedures
		4.3.	Customers' travel experience is monitored as per SOPs
		4.4.	***Contingency situations*** are identified as per SOPs

	4.5. *Contingency measures* are put in place to manage unexpected occurrences as per SOPs
5. Carry out post travel activities	5.1. Feedback on customers' travel experience is collected as per SOPs
	5.2. Travel reports are prepared as per SOPs
	5.3. Travel report recommendations are implemented as per SOPs
	5.4. *Ancillary services* are provided as per the SOPs

Range

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Suppliers	1.1. Tour operators
	1.2. GDS
	1.3. Hotels
	1.4. Airlines
	1.5. Ground transporters
	1.6. Attraction providers
	1.7. Restaurants
	1.8. Insurance providers
	1.9. Visa management companies
	1.10. Cruises

		1.11. Railway
2.	Reservation documents	2.1. Vouchers
		2.2. Tickets
		2.3. Miscellaneous charges order
3.	Travel accounting documentation	3.1. Billing settlement plan
		3.2. Reports
		3.3. Vouchers
		3.4. Invoices
		3.5. LPOs
		3.6. Receipts
		3.7. LSO
		3.8. Contracts
		3.9. Tickets
4.	Ancillary services	4.1. New products in a destination
		4.2. Document renewals
		4.3. Offers and service discounts
5.	Travel package information	5.1. Visa
		5.2. Health certificate
		5.3. Travel insurance
		5.4. Passport
		5.5. Weather
		5.6. Currency
		5.7. Financial information
6.	Travel documents	6.1. Tickets
		6.2. Vouchers
		6.3. Coupons
		6.4. Travellers' cheque

7. Contingency situations	7.1. Flight cancellation
	7.2. Lost baggage
	7.3. Flight delays
	7.4. Over booking
	7.5. Accidents
	7.6. Ailments
	7.7. Terrorism
	7.8. Natural calamities
8. Contingency measures	8.1. Re-routing
	8.2. Customer updating
	8.3. Customer briefing
	8.4. Competent staff
	8.5. First aid kits
	8.6. Satellite communication system
	8.7. Emergency contact list
	8.8. Customer briefing on dos and don'ts
	8.9. Evacuation

Required Skills and Knowledge

Required Skills
- Communication
- Inter-personal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills

- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy

Required Knowledge
- Travel destination knowledge
- Principles travel management
- Legal aspects of travel
- Components of travel products
- Range of travel suppliers
- Customer knowledge
- Service standards
- Principles of sustainable tourism and travel
- Feedback mechanisms
- Travel source markets

Evidence Guide

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1. Correctly advised clients on required travel documents 1.2. Responded to clients' enquiries appropriately 1.3. Facilitated contract signing 1.4. Correctly opened a travel file 1.5. Appropriately contacted suppliers for availability of services 1.6. Prepared and submitted reservation documents appropriately 1.7. Received, recorded and communicated confirmed bookings to customers timely 1.8. Received and processed customers' payments for services appropriately 1.9. Appropriately paid suppliers 1.10. Correctly maintained travel accounting documentation 1.11. Correctly reserved all requested services 1.12. Correctly confirmed all reservations with the suppliers and clients 1.13. Appropriately assembled travel package information 1.14. Correctly briefed travel field staff

		1.15. Demonstrated understanding of customers' arrival procedures
		1.16. Implemented contingency measures to manage unexpected occurrences
		1.17. Appropriately received and documented feedback from client and staff
		1.18. Prepared travel reports
		1.19. Appropriately implemented travel report recommendations
2.	Resource Implications	2.1. A travel office
		2.2. Booking/reservation bookings technology and documentation
3.	Methods of Assessment	Competency may be assessed through:
		3.1. Verbal questioning
		3.2. Project
		3.3. Observation
		3.4. Third party report
		3.5. Interview
		3.6. Written test
4.	Context of Assessment	Competency may be assessed individually:
		4.1. On-the-job
		4.2. Off-the-job
		4.3. Workplace experience
5.	Guidance information for Assessment	This unit may be assessed on an integrated basis with others within this occupational sector.

MARKET TOUR AND TRAVEL PRODUCTS

UNIT CODE: TO/OS/TM/CR/05/6

Unit Description

This unit describes the competencies required to market tour and travel products. It involves conducting tour and travel feasibility studies, developing tour and travel marketing strategies and marketing plans, promoting tour and travel products and performing post tour and travel marketing activities. It also entails implementing recommendations of the tour and travel marketing report.

