

**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 to 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 this 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.

**CHAIRPERSON, TVET CDACC**

# ACKNOWLEDGMENT

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.

COUNCIL SECRETARY/CEO

TVET CDACC

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**ABBREVIATIONS AND ACRONYMS**

BC : Basic Competency

CC : Common Units

CC : Core Competency

CDACC : Curriculum Development Assessment and Certification Council

CITES : Convention on International Trade in Endangered Species

EMCA : Environmental Management and Conservation Act

IATA : International Air Transport Association

ICAO : International Civil Aviation Organization

KAA : Kenya Airports Authority

KATA : Kenya Association of Travel Agents

KCAA : Kenya Civil Aviation Authority

KCSE : Kenya Certificate of Secondary Education

KNQA : Kenya National Qualifications Authority

OS : Occupational standards

OSHA : Occupation Safety and Health Act

PPE : Personal Protective Equipment

SOPs : Standard operating procedures

SSAC : Sector Skills Advisory Committee

TVET : Technical and Vocational Education and Training

# KEY TO UNIT CODE

**TO / OS/TM/ BC/01/ 6/A**

Industry or sector

Occupational standards

Occupational area

Type of competency

Competency number

Competence level

# COURSE OVERVIEW

**Description of the Course**

The **Tourism and Travel Management Level Six Qualification** consists of competencies that a person 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/organizations 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**

|  |  |
| --- | --- |
| **UNIT CODE** | **UNIT TITLE** |
| TO/OS/TM/BC/01/6/A | Demonstrate communication skills |
| TO/OS/TM/BC/02/6/A | Demonstrate numeracy skills |
| TO/OS/TM/BC/03/6/A | Demonstrate digital literacy |
| TO/OS/TM/BC/04/6/A | Demonstrate entrepreneurial skills |
| TO/OS/TM/BC/05/6/A | Demonstrate employability skills |
| TO/OS/TM/BC/06/6/A | Demonstrate occupational safety and health practices |

**CORE UNITS OF COMPETENCY**

| **UNIT CODE** | **UNIT TITLE** |
| --- | --- |
| TO/OS/TM/CR/01/6/A | Develop tour packages |
| TO/OS/TM/CR/02/6/A | Develop travel packages |
| TO/OS/TM/CR/03/6/A | Manage tour delivery |
| TO/OS/TM/CR/04/6/A | Manage travel service delivery |
| TO/OS/TM/CR/05/6/A | Market tour and travel products |
| TO/OS/TM/CR/06/6/A | Manage Customer Service |
| TO/OS/TM/CR/07/6/A | Manage Tour and Travel Product Quality |
| TO/OS/TM/CR/08/6/A | Manage Tour Office Operations |
| TO/OS/TM/CR/09/6/A | Manage Travel Office Operations |
| TO/OS/TM/CR/10/6/A | Promote sustainable tourism |

# BASIC UNITS OF COMPETENCY

# DEMONSTRATE COMMUNICATION SKILLS

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

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate communication skills. It involves meeting communication needs of clients and colleagues, developing communication strategies, establishing and maintaining communication pathways, conducting interviews, facilitating group discussion and representing the organization.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up 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. Meet communication needs of clients and colleagues | 1. Specific communication needs of clients and colleagues are identified and met based on workplace requirements 2. Different communication approaches are identified and applied according to clients’ needs 3. Conflict is identified and addressed as per the standards of the organization |
| 1. Develop communication strategies | * 1. Strategies for effective internal and external dissemination of information are developed as per organization’s requirements   2. Special communication needs are considered in developing strategies according workplace procedures   3. ***Communication strategies*** are analyzed, evaluated and revised based the workplace needs |
| 1. Establish and maintain communication pathways | * 1. Pathways of communication are established as per organization policy   2. Pathways are maintained and reviewed according to organization procedures |
| 1. Promote use of communication strategies | * 1. Information is provided to all areas of the organization as per strategy requirements   2. Effective communication techniques are articulated and modelled according work requirements   3. Personnel are given guidance about adapting communication strategies as per organization procedures |
| 1. Conduct interview | 1. A range of appropriate communication strategies are employed in ***interview situations*** based on the workplace requirements 2. Records of interviews are made and maintained in accordance with organizational procedures 3. Effective questioning, listening and nonverbal communication techniques are used as per needs |
| 1. Facilitate group discussion | 1. Mechanisms to enhance ***effective group interaction*** are identified and implemented according to workplace requirements 2. Strategies to encourage group participation are identified and used as per organizations’ procedures 3. Meetings objectives and agenda are set and followed based on workplace requirements 4. Relevant information is provided and feedback obtained according to set protocols 5. Evaluation of group communication strategies is undertaken in accordance with workplace guidelines 6. Specific communication needs of individuals are identified and addressed as per individual needs |
| 1. Represent the organization | 1. 7Relevant presentation are researched and presented based on internal or external communication forums requirements 2. Presentation is delivered in a clear and sequential manner as per the predetermined time 3. Presentation is made as per appropriate media 4. Difference views are respected based on workplace procedures 5. Written communication is done as per organizational standards 6. Inquiries are responded according to organizational standard |

