

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. <i>Bold and italicized terms are elaborated in the Range</i>
1. Plan travel 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>
<p>2. Coordinate organizations' operations</p>	<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</p>
<p>3. Control organizations operations</p>	<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 travel office personnel</p>	<p>4.1. Human resource policy is developed based on overall objective of the organization and industry best practices</p> <p>4.2. Staff is recruited based on organizational structure and human resource 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. Coordinated travel office communication	<p>5.1. Communication policy is developed based on organization’s 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 expectations</p> <p>5.4. <i>Stakeholder networks, linkages and partnerships</i> are established and maintained as per SOPs</p>
6. Document travel office operation activities	<p>6.1. <i>Travel office operation reports</i> are prepared, evaluated and disseminated as per organization’s policy</p> <p>6.2. Recommendations of the travel 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
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

	<ul style="list-style-type: none"> 6.4. Attachment 6.5. Field trips
7. Separation issues	<ul style="list-style-type: none"> 7.1. Retirement 7.2. Dismissal 7.3. Retrenchment 7.4. Transfers
8. Internal and external communications	<ul style="list-style-type: none"> 8.1. Memos 8.2. Letter 8.3. Newsletters 8.4. Documentaries
9. Legal and statutory requirements	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

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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
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	<ol style="list-style-type: none">1.5. Appropriately established required organization resources1.6. Efficiently developed implementation schedules1.7. Appropriately established methods of monitoring progress1.8. Timely shared organization plan with implementers1.9. Appropriately developed organization structure1.10. Correctly allocated resources for organization's operations1.11. Prepared and disseminated organization's performance reports to relevant stakeholders1.12. Monitored and analysed progress of operations effectively1.13. Appropriately conducted course correction activities1.14. Efficiently monitored resource utilization1.15. Developed human resource policy appropriately1.16. Appropriately recruited, inducted and deployed staff1.17. Carried out staff performance assessment and appraisal appropriately
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	<p>1.18. Effectively conducted staff capacity building</p> <p>1.19. Compensated and motivated staff correctly</p> <p>1.20. Developed and maintained welfare programmes efficiently</p> <p>1.21. Appropriately handled staff disciplinary and separation issues</p> <p>1.22. Appropriately developed communication policy</p> <p>1.23. Efficiently handled organization's internal and external communications</p> <p>1.24. Adhered to legal and statutory requirements</p> <p>1.25. Established and maintained stakeholder networks, linkages and partnerships appropriately</p> <p>1.26. Prepared, evaluated and disseminated tour office operation reports appropriately</p> <p>1.27. Appropriately implemented recommendations of the travel office operation reports</p>
2. Resource Implications	2.1. Travel office or a fully equipped simulated training office
3. Methods of Assessment	<p>Competency may be assessed through:</p> <p>3.1. Verbal questioning</p> <p>3.2. Projects</p>

	<ul style="list-style-type: none"> 3.3. Observation 3.4. Third party report 3.5. Interview 3.6. Written test
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. Workplace experience
5. Guidance information for Assessment	<p>This unit may be assessed on an integrated basis with others within this occupational sector.</p>

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