It applies in the Tourism and Travel Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. ***Bold and italicized terms are elaborated in the Range***
1. Conduct tour and travel feasibility study	1.1. Target markets are identified and selected as per their growth potential and the organisation`s strategic plan 1.2. ***Customer profiles*** are created and maintained as per available data on customer preferences

		1.3.	Market is segmented based on customer profiles and organization objectives
		1.4.	***Tour and travel products*** are developed to match the market segments as per SOPs and based on organisation's objectives
2.	Develop tour and travel marketing strategies	2.1.	Marketing objectives, consistent with the organisation's business plan, are identified and prioritised
		2.2.	Marketing strategies are identified and developed in-line with the organisation's business plan and financial potential
		2.3.	Marketing strategy is adopted and documented based on organization objectives
3.	Develop tour and travel marketing plans	3.1.	Marketing schedules are developed for the identified market segments in-line with the marketing strategy
		3.2.	***Resources for implementation of marketing plans*** are identified from historical data and business projections
		3.3.	Marketing schedules are implemented in line with the marketing strategy
		3.4.	Implementation and performance of the marketing plan is monitored and evaluated against milestones and budgets

		3.5.	Significant variances in performance against the developed marketing plan are addressed in line with organisational policies
4.	Perform tour and travel products promotion	4.1.	***Features of tour and travel products*** to be promoted are identified based on their unique selling points
		4.2.	Resources for promotional activities are identified from the budget and their availability secured
		4.3.	***Methods of promotion*** are identified based on resources available
		4.4.	***Promotional materials*** are developed based on products identified and unique selling points
		4.5.	Logistics for promotional activities are identified as per the type of promotional activity
		4.6.	Promotional activities are organised and implemented based on budget and target market preferences
		4.7.	Promotional activities are evaluated and revised based on their performance
		4.8.	Promotional activities are conducted in due regard to sustainable tourism
		4.9.	Tour products are sold based on customers' needs as per SOPs

5. Perform post tour and travel marketing activities	5.1. Marketing reports are prepared as per SOPs
	5.2. Recommendations in marketing reports are acted upon based on marketing strategy and SOPs
6. Manage tour and travel marketing feedback	6.1. Internal *feedback mechanisms* are developed as per the SOPs
	6.2. Performance indicators are identified as per the SOPs
	6.3. Feedback is evaluated as per the SOPs
	6.4. Feedback is disseminated to implementers as per the SOPs

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	**Range** May include but is not limited to:
1. Customer profiles	1.1. Demographic
	1.1.1. Name
	1.1.2. Address
	1.1.3. Occupation
	1.1.4. Age
	1.1.5. Nationality
	1.2. Psychographic
	1.2.1. Introverts

		1.2.2. Extroverts
2.	Tour and travel products	2.1. Special interest tours 2.2. Group tours 2.3. Individual tours 2.4. Group inclusive tour 2.5. Ground transport 2.6. Car hire 2.7. Conferences 2.8. Business travel 2.9. Tour packages 2.10. Airline seats (economy, business, first class) 2.11. Hotel rooms (standard, deluxe, suites, economy)
3.	Promotional activities	3.1. One-off 3.2. Series
4.	Promotional materials	4.1. Brochures 4.2. Posters 4.3. Cards 4.4. Labels 4.5. Leaflets 4.6. Multi-media 4.7. Web-based
5.	Resources for implementation of marketing plans	5.1. Financial 5.2. Logistical 5.3. Human

6. Features of tour and travel products	6.1. Comfort levels
	6.2. Ambience
	6.3. Experience
7. Methods of promotion	7.1. Web based methods
	7.2. Branding
	7.3. Personal selling
	7.4. Direct marketing
	7.5. Special offers
	7.6. Electronic media
	7.7. Word of mouth
	7.8. Trade shows and exhibitions
8. Promotional materials	8.1. Brochures
	8.2. Flyers
	8.3. Corporate ware
	8.4. Banners

Required Skills and Knowledge

Required Skills
- Communication
- Marketing
- Selling
- Inter-personal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills

- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy

Required Knowledge
- Tourism destination knowledge
- Principles and methods of marketing
- Legal aspects of tourism
- Components of tourism products
- Range of tourism suppliers
- Customer knowledge
- Service standards
- Principles of sustainable tourism
- Feedback mechanisms
- Promotion of the tour products
- Tourism source markets

Evidence Guide

1. Critical Aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Identified and selected target markets appropriately
	1.2. Created and maintained customer profiles correctly
	1.3. Segmented market appropriately
	1.4. Developed tour products effectively
	1.5. Identified and prioritised marketing objectives appropriately
	1.6. Identified and developed marketing strategies appropriately
	1.7. Facilitated the adoption and documentation of the marketing strategy
	1.8. Appropriately developed marketing schedules
	1.9. Effectively identified resources for implementation of marketing plans
	1.10. Facilitated implementation of marketing schedules
	1.11. Appropriately monitored and evaluated the implementation and performance of the marketing plan

	1.12.	Appropriately addressed significant variances in marketing plan performance
	1.13.	Identified features of tour products to be promoted correctly
	1.14.	Identified and secured availability resources for promotional activities from the budget
	1.15.	Appropriately identified methods of promotion are based on resources available
	1.16.	Effectively developed promotional materials
	1.17.	Appropriately identified logistics for promotional activities
	1.18.	Appropriately organised and implemented promotional activities
	1.19.	Effectively evaluated and reviewed promotional activities
	1.20.	Demonstrated understanding of sustainable tourism
	1.21.	Sold tour products effectively
	1.22.	Prepared marketing reports
	1.23.	Implemented marketing report recommendations
2. Resource Implications	2.1.	A functional tour operations office
	2.2.	An institution with fully equipped simulated training tour operations office

3.	Methods of Assessment	Competency may be assessed through:
		3.1. Verbal questioning
		3.2. Project
		3.3. Observation
		3.4. Third party report
		3.5. Interview
		3.6. Written test
4.	Context of Assessment	Competency may be assessed individually:
		4.1. On-the-job
		4.2. Off-the-job
		4.3. Workplace experience
5.	Guidance information for Assessment	This unit may be assessed on an integrated basis with others within this occupational sector.