**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** |
| 1. Communication strategies may include but not limited to: | * Language switch * Comprehension check * Repetition * Asking confirmation * Paraphrase * Clarification request * Translation * Restructuring * Approximation * Generalization |
| 1. Effective group interaction may include but not limited to: | * Identifying and evaluating what is occurring within an interaction in a non-judgmental way * Using active listening * Making decision about appropriate words, behaviour * Putting together response which is culturally appropriate * Expressing an individual perspective * Expressing own philosophy, ideology and background and exploring impact with relevance to communication |
| 1. Situations may include but not limited to: | * Establishing rapport * Eliciting facts and information * Facilitating resolution of issues * Developing action plans * 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:

* Communication
* Active listening
* Interpretation
* Negotiation
* Writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Communication process
* Dynamics of groups
* Styles of group leadership
* 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. Developed communication strategies to meet the organization requirements and applied in the workplace 2. Established and maintained communication pathways for effective communication in the workplace 3. Used communication strategies involving exchanges of complex oral information |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Direct observation 2. Oral questioning 3. Written texts |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. 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/A

**UNIT DESCRIPTION**

This unit describes the competencies required to demonstrate numeracy skills. It involves; applying a wide range of mathematical calculations for work; applying ratios, rates and proportions to solve problems; estimating, measuring and calculating measurement for work; using detailed maps to plan travel routes for work; using geometry to draw and construct 2D and 3D shapes for work; collecting, organizing and interpreting statistical data; using routine formula and algebraic expressions for work and using common functions of a scientific calculator.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up 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. Apply a wide range of mathematical calculations for work | * 1. Mathematical information embedded in a range of workplace tasks and texts is extracted as per workplace procedures.   2. Mathematical information is interpreted and comprehended as per job specifications   3. A range of mathematical and problem solving processes are selected and used as per job specification   4. Different forms of fractions, decimals and percentages are flexibly used as per SOPs   5. Calculation performed with positive and negative numbers as per SOPs   6. Numbers are expressed as powers and roots and are used in calculations as per SOPs   7. Calculations done using routine formulas as per SOPs   8. Estimation and assessment processes are used to check outcome as per workplace procedures   9. Mathematical language is used to discuss and explain the processes, results and implications of the task as per workplace procedures |
| 1. Use and apply ratios, rates and proportions for work | * 1. Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts as per SOPs   2. Mathematical information related to ratios, rate and proportions is analysed as per SOPs   3. Problem solving processes are used to undertake the task as per workplace procedures   4. Equivalent ratios and rates are simplified as per SOPs   5. Quantities are calculated using ratios, rates and proportions as per SOPS   6. Graphs, charts or tables are constructed to represent ratios, rates and proportions as per SOPs   7. The outcomes reviewed and checked as per job specifications   8. Information is record using mathematical language and symbols as per workplace procedures |
| 1. Estimate, measure and calculate measurement for work | * 1. Measurement information embedded in workplace texts and tasks are extracted and interpreted as per job specifications   2. Appropriate workplace measuring equipment are identified and selected as per job specifications   3. Accurate measurements are estimated and made as per SOPs   4. The area of ***2D shapes*** including compound shapes are calculated as per SOPs   5. The volume of 3D shapes is calculated using relevant formulas as per SOPs   6. Sides of right angled triangles are calculated using Pythagoras’ theorem as per SOPs   7. conversions are perform between units of measurement as per job specification   8. Problem solving processes are used to undertake the task as per workplace Procedures   9. The measurement outcomes are reviewed and checked as per workplace procedures   10. Information is recorded using mathematical language and symbols appropriate for the task as per workplace procedures |
