

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. <i>Bold and italicized terms are elaborated in the Range</i>
1. Plan tour office operations	1.1. Organization's strategic plan is developed based on its strategic objectives 1.2. <i>Tasks</i> are developed as per goals and objectives of the organization

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

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

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

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

<p>10. Stakeholder networks, linkages and partnerships</p>	<p>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)</p>
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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

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Evidence Guide

<p>1. Critical Aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <ol style="list-style-type: none"> 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
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	<ul style="list-style-type: none"> 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
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	<p>1.17. Effectively conducted staff capacity building</p> <p>1.18. Compensated and motivated staff correctly</p> <p>1.19. Developed and maintained welfare programmes efficiently</p> <p>1.20. Appropriately handled staff disciplinary and separation issues</p> <p>1.21. Appropriately developed communication policy</p> <p>1.22. Efficiently handled organization's internal and external communications</p> <p>1.23. Adhered to legal and statutory requirements</p> <p>1.24. Established and maintained stakeholder networks, linkages and partnerships appropriately</p> <p>1.25. Prepared, evaluated and disseminated tour office operation reports appropriately</p> <p>1.26. Appropriately implemented recommendations of the tour office operation reports</p>
2. Resource Implications	2.1. A tour office or a fully equipped simulated training office
3. Methods of Assessment	<p>Competence in this unit may be assessed through:</p> <p>3.1. Observation</p>

	<ul style="list-style-type: none"> 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	<p>Competency may be assessed individually:</p> <ul style="list-style-type: none"> 4.1. On-the-job 4.2. Off-the-job 4.3. During workplace attachment/experience
5. Guidance information for Assessment	<p>Holistic assessment with other units relevant to the industry, workplace and job role is recommended.</p>