MANAGE TOUR AND TRAVEL CUSTOMER SERVICE

UNIT CODE: TO/OS/TM/CR/06/6

Unit Description

This unit describes the competencies required to manage customer service**.** It involves developing and implementing internal customer communication system, developing and implementing external customer communication system, handling travel service contingencies and handling customer safety and security issues.

It applies in the Tourism Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. *Bold and italicized terms are elaborated in the Range*
1. Develop and implement internal customer communication system	1.1. Organizations' internal customer communication standards are established based on organizations' objectives 1.2. ***Channels of communication with internal customers*** are established in

			line with organizations' communication policy
2.	Develop and implement external customer communication system	2.1.	Organizations' external customer communication standards are established based on organizations' objectives
		2.2.	**Channels of communication with external customers** are established in line with organizations' communication policy
3.	Handle tour and travel contingencies	3.1.	**Resources for handling tour and travel contingencies** are identified and their availability secured
		3.2.	**Possible contingency situations** are identified based on past experiences
		3.3.	**Possible mitigation measures** are developed based on experience and best practices as per SOPs
		3.4.	Contingencies are addressed as per SOPs
4.	Handle tour and travel customer safety and security issues	4.1.	Resources for handling tour safety and security are identified and their availability secured
		4.2.	**Possible safety and security issues** are identified based on past experiences
		4.3.	**Possible mitigation measures** are developed based on experience and best practices as per SOPs

		4.4.	Safety and security issues are addressed as per SOPs
5.	Prepare customer service reports	5.1.	Customer service reports are prepared, evaluated and disseminated as per organizations' policy
		5.2.	Recommendations of the customer service reports are implemented as per SOPs

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	**Range** May include but is not limited to:
1. Possible mitigation measures	1.1. First aid kits
	1.2. Satellite communication system
	1.3. Emergency contact list
	1.4. Customer briefing on dos and don'ts
	1.5. Field staff briefing on dos and don'ts
	1.6. Security personnel
	1.7. Health personnel
	1.8. Evacuation services
	1.9. Signage
	1.10. Experienced personnel
	1.11. Insurance
	1.12. Safety ware and equipment

2.	Channels of communication with internal customers	2.1.	Meetings
		2.2.	Memos
		2.3.	Emails
		2.4.	Letters
		2.5.	Notices
		2.6.	Web-based
3.	Resources for handling tour and travel contingencies	3.1.	Human
		3.2.	Financial
		3.3.	Logistical
		3.4.	Technological
		3.5.	Physical
4.	Possible contingency situations	4.1.	Accidents
		4.2.	Sickness
		4.3.	Bad weather
		4.4.	Unhonoured contracts
		4.5.	Cancellations
		4.6.	Mechanical breakdowns
		4.7.	Customer based contingencies
5.	Possible safety and security issues	5.1.	Terrorism
		5.2.	Theft
		5.3.	Banditry
		5.4.	Landslides
		5.5.	Flash floods
		5.6.	Accidents
		5.7.	Food poisoning
		5.8.	Wildlife attacks
		5.9.	Loss of direction
		5.10.	Lack of signage

Required Skills and Knowledge

Required Skills
- Communication
- Inter-personal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy
- First aid
- Attention to details

Required Knowledge
- Tourism destination knowledge
- Principles of management
- Human resource management
- Legal aspects of tourism

- Handling emergencies
- Components of tourism products
- Range of tourism suppliers
- Customer service
- Customer knowledge
- Service standards
- Principles of sustainable tourism and travel
- Feedback mechanisms
- Tourism source markets
- Safety and security knowledge

Evidence Guide

1. Critical Aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Appropriately established organizations' internal customer communication standards
	1.2. Appropriately established channels of communication with internal customers
	1.3. Established internal customer communication standard procedures appropriately
	1.4. Facilitated the implementation of internal customer communication standard procedures

	1.5. Established organizations' external customer communication standards appropriately
	1.6. Established channels of communication with external customers appropriately
	1.7. Established external customer communication standard procedures
	1.8. Facilitated the implementation of external customer communication standard procedures
	1.9. Correctly identified and secured availability of resources for handling contingencies
	1.10. Correctly identified possible contingency situations
	1.11. Efficiently developed possible mitigation measures
	1.12. Appropriately addressed contingencies
	1.13. Appropriately identified and secured availability of resources for handling safety and security
	1.14. Identified possible safety and security issues correctly
	1.15. Appropriately developed possible mitigation measures
	1.16. Efficiently addressed safety and security issues

		1.17. Appropriately prepared, evaluated and disseminated customer service reports
		1.18. Appropriately implemented recommendations of the customer service reports
2.	Resource Implications	2.1. A functional tour office
3.	Methods of Assessment	Competence in this unit may be assessed through: 3.1. Observation 3.2. Written tests 3.3. Projects 3.4. Oral questioning 3.5. Portfolio 3.6. Third party report
4.	Context of Assessment	Competency may be assessed individually: 4.1. On-the-job 4.2. Off-the-job 4.3. During workplace attachment/experience
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry, workplace and job role is recommended.