| 1. Use detailed maps to plan travel routes for work | * 1. Different types of maps are identified and interpreted as per job requirements   2. Key features of maps are identified as per job requirements   3. Scales are identified and interpreted as per job requirements   4. Scales are applied to calculate actual distances   5. Positions or locations are determined using directional information as per job requirements   6. Routes are planned by determining directions and calculating distances, speeds and times as per job requirements   7. Information is gathered and identified and relevant factors related to planning a route checked as per job requirements   8. Relevant equipment is select and checked for accuracy and operational effectiveness as per job requirements   9. Task is planned and recorded using specialized mathematical language and symbols appropriate for the task as per job requirements |
| 1. Use geometry to draw 2D shapes and construct 3D shapes for work | * 1. A range of 2D shapes and 3D shapes and their uses in work contexts is identified as per job specifications   2. Features of 2D and 3D shapes are named and described as per job specifications   3. Types of angles in 2D and 3D shapes are identified as per job specifications   4. Angles are drawn, estimated and measured using geometric instruments as per job requirements   5. Angle properties of 2D shapes are named and identified as per SOPs   6. Angle properties are used to evaluate unknown angles in shapes as per SOPs   7. Properties of perpendicular and parallel lines are applied to shapes as per SOPs   8. Understanding and use of symmetry is demonstrated as per SOPs   9. Understanding and use of similarity is demonstrated as per SOPs   10. The workplace tasks and mathematical processes required are identified as per workplace procedures   11. 2D shapes is drawn for work as per job specification   12. 3D shapes is constructed for work as per job specification   13. The outcomes are reviewed and checked as per workplace procedures   14. Specialized mathematical language and symbols appropriate for the task are used as per SOPs |
| 1. Collect, organize, and interpret statistical data for work | * 1. Workplace issue requiring investigation are identified as per workplace procedures   2. Audience / population / sample unit is determined as per workplace procedures as per workplace procedures   3. Data to be collected is identified as per workplace procedures   4. Data collection method is selected as per workplace procedures   5. Appropriate statistical data is collected and organized as per SOPs   6. Data is illustrated in appropriate formats as per SOPs   7. The effectiveness of different types of graphs are compared as per SOPs   8. The summary statistics for collected data is calculated as per SOPs   9. The results / findings are interpreted as per SOPs   10. Data is checked to ensure that it meets the expected results and content as per workplace procedures   11. Information from the results including tables, graphs and summary statistics is extracted and interpreted as per workplace procedure   12. Mathematical language and symbols are used to report results of investigation as per workplace procedure |
| 1. Use routine formula and algebraic expressions for work | * 1. Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated as per SOPs   2. Simple algebraic expressions and equations are developed as per job specification   3. Operate on algebraic expressions as per job requirement   4. Algebraic expressions are simplified as per job requirement   5. Substitution into simple routine equations is done as per SOPs   6. Routine formulas used for work tasks are identified and comprehended as per SOPs   7. Routine formulas are evaluate by substitution as per SOPs   8. Routine formulas transposed as per SOPs   9. Appropriate formulas are identified and used for work related tasks as per workplace procedures   10. Outcomes are checked and result of calculation used as per workplace procedures |
| 1. Use common functions of a scientific calculator for work | * 1. Required numerical information to perform tasks is located as per job specification   2. The order of operations and function keys necessary to solve mathematical calculation are determined as per job specification   3. Function keys on a scientific calculator are identified and used as per SOPs   4. Estimations are referred to check reasonableness of problem solving process as per workplace procedures   5. Appropriate mathematical language, symbols and conventions are used to report results as per workplace procedures |

**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** |
| 1. 2D shapes may include but not limited may include but not limited to: | * Triangles * Square * Rectangle * Triangle |

**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:

* Measuring
* Logical thinking
* Computing
* Drawing of graphs
* Applying mathematical formulas
* Analytical

**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 & 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. Developed communication strategies to meet the organization requirements and applied in the workplace 2. Established and maintained communication pathways for effective communication in the workplace 3. Used communication strategies involving exchanges of complex oral information |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. 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/A

**UNIT DESCRIPTION**

This unit describes competencies required to demonstrate digital literacy. It involves, identifying computer software and hardware, applying security measures to data, hardware, and software in automated environment, applying computer software in solving task, applying internet and email in communication at workplace, applying desktop publishing in official assignments and preparing presentation packages.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up 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. Concepts of ICT are determined in accordance with computer equipment   2. Classifications of computers are determined in accordance with manufacturers specification   3. Appropriate computer software is identified according to manufacturer’s specification   4. Appropriate computer hardware is identified according to manufacturer’s specification   5. Functions and commands of operating system are determined in accordance with manufacturer’s specification |
| 1. Apply security measures to data, hardware, software in automated environment | * 1. ***Data security and privacy are classified*** in accordance with the prevailing technology   2. ***Security threats*** reidentified ***and control measures*** are applied in accordance with laws governing protection of ICT   3. Computer threats and crimes are detected in accordance to Information Management security guidelines   4. Protection against computer crimes is undertaken in accordance with laws governing protection of ICT |
| 1. Apply computer software in solving tasks | * 1. ***Word processing concepts*** are applied in resolving workplace tasks, report writing and documentation as per the job requirements   2. ***Word processing utilities*** are applied in accordance with workplace procedures   3. Worksheet layout is prepared in accordance with work procedures   4. Worksheet is built and data manipulated in the worksheet in accordance with workplace procedures   5. Continuous data manipulated on worksheet is undertaken in accordance with work requirements   6. Database design and manipulation is undertaken in accordance with office procedures   7. Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures |
| 1. Apply internet and email in communication at workplace | * 1. Electronic mail addresses are opened and applied in workplace communication in accordance with office policy   2. Office internet functions are defined and executed in accordance with office procedures   3. ***Network configuration*** is determined in accordance with office operations procedures   4. Official World Wide Web is installed and managed according to workplace procedures |
| 1. Apply Desktop publishing in official assignments | * 1. Desktop publishing functions and tools are identified in accordance with manufactures specifications   2. Desktop publishing tools are developed in accordance with work requirements   3. Desktop publishing tools are applied in accordance with workplace requirements   4. Typeset work is enhanced in accordance with workplace standards |
| 1. Prepare presentation packages | * 1. Types of presentation packages are identified in accordance with office requirements   2. Slides are created and formulated in accordance with workplace procedures   3. Slides are edited and run-in accordance with work procedures   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** |
| 1. Appropriate computer hardware may include but not limited to: | Collection of physical parts of a computer system such as:   * Computer case, monitor, keyboard, and mouse * All the parts inside the computer case, such as the hard disk drive, motherboard and video card |
| 1. Data security and privacy may include but not limited to: | * Confidentiality of data * Cloud computing * Integrity -but-curious data surfing |
| 1. Security and control measures may include but not limited to: | * Counter measures against cyber terrorism * Risk reduction * Cyber threat issues * Risk management * Pass-wording |
| 1. Security threats may include but not limited to: | * Cyber terrorism * Hacking |

**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

**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. Identified and controlled security threats   2. Detected and protected computer crimes   3. Applied word processing in office tasks   4. Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures   5. Opened electronic mail for office communication as per workplace procedure   6. Installed internet and World Wide Web for office tasks in accordance with office procedures   7. Integrated emerging issues in computer ICT applications   8. Applied laws governing protection of ICT |
| 1. Resource Implications | The following resources should be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Observation   2. Oral questioning   3. Written test   4. Portfolio of Evidence   5. Interview   6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

**DEMONSTRATE ENTREPRENEURIAL SKILLS**

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

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate understanding of entrepreneurship. It involves demonstrating understanding of an entrepreneur, entrepreneurship, and self-employment, identifying entrepreneurship opportunities, creating entrepreneurial awareness, applying entrepreneurial motivation, developing business innovative strategies and developing business plan.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT** | **PERFORMANCE CRITERIA** |
| 1. Demonstrate understanding of an Entrepreneur | 1. Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship 2. ***Types of entrepreneurs*** are identified as per principles of entrepreneurship 3. Ways of becoming an Entrepreneur are identified as per principles of Entrepreneurship 4. ***Characteristics of Entrepreneurs*** are identified as per principles of Entrepreneurship 5. Factors affecting Entrepreneurship development are explored as per principles of Entrepreneurship |
| 1. Demonstrate understanding of Entrepreneurship and self-employment | 1. Entrepreneurship and self-employment are distinguished as per principles of entrepreneurship 2. Importance of self-employment is analysed based on business procedures and strategies 3. ***Requirements for entry into self-employment*** are identified according to business procedures and strategies 4. Role of an Entrepreneur in business is determined according to business procedures and strategies 5. Contributions of Entrepreneurs to National development are identified as per business procedures and strategies 6. Entrepreneurship culture in Kenya is explored as per business procedures and strategies 7. Born or made Entrepreneurs are distinguished as per entrepreneurial traits |
| 1. Identify Entrepreneurship opportunities | 1. Sources of business ideas are identified as per business procedures and strategies 2. Business ideas and opportunities are generated as per business procedures and strategies 3. Business life cycle is analysed as per business procedures and strategies 4. Legal aspects of business are identified as per procedures and strategies 5. Product demand is assessed as per market strategies 6. Types of ***business environment*** are identified and evaluated as per business procedures 7. Factors to consider when evaluating business environment are explored based on business procedure and strategies 8. Technology in business is incorporated as per best practice |
| 1. Create entrepreneurial awareness | 1. ***Forms of businesses*** are explored as per business procedures and strategies 2. Sources of business finance are identified as per business procedures and strategies 3. Factors in selecting source of business finance are identified as per business procedures and strategies 4. ***Governing policies*** on Small Scale Enterprises (SSEs) are determined as per business procedures and strategies 5. Problems of starting and operating SSEs are explored as per business procedures and strategies |
| 1. Apply entrepreneurial motivation | 1. ***Internal and external motivation*** factors are determined in accordance with motivational theories 2. Self-assessment is carried out as per entrepreneurial orientation 3. Effective communications are carried out in accordance with communication principles 4. Entrepreneurial motivation is applied as per motivational theories |
| 1. Develop innovative business strategies | 1. Business innovation strategies are determined in accordance with the organization strategies 2. Creativity in business development is demonstrated in accordance with business strategies 3. ***Innovative business strategies*** are developed as per business principles 4. Linkages with other entrepreneurs are created as per best practice 5. ICT is incorporated in business growth and development as per best practice |
| 1. Develop Business Plan | 1. Identified Business is described as per business procedures and strategies 2. Marketing plan is developed as per business plan format 3. Organizational/Management plan is prepared in accordance with business plan format 4. Production/operation plan in accordance with business plan format 5. Financial plan is prepared in accordance with the business plan format 6. Executive summary is prepared in accordance with business plan format 7. Business plan is presented as per best practice |