MANAGE TOUR AND TRAVEL PRODUCT QUALITY

UNIT CODE: TO/OS/TM/CR/07/6

Unit Description

This unit describes the competencies required to manage tour and travel product quality. It involves identifying available tour and travel product standards, controlling tour product standards, resolving tour and travel service problems and documenting tour and travel product quality management activities. It also entails implementing recommendations of the tour and travel product quality management report.

It applies in the Tourism and Travel Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. *Bold and italicized terms are elaborated in the Range*
1. Identify available tour and travel product standards	1.1. *Tourism and travel suppliers* are identified based on customers' needs and quality standards of the organizations'

		1.2.	***Characteristics of the tourism and travel product*** are identified as per supplier specifications
		1.3.	***Components of the tourism and travel product*** are defined based on suppliers' terms and conditions or contracts
		1.4.	Organizations' set product standards are benchmarked against best practice
		1.5.	Organizations' established standards are communicated internally and externally, as per the organisation's communication policy
2.	Control tour and travel product standards	2.1.	***Risks to product standard delivery*** are identified and rated as per potential impact
		2.2.	***Mechanisms for quality control*** are put in place in-line with the organisation's quality standards
		2.3.	Organizations ***feedback gathering systems*** are established in-line with organisations' policy
		2.4.	Product standards are reviewed to ensure conformity with organisations' standards and industry best practices
3.	Resolve tour and travel service problems	3.1.	Actual and potential service problems are identified, analysed and prioritized in-line with the organisation's quality standards

		3.2.	A service problem reporting system is established and communicated in-line with the organisation's quality standards and communication policy
		3.3.	Changes in internal and external conditions, which may impact service delivery, are addressed in-line with the organisation's quality standards
		3.4.	Action is taken to resolve service problems in-line with the organisation's quality standards and SOPs
		3.5.	Product quality management report is prepared and disseminated as per SOPs
4.	Document and action tour and travel product quality management activities	4.1.	Tour and travel product quality management reports are prepared as per SOPs
		4.2.	Recommendations in tour and travel product quality management reports are acted upon based on marketing strategy and SOPs

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Tourism and travel product characteristics	1.1. Composite product 1.2. Impact of demand patterns on supply 1.3. Intangible 1.4. Lack of ownership 1.5. Variability 1.6. Unstable demand 1.7. Perishability 1.8. Psychological customer satisfaction derives from experience of using the product
2. Components of the tourism and travel product	2.1. Accommodation 2.2. Transportation 2.3. Attractions 2.4. Tours 2.5. Dining 2.6. Entertainment 2.7. Ancillary services
3. Tourism and travel suppliers	3.1. Hospitality (accommodation providers, caterers) 3.2. Other suppliers: insurance companies airlines, care hire, cruise ship, trains, GDS (Global Distribution Systems), ferry, coach and coach tour operators, car/vehicle rental companies
4. Risks to product	4.1. Miscommunication 4.2. Lack of attention to details

standard delivery	4.3. Delayed flights
	4.4. Bad weather
	4.5. Incompetent staff
5. Feedback gathering systems	5.1. Guest feedback forms
	5.2. Field staff reports
	5.3. Supplier reports
	5.4. Website based feedback
	5.5. Face-to-face
6. Mechanisms for quality control	6.1. SOPs
	6.2. Supervision
	6.3. Capacity building
	6.4. Employee recognition
	6.5. Motivation

Required Skills and Knowledge

Required Skills
- Communication
- Inter-personal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Organizational
- Leadership

- Teamwork
- Planning
- Control
- Numeracy

Required Knowledge
- Tourism destination knowledge
- Quality control systems
- Legal aspects of tourism
- Components of tourism products
- Range of tourism suppliers
- Customer knowledge
- Service standards
- Feedback mechanisms

Evidence Guide

1. Critical Aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Identified tourism and travel suppliers correctly
	1.2. Demonstrated understanding of characteristics of the tourism product
	1.3. Correctly defined components of the tourism and travel product
	1.4. Demonstrated understanding of organization's product standards

	1.5.	Effectively communicated organization's established standards internally and externally
	1.6.	Identified and rated risks to travel product standard delivery appropriately
	1.7.	Established mechanisms for quality control
	1.8.	Established organization's feedback gathering systems
	1.9.	Reviewed product standards appropriately
	1.10.	Identified, analysed and prioritized actual and potential travel service problems effectively
	1.11.	Established and communicated a travel service problem reporting system effectively
	1.12.	Addressed changes in internal and external conditions appropriately
	1.13.	Resolved travel service problems effectively
	1.14.	Prepared and disseminated travel product quality management report
2. Resource Implications	2.1.	A functional tour operations office
	2.2.	A fully equipped simulated tour operations training office

3.	Methods of Assessment	Competency may be assessed through:
		3.1. Verbal questioning
		3.2. Project
		3.3. Observation
		3.4. Third party report
		3.5. Interview
		3.6. Written test
4.	Context of Assessment	Competency may be assessed individually:
		4.1. On-the-job
		4.2. Off-the-job
		4.3. Workplace experience
5.	Guidance information for Assessment	This unit may be assessed on an integrated basis with others within this occupational sector.