**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** |
| 1. Types of entrepreneurs may include but not limited to: | * Innovators * Imitators * Craft * Opportunistic * Speculators |
| 1. Characteristics of Entrepreneurs may include but not limited to: | * Creative * Innovative * Planner * Risk taker * Networker * Confident * Flexible * Persistent * Patient * Independent * Future oriented * Goal oriented |
| 1. Requirements for entry into self-employment may include but not limited to | * Technical skills * Management skills * Entrepreneurial skills * Resources * Infrastructure |
| 1. Internal and external motivation may include but not limited to: | * Interest * Passion * Freedom * Prestige * Rewards * Punishment * Enabling environment * Government policies |
| 1. Business environment may include but not limited to: | * External * Internal * Intermediate |
| 1. Forms of businesses may include but not limited to: | * Sole proprietorship * Partnership * Limited companies * Cooperatives |
| 1. Governing policies may include but not limited to: | * Increasing scope for finance * Promoting cooperation between entrepreneurs and private sector * Reducing regulatory burden on entrepreneurs * Developing IT tools for entrepreneurs |
| 1. Innovative business strategies may include but not limited to: | * New products * New methods of production * New markets * New sources of supplies * Change in industrialization |

**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
* Management
* Problem-solving
* Root-cause analysis
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Decision making
* Business communication
* Change management
* Competition
* Risk
* Net working
* Time management
* Leadership
* Factors affecting entrepreneurship development
* Principles of Entrepreneurship
* Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
* Conflict resolution
* Health, safety and environment (HSE) principles and requirements
* Customer care strategies
* Basic financial management
* Business strategic planning
* Impact of change on individuals, groups and industries
* Government and regulatory processes
* Local and international market trends
* Product promotion strategies
* Market and feasibility studies
* Government and regulatory processes
* Local and international business environment
* Relevant developments in other industries
* Regional/ County business expansion 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 | 1. Assessment requires evidence that the candidate: 2. Distinguished entrepreneurs and businesspersons correctly 3. Identified ways of becoming an entrepreneur appropriately 4. Explored factors affecting entrepreneurship development appropriately 5. Analysed importance of self-employment accurately 6. Identified requirements for entry into self-employment correctly 7. Identified sources of business ideas correctly 8. GeneratedBusiness ideas and opportunities correctly 9. Analysed business life cycle accurately 10. Identified legal aspects of business correctly 11. Assessed product demand accurately 12. Determined Internal and external motivation factors appropriately 13. Carried out communications effectively 14. Identified sources of business finance correctly 15. Determined Governing policy on small scale enterprise appropriately 16. Explored problems of starting and operating SSEs effectively 17. Developed Marketing, Organizational/Management, Production/Operation and Financial plans correctly 18. Prepared executive summary correctly 19. Determined business innovative strategies appropriately 20. Presented business plan effectively |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | 1. Written tests 2. Oral questions 3. Third party report 4. Interviews 5. Portfolio of Evidence |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. 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/A

**UNIT DESCRIPTON**

This unit covers competencies required to demonstrate employability skills. It involves conducting self-management, demonstrating interpersonal communication, critical safe work habits, leading a workplace team, planning and organizing work, maintaining professional growth and development, demonstrating workplace learning, problem solving skills and managing ethical performance.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up 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. Conduct self-management | 1. Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 2. Emotional intelligence is demonstrated as per workplace requirements. 3. Individual performance is evaluated and monitored according to the agreed targets. 4. Assertiveness is developed and maintained based on the requirements of the job. 5. Accountability and responsibility for own actions are demonstrated based on workplace instructions. 6. Self-esteem and a positive self-image are developed and maintained based on values. 7. Time management, attendance and punctuality are observed as per the organization policy. 8. Goals are managed as per the organization’s objective 9. Self-strengths and weaknesses are identified based on personal objectives |
| 1. Demonstrate interpersonal communication | 1. Writing skills are demonstrated as per communication policy 2. Negotiation and persuasion skills are demonstrated as per communication policy 3. Internal and external stakeholders’ needs are identified and interpreted as per the communication policy 4. Communication networks are established based on workplace policy 5. Information is shared as per communication policy |
| 1. Demonstrate critical safe work habits | * 1. Stress is managed in accordance with workplace policy.   2. Punctuality and time consciousness is demonstrated in line with workplace policy.   3. Personal objectives are integrated with organization goals based on organization’s strategic plan.   4. ***Resources*** are utilized in accordance with workplace policy.   5. Work priorities are set in accordance to workplace goals and objectives.   6. Leisure time is recognized and utilized in line with personal objectives.   7. ***Drugs and substances of abuse*** are identified and avoided based on workplace policy.   8. HIV and AIDS prevention awareness is demonstrated in line with workplace policy.   9. Safety consciousness is demonstrated in the workplace based on organization safety policy.   10. ***Emerging issues*** are identified and dealt with in accordance with organization policy. |
| 1. Lead a workplace team | 1. Performance targets for the ***team*** are set based on organization’s objectives 2. Duties are assigned in accordance with the organization policy. 3. ***Forms of communication*** in a team are established according to organization’s policy. 4. Team performance is evaluated based on set targets as per workplace policy. 5. Conflicts are resolved between team members in line with organization policy. 6. Gender related issues are identified and mainstreamed in accordance workplace policy. 7. Human rights and fundamental freedoms are identified and respected as Constitution of Kenya 2010. 8. Healthy relationships are developed and maintained in line with workplace. |
| 1. Plan and organize work | 1. Work plans are prepared based on activities and budget. 2. Assigned tasks are interpreted and expectations identified as per the workplace instructions. 3. Task occupational safety and health requirements are identified and observed regulations. 4. Work resources are identified, mobilized, allocated and utilized based on organization work plans. 5. Work activities are monitored and evaluated in line with work plans and workplace policy. 6. Work plans are reviewed based on target and available resources. |
| 1. Maintain professional growth and development | * 1. Personal training needs are identified and assessed in line with the requirements of the job.   2. ***Training and career opportunities*** are identified and utilized based on job requirements.   3. Resources for training are mobilized and allocated based organizations and individual skills needs.   4. Licensees and certifications relevant to job and career are obtained and renewed as per policy.   5. Work priorities and personal commitments are balanced and managed based on requirements of the job and personal objectives.   6. Recognitions are sought as proof of career advancement in line with professional requirements. |
| 1. Demonstrate workplace learning | * 1. Learning opportunities are sought and managed based on job requirement and organization policy.   2. Improvement in performance is demonstrated based on courses attended.   3. Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job   4. Time and effort is invested in learning new skills based on job requirements   5. Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy.   6. New systems are developed and maintained in accordance with the requirements of the job.   7. Awareness of personal role in workplace ***innovation*** is demonstrated based on requirements of the job. |
| 1. Demonstrate problem solving skills | * 1. Creative, innovative and practical solutions are developed based on the problem   2. Independence and initiative in identifying and solving problems is demonstrated based on requirements of the job.   3. Team problems are solved as per the workplace guidelines   4. Problem solving strategies are applied as per the workplace guidelines   5. Problems are analyzed and assumptions tested as per the context of data and circumstances |
| 1. Manage ethical performance | * 1. Policies and guidelines are observed as per the workplace requirements   2. Self-worth and professionalism is exercised in line with personal goals and organizational policies   3. Code of conduct is observed as per the workplace requirements   4. Integrity is demonstrated as per legal requirement |