MANAGE TOUR OFFICE OPERATIONS

UNIT CODE: TO/OS/TM/CR/08/6

Unit Description

This unit describes the competencies required to manage tour office operations. It involves planning tour office operations; coordinating and controlling organizations' operational activities and tour office communication; managing tour office personnel and preparing tour office operations reports and implementing their recommendations.

It applies in the Tourism Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. *Bold and italicized terms are elaborated in the Range*
1. Plan tour office operations	1.1. Organization's strategic plan is developed based on its strategic objectives 1.2. *Tasks* are developed as per goals and objectives of the organization

		1.3.	Organization's standard operating procedures are developed based on tasks to be performed
		1.4.	Required *organization resources* are determined based on tasks to be performed
		1.5.	Implementation schedules are developed based on tasks, objectives and resources availability
		1.6.	Methods of *monitoring progress* are determined based on implementation schedules
		1.7.	Organization plan is shared with **implementers** as per SOPs
2.	Coordinate organization's operations	2.1.	Organization structure is developed based on the requirements of the organization
		2.2.	Resources are allocated based on organization's operational plan
		2.3.	Organization's performance reports are prepared and disseminated to relevant stakeholders as per the SOPs
3.	Control organization's operations	3.1.	Follow-up is done to track progress of operations as per organization's plan
		3.2.	Actual performance is measured and analysed against expected performance
		3.3.	SWOT analysis is performed based on organization's strategic plan

	3.4.	***Course correction*** activities are conducted as per progress report
	3.5.	Resources utilization is monitored based on SOPs
4. Manage tour office personnel	4.1.	Human resource policy is developed based on overall objective of the organization and best practices
	4.2.	Staff is recruited based on organizational structure and human resources policy
	4.3.	Staff is inducted and deployed based on human resource policy
	4.4.	Staff is supervised based on human resource policy
	4.5.	Staff performance assessment and appraisal is carried out based on human resource policy
	4.6.	Staff performance feedback is given based on performance assessment results
	4.7.	Staff ***capacity is built*** based on training needs assessment report
	4.8.	Staff is compensated, motivated and welfare programmes developed and maintained based on human resource policy

		4.9.	Staff disciplinary and *separation issues* are handled as per human resource policy
5.	Coordinate tour office communication	5.1.	Communication policy is developed based on organization vision and best practices
		5.2.	Organization's *internal and external communications* are handled as per communication policy
		5.3.	*Legal and statutory requirements* are adhered to as per legal requirements
		5.4.	*Stakeholder networks, linkages and partnerships* are established and maintained as per SOPs
6.	Prepare tour office operations reports and implement recommendations	6.1.	Tour office operation reports are prepared, evaluated and disseminated as per the SOPs
		6.2.	Recommendations of the tour office operation reports are implemented as per SOPs

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Tasks	1.1. Reservations 1.2. Customer care 1.3. Cashiering 1.4. Costing 1.5. Accounting 1.6. Marketing
2. Organization resources	2.1. Human 2.2. Financial 2.3. Logistical 2.4. Physical 2.5. Technological
3. Monitoring progress	3.1. Checklist based on SOPs 3.2. Reports 3.3. Appraisals 3.4. Evaluation based on set targets
4. Implementers	4.1. Employees 4.2. Suppliers 4.3. Directors 4.4. Trade partners 4.5. Clients 4.6. Government regulatory agencies
5. Course corrections	5.1. Restructuring 5.2. Enter new contracts 5.3. Relocation 5.4. Resourcing

6.	Capacity building	6.1.	Training
		6.2.	Mentorship
		6.3.	Coaching
		6.4.	Attachment
		6.5.	Field trips
		6.6.	Continuous professional development
7.	Separation issues	7.1.	Retirement
		7.2.	Dismissal
		7.3.	Retrenchment
		7.4.	Transfers
8.	Internal and external communications	8.1.	Memos
		8.2.	Letter
		8.3.	Newsletters
		8.4.	Documentaries
		8.5.	Staff meetings
		8.6.	Stakeholder engagement
		8.7.	Investor briefings
9.	Legal and statutory requirements	9.1.	Tourism Act 2011
		9.2.	NEMA, Public Health Cap 242
		9.3.	OSH Act 2007
		9.4.	EMCA 1999
		9.5.	Wildlife Conservation and Management Act 2013 (No. 47 of 2013)
		9.6.	Employment Act 2007
		9.7.	The Children and Social Work Act 2017
		9.8.	IATA, KATA, KATO

10. Stakeholder networks, linkages and partnerships	10.1. Competitors
	10.2. Trade associations
	10.3. Ministry of Tourism
	10.4. Government agencies
	10.5. Communities
	10.6. County governments
	10.7. Suppliers
	10.8. Trainers
	10.9. International tourism agencies (UNWTO)

Required Skills and Knowledge

Required Skills
- Communication
- Inter-personal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning

- Control
- Numeracy

Required Knowledge
- Tourism destination knowledge
- Principles of management
- Human resource management
- Legal aspects of tourism
- Components of tourism products
- Range of tourism suppliers
- Customer service
- Customer knowledge
- Service standards
- Principles of sustainable tourism
- Feedback mechanisms
- Tourism source markets

Evidence Guide

1. Critical Aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Developed an organization's strategic plan efficiently
	1.2. Appropriately developed tasks
	1.3. Appropriately developed organization's standard operating procedures for tasks to be performed

	1.4. Appropriately established required organization resources
	1.5. Efficiently developed implementation schedules
	1.6. Appropriately established methods of monitoring progress
	1.7. Timely shared organization plan with implementers
	1.8. Appropriately developed organization structure
	1.9. Correctly allocated resources for organization's operations
	1.10. Prepared and disseminated organization's performance reports to relevant stakeholders
	1.11. Monitored and analysed progress of operations effectively
	1.12. Appropriately conducted course correction activities
	1.13. Efficiently monitored resources utilization
	1.14. Developed human resource policy appropriately
	1.15. Appropriately recruited, inducted and deployed staff
	1.16. Carried out staff performance assessment and appraisal appropriately

		1.17. Effectively conducted staff capacity building
		1.18. Compensated and motivated staff correctly
		1.19. Developed and maintained welfare programmes efficiently
		1.20. Appropriately handled staff disciplinary and separation issues
		1.21. Appropriately developed communication policy
		1.22. Efficiently handled organization's internal and external communications
		1.23. Adhered to legal and statutory requirements
		1.24. Established and maintained stakeholder networks, linkages and partnerships appropriately
		1.25. Prepared, evaluated and disseminated tour office operation reports appropriately
		1.26. Appropriately implemented recommendations of the tour office operation reports
2.	Resource Implications	2.1. A tour office or a fully equipped simulated training office
3.	Methods of Assessment	Competence in this unit may be assessed through: 3.1. Observation

		3.2. Written tests
		3.3. Projects
		3.4. Oral tests
		3.5. Portfolio
		3.6. Case study
		3.7. Third party report/Witness testimony
4.	Context of Assessment	Competency may be assessed individually:
		4.1. On-the-job
		4.2. Off-the-job
		4.3. During workplace attachment/experience
5.	Guidance information for Assessment	Holistic assessment with other units relevant to the industry, workplace and job role is recommended.

MANAGE TRAVEL OFFICE OPERATIONS

UNIT CODE: TO/OS/TM/CR/09/6

Unit Description

This unit describes the competencies required to manage travel office operations. It involves planning travel office operations; coordinating organization's operations; controlling organization's operations; managing travel office personnel; coordinating travel office communication and documenting travel office operations activities.

It applies in the Travel Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. *Bold and italicized terms are elaborated in the Range*
1. Plan travel office operations	1.1. Organization's strategic plan is developed based on its strategic objectives 1.2. *Tasks* are developed as per goals and objectives of the organization

		1.3.	Organization's standard operating procedures are developed based on tasks to be performed
		1.4.	Required *organization resources* are determined based on tasks to be performed
		1.5.	Implementation schedules are developed based on tasks, objectives and resources availability
		1.6.	*Methods of monitoring* progress are determined based on implementation schedules
		1.7.	Organization plan is shared with implementers as per SOPs
2.	Coordinate organizations' operations	2.1.	Organization structure is developed based on the requirements of the organization
		2.2.	Resources are allocated based on organization's operational plan
		2.3.	Organization's performance reports are prepared and disseminated to relevant stakeholders
3.	Control organizations operations	3.1.	Follow-up is done to track progress of operations as per organization's plan
		3.2.	Actual performance is measured and analysed against expected performance
		3.3.	SWOT analysis is performed based on organization's strategic plan

		3.4.	***Course correction*** activities are conducted as per progress report
		3.5.	Resources utilization is monitored based on SOPs
4.	Manage travel office personnel	4.1.	Human resource policy is developed based on overall objective of the organization and industry best practices
		4.2.	Staff is recruited based on organizational structure and human resource policy
		4.3.	Staff is inducted and deployed based on human resource policy
		4.4.	Staff is supervised based on human resource policy
		4.5.	Staff performance assessment and appraisal is carried out based on human resource policy
		4.6.	Staff performance feedback is given based on performance assessment results
		4.7.	Staff ***capacity is built*** based on training needs assessment report
		4.8.	Staff is compensated, motivated and welfare programmes developed and maintained based on human resource policy

		4.9.	Staff disciplinary and *separation issues* are handled as per human resource policy
5.	Coordinated travel office communication	5.1.	Communication policy is developed based on organization's vision and best practices
		5.2.	Organization's *internal and external communications* are handled as per communication policy
		5.3.	*Legal and statutory requirements* are adhered to as per expectations
		5.4.	*Stakeholder networks, linkages and partnerships* are established and maintained as per SOPs
6.	Document travel office operation activities	6.1.	*Travel office operation reports* are prepared, evaluated and disseminated as per organization's policy
		6.2.	Recommendations of the travel office operation reports are implemented as per SOPs