**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** |
| 1. Drug and substance abuse may include but not limited to: | Commonly abused   * Alcohol * Tobacco * Miraa * Over-the-counter drugs * Cocaine * Bhang * Glue |
| 1. Feedback may include but not limited to: | * Verbal * Written * Informal * Formal |
| 1. Relationships may include but not limited to: | * Man/Woman * Trainer/trainee * Employee/employer * Client/service provider * Husband/wife * Boy/girl * Parent/child * Sibling relationships |
| 1. Forms of communication may include but not limited to: | * Written * Visual * Verbal * Non verbal * Formal and informal |
| 1. Team may include but not limited to: | * Small work group * Staff in a section/department * Inter-agency group |
| 1. Personal growth may include but not limited to: | * Growth in the job * Career mobility * Gains and exposure the job gives * Net workings * Benefits that accrue to the individual as a result of noteworthy performance |
| 1. Personal objectives may include but not limited to: | * Long term * Short term * Broad * Specific |
| 1. Trainings and career opportunities may includes but not limited to | * Participation in training programs * Serving as Resource Persons in conferences and workshops |
| 1. Resource may include may but not limited to: | * Human * Financial * Technology |
| 1. Innovation may include but not limited to: | * New ideas * Original ideas * Different ideas * Methods/procedures * Processes * New tools |
| 1. Emerging issues may include but not limited to: | * Terrorism * Social media * National cohesion * Open offices |
| 1. Range of media for learning may include but not limited to: | * Mentoring * peer support and networking * IT and courses |

**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:

* Interpersonal
* Communication
* Critical thinking
* Organizational
* Negotiation
* Monitoring
* Evaluation
* Record keeping
* Problem solving
* Decision Making
* Resource utilization
* Resource mobilization

**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
* Workplace communication
* Concept of time
* Time management
* Decision making
* Types of resources
* Work planning
* Organizing work
* Monitoring and evaluation
* Record keeping
* Gender mainstreaming
* HIV and AIDS
* Drug and substance abuse
* Professional growth and development
* Technology in the workplace
* Innovation
* Emerging issues

**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. Conducted self-management   2. Demonstrated interpersonal communication   3. Demonstrated critical safe work habits   4. Demonstrated the ability to lead a workplace team   5. Planned and organized work   6. Maintained professional growth and development   7. Demonstrated workplace learning   8. Demonstrated problem solving skills   9. Demonstrated the ability to manage performance ethically |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE ENVIRONMENTAL LITERACY

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

**UNIT DESCRIPTION**

This unit specifies the competencies required to demonstrate environmental literacy. It involves, controlling environmental hazard and environmental pollution, demonstrating sustainable resource use, evaluating current practices in relation to resource usage, identifying environmental legislations/conventions for environmental concerns, implementing specific environmental programs, monitoring activities on environmental protection/Programs , analyzing resource use and developing resource conservation plans

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up 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 hazard | 1. Storage methods for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 2. Disposal methods of hazardous wastes are followed according to environmental regulations and OSHS. 3. ***PPE*** is used according to OSHS. |
| 1. Control environmental Pollution | * 1. Environmental pollution ***control measures*** are implemented in accordance with international protocols.   2. Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999   3. Methods for minimizing noise pollution is complied with based on Noise and Excessive Vibration Pollution and Control Regulations, 2009 |
| 1. Demonstrate sustainable resource use | * 1. Methods for minimizing wastage are complied with based on organizational waste management guide   2. Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)   3. Methods for economizing and reducing resource consumption are practiced as per the Constitution of Kenya 2010 Article 69 . |
| 1. Evaluate current practices in relation to resource usage | * 1. Information on resource efficiency systems and procedures are collected and provided as per work groups/sector   2. Current resource usage is measured and recorded as per work group   3. Current purchasing strategies are analyzed and recorded according to industry procedures.   4. Current work processes to access information and data is analyzed following enterprise protocol. |
| 1. Identify environmental legislations/conventions for environmental concerns | 1. Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact 2. Industrial standard/environmental practices are described according to the different environmental concerns |
| 1. Implement specific environmental programs | 1. Programs/Activities are identified according to organizations policies and guidelines. 2. Individual roles/responsibilities are determined and performed based on the activities identified. 3. Problems/constraints encountered are resolved in accordance with organizations’ policies and guidelines 4. Stakeholders are consulted based on company guidelines |
| 1. Monitor activities on Environmental protection/Programs | 1. Activities are periodically monitored and Evaluated according to the objectives of the environmental program 2. Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations 3. Data gathered are analyzed based on Evaluation requirements 4. Recommendations are submitted based on the findings 5. Management support systems are set/established to sustain and enhance the program 6. Environmental incidents are monitored and reported to 7. concerned/proper authorities |
| 1. Analyze resource use | 1. All resource consuming processes are Identified as per the organizational work plan 2. Quantity and nature of resource consumed is determined based on processes 3. Resource flow is analyzed as per different parts of the process. 4. Wastes are classified according to NEMA regulations on waste management. |
| 1. Develop resource Conservation plans | 9.1. Efficiency of use/conversion of resources is determined according to 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** |
| 1. PPE may include but not limited to | * + Mask   + Gloves   + Goggles   + Safety hat   + Overall * Hearing protector |
| 1. Control measures may include but not limited to | * Methods for minimizing or stopping spread and ingestion of airborne particles * Methods for minimizing or stopping spread and ingestion of gases and fumes * Methods for minimizing or stopping spread and ingestion of liquid wastes |