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Tasks	1.1. Reservations 1.2. Customer care 1.3. Cashiering 1.4. Costing 1.5. Accounting 1.6. Marketing
2. Organization resources	2.1. Human 2.2. Financial 2.3. Logistical 2.4. Physical 2.5. Technological
3. Monitoring progress	3.1. Checklist based on SOPs 3.2. Reports 3.3. Appraisals 3.4. Evaluation based on set targets
4. Implementers	4.1. Employees 4.2. Suppliers 4.3. Directors 4.4. Trade partners
5. Course corrections	5.1. Restructuring 5.2. Enter new contracts 5.3. Relocation 5.4. Resourcing
6. Capacity building	6.1. Training 6.2. Mentorship 6.3. Coaching

		6.4.	Attachment
		6.5.	Field trips
7.	Separation issues	7.1.	Retirement
		7.2.	Dismissal
		7.3.	Retrenchment
		7.4.	Transfers
8.	Internal and external communications	8.1.	Memos
		8.2.	Letter
		8.3.	Newsletters
		8.4.	Documentaries
9.	Legal and statutory requirements	9.1.	Tourism Act 2011
		9.2.	NEMA, Public Health Cap 242
		9.3.	OSH Act 2007
		9.4.	EMCA 1999
		9.5.	Wildlife Conservation and Management Act 2013 (No. 47 of 2013)
		9.6.	Employment Act 2007
		9.7.	The Children and Social Work Act 2017
		9.8.	IATA, KATA, KATO
		9.9.	ICAO regulations
		9.10.	IATA Travel Agents manuals
10.	Stakeholder networks, linkages and partnerships	10.1.	Competitors
		10.2.	Trade associations
		10.3.	Ministry of Tourism
		10.4.	Government agencies
		10.5.	Communities
		10.6.	County governments

	10.7. Suppliers
	10.8. Trainers
11. Travel office operation reports	11.1. Billing and Settlement Plan (BSP)
	11.2. Sales report
	11.3. Client feedback

Required Skills and Knowledge

Required Skills
- Communication
- Inter-personal relationship
- Risk assessment
- Analytical
- Decision making
- Problem solving
- ICT skills
- Negotiation
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy

Required Knowledge

- IATA Travel agent requirements
- Tourism destination knowledge
- Principles of management
- Human resource management
- Legal aspects of tourism
- Components of tourism products
- Range of tourism suppliers
- Customer service
- Customer knowledge
- Service standards
- Principles of sustainable tourism
- Feedback mechanisms
- Tourism source markets

Evidence Guide

1. Critical Aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Demonstrated understanding of IATA travel agents requirements
	1.2. Developed an organization's strategic plan efficiently
	1.3. Appropriately developed tasks
	1.4. Appropriately developed organization's standard operating procedures for tasks to be performed

	1.5. Appropriately established required organization resources
	1.6. Efficiently developed implementation schedules
	1.7. Appropriately established methods of monitoring progress
	1.8. Timely shared organization plan with implementers
	1.9. Appropriately developed organization structure
	1.10. Correctly allocated resources for organization's operations
	1.11. Prepared and disseminated organization's performance reports to relevant stakeholders
	1.12. Monitored and analysed progress of operations effectively
	1.13. Appropriately conducted course correction activities
	1.14. Efficiently monitored resource utilization
	1.15. Developed human resource policy appropriately
	1.16. Appropriately recruited, inducted and deployed staff
	1.17. Carried out staff performance assessment and appraisal appropriately

		1.18. Effectively conducted staff capacity building
		1.19. Compensated and motivated staff correctly
		1.20. Developed and maintained welfare programmes efficiently
		1.21. Appropriately handled staff disciplinary and separation issues
		1.22. Appropriately developed communication policy
		1.23. Efficiently handled organization's internal and external communications
		1.24. Adhered to legal and statutory requirements
		1.25. Established and maintained stakeholder networks, linkages and partnerships appropriately
		1.26. Prepared, evaluated and disseminated tour office operation reports appropriately
		1.27. Appropriately implemented recommendations of the travel office operation reports
2.	Resource Implications	2.1. Travel office or a fully equipped simulated training office
3.	Methods of Assessment	Competency may be assessed through: 3.1. Verbal questioning 3.2. Projects

		3.3. Observation
		3.4. Third party report
		3.5. Interview
		3.6. Written test
4.	Context of Assessment	Competency may be assessed individually
		4.1. On-the-job
		4.2. Off-the-job
		4.3. Workplace experience
5.	Guidance information for Assessment	This unit may be assessed on an integrated basis with others within this occupational sector.

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PROMOTE SUSTAINABLE TOURISM

UNIT CODE: TO/OS/TM/CR/10/6

Unit Description

This unit describes the competencies required to promote sustainable tourism. It involves developing sustainable tourism management system; implementing sustainable tourism management system; monitoring implementation of the sustainable tourism management system and preparing reports on sustainable tourism.

It applies in the Tourism and Travel Industry.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make the workplace function.	These are assessable statements which specify the required level of performance for each of the elements. *Bold and italicized terms are elaborated in the Range*
1. Develop sustainable tourism management system	1.1. Components of a sustainable tourism management system are identified based on industry best practice 1.2. Components of a sustainable tourism management system are analysed, evaluated and selected based on national and international legislations

		1.3.	Sustainable tourism management system is designed and established based on selected components and industry best practice
2.	Implement sustainable tourism management system	2.1.	Stakeholders are informed and capacity built as per SOPs, organization's objectives and communication policy
		2.2.	Effective sustainability implementation plans for the system are developed as per sustainable tourism management principles
		2.3.	***Social and economic benefits*** to local communities are maximized as per sustainable tourism management principles
		2.4.	***Cultural and religious heritage is enhanced*** as per sustainable tourism management principles
		2.5.	***Negative impacts to the environment*** are minimized and benefits maximized as per sustainable tourism management principles
		2.6.	Opportunity to enhance customer's satisfaction are created and exploited based on sustainable tourism management principles
3.	Monitor implementation	3.1.	***Tools for monitoring*** the implementation of sustainable tourism

	management system are developed based on the components
of the sustainable tourism management system	3.2. Sustainability tourism implementation plans are monitored and reviewed based on experience
	3.3. Social and economic benefits to local communities are monitored based on sustainable tourism management principles
	3.4. Impacts on cultural and religious heritage are monitored based on sustainable tourism management principles
	3.5. Impacts on the environment are monitored based on sustainable tourism management principles
	3.6. Customer satisfaction is monitored and corrective actions taken as per SOPs and based on organization's objectives
4. Prepare reports on sustainable tourism	4.1. Reports on sustainable tourism management are prepared, evaluated and disseminated as per SOPs
	4.2. Action is taken based on the recommendations of the reports as per SOPs

Range

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range May include but is not limited to:
1. Components of a sustainable tourism management system	1.1. Socio-economic benefits 1.2. Culture and religious heritage 1.3. Impacts on the environment
2. National and international legislations	2.1. Tourism Act 2011 2.2. Public Health Cap 242 2.3. OSH Act 2007 2.4. EMCA 1999 2.5. Wildlife Conservation and Management Act 2013 (No. 47 of 2013) 2.6. Employment Act 2007 2.7. The Children and Social Work Act 2017 2.8. IATA, KATA, KATO 2.9. CITES 2.10. Kyoto Protocol 2.11. Paris Summit Accord 2.12. UN Sustainable Development Goals

3. Social and economic benefits	3.1. Direct and indirect employment 3.2. Market for products 3.3. Social amenities 3.4. Infrastructure 3.5. Empowered through ownership or partial ownership
4. Cultural and religious heritage is enhanced	4.1. Preservation 4.2. Recognition
5. Negative impacts to the environment	5.1. Pollution 5.2. Degradation
6. Tools for monitoring	6.1. Checklist 6.2. Questionnaires 6.3. Reports 6.4. Interview guides 6.5. Quality of life and experiences

Required Skills and Knowledge

Required Skills
- Communication
- Inter-personal relationship
- Risk assessment
- Negotiation
- Analytical
- Decision making

- Problem solving
- ICT skills
- Report writing
- Organizational
- Leadership
- Teamwork
- Persuasion
- Planning
- Control
- Numeracy
- Attention to details

Required Knowledge
- Tourism destination knowledge
- Principles of management
- Human resource management
- Legal aspects of tourism
- Environment management and conservation
- Culture and religious inclinations of communities
- Project management principles
- Marketing principles
- Components of tourism products
- Range of tourism suppliers
- Customer service
- Customer knowledge
- Service standards
- Principles of sustainable tourism

- Feedback mechanisms
- Tourism source markets

Evidence Guide

1. Critical Aspects of Competency	Assessment requires evidence that the candidate:
	1.1. Correctly identified components of a sustainable tourism management system
	1.2. Appropriately analysed, evaluated and selected components of a sustainable tourism management system
	1.3. Appropriately designed and established sustainable tourism management system
	1.4. Timely informed and capacity built stakeholders on sustainable tourism management
	1.5. Effectively developed sustainability implementation plans for the system
	1.6. Maximized social and economic benefits to local communities
	1.7. Enhanced cultural and religious heritage
	1.8. Minimized negative impacts to the environment and maximized benefits
	1.9. Created and exploited opportunities to enhance customer's satisfaction

		1.10. Appropriately developed tools for monitoring the implementation of sustainable tourism management system
		1.11. Effectively monitored and reviewed sustainable tourism implementation plans
		1.12. Effectively monitored social and economic benefits to local communities
		1.13. Effectively monitored impacts on cultural and religious heritage
		1.14. Effectively monitored impacts on the environment
		1.15. Effectively monitored customer satisfaction and took corrective actions
		1.16. Prepared, evaluated and disseminated reports on sustainable tourism management
		1.17. Appropriately implemented sustainable tourism management report's recommendations
2.	Resource Implications	2.1. A tour/travel office
3.	Methods of Assessment	Competence in this unit may be assessed through: 3.1. Observation 3.2. Written tests 3.3. Projects 3.4. Oral questioning

		3.5. Portfolio
		3.6. Third party report
4. Context of Assessment		Competency may be assessed individually:
		4.1. On-the-job
		4.2. Off-the-job
		4.3. During workplace attachment/experience
5. Guidance information for Assessment		Holistic assessment with other units relevant to the industry, workplace and job role is recommended.

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