**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:

* Measuring
* Recording
* Analytical
* Monitoring
* Communication
* Writing

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* PPEs
* Environmental regulations
* OSHS
* Pollution
* Waste management
* Principle of 3Rs
* Types of resources
* Techniques in measuring current usage of resources
* Environmental hazards
* Regulatory requirements

**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. Controlled environmental hazard   2. Controlled environmental pollution   3. Demonstrated sustainable resource use   4. Evaluated current practices in relation to resource usage   5. Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns.   6. Described industrial standard environmental practices according to the different environmental issues/concerns.   7. Resolved problems/ constraints encountered based on management standard procedures   8. Implemented and monitored environmental practices on a periodic basis as per company guidelines   9. Recommended solutions for the improvement of the program   10. Monitored and reported to proper authorities any environmental incidents |
| 1. Resource Implications | The following resources should be provided:   * 1. Workplace with storage facilities   2. Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags)   3. PPE, manuals and references   4. Legislation, policies, procedures, protocols and local ordinances relating to environmental protection   5. Case studies/scenarios relating to environmental Protection |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   * 1. Observation   2. Oral questioning   3. Written test   4. Portfolio of Evidence   5. Interview   6. Third party report |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

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

**UNIT DESCRIPTION**

This unit specifies the competencies required to demonstrate occupational health and safety practices. It involves identifying workplace hazards and risks, identifying and implementing appropriate control measures to hazards and risks and implementing OSH programs, procedures and policies/guidelines.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up 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 workplace hazards and risk | 1.1 ***Hazards*** in the workplace are identified ***based their indicators***  1.2 Risks and hazards are evaluated based on legal requirements.  1.3 ***OSH concerns*** raised by workers are addressed as per legal requirements. |
| 1. Control OSH hazards | 2.1 Hazard prevention ***and control measures*** are implemented as per legal requirement.  2.2 Risk assessment is conductedand a risk matrix developed based on likely impact.  2.3 ***Contingency measures***, including ***emergency procedures*** during workplace ***incidents and emergencies*** are recognized and established in accordance with organization procedures. |
| 1. Implement OSH programs | 3.1 Company OSH program are identified, evaluated and reviewed based on legal requirements.  3.2 Company OSH programs are implemented as per legal requirements.  3.3 Workers are capacity built on OSH standards and procedures as per legal requirements  3.4 ***OSH-related records*** are maintained as per legal 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** |
| 1. Hazards may include but not limited to: | * Physical hazards – impact, illumination, pressure, noise, * vibration, extreme temperature, radiation * Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects * Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors * Ergonomics * Psychological factors – over exertion/ excessive force,   awkward/static positions, fatigue, direct pressure,   * varying metabolic cycles * Physiological factors – monotony, personal relationship, work out cycle * Safety hazards (unsafe workplace condition) –confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris * Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work) |
| 1. Indicators may include but not limited to: | * Increased of incidents of accidents, injuries * Increased occurrence of sickness or health complaints/ symptoms * Common complaints of workers related to OSH * High absenteeism for work-related reasons |
| 1. OSH concerns may include but not limited to: | * Workers’ experience/observance on presence of work hazards * Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) * Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines |
| 1. Safety gears /PPE (Personal Protective Equipment) may include but not limited to: | * Arm/Hand guard, gloves * Eye protection (goggles, shield) * Hearing protection (ear muffs, ear plugs) * Hair Net/cap/bonnet * Hard hat * Face protection (mask, shield) * Apron/Gown/coverall/jump suit * Anti-static suits * High-visibility reflective vest |
| 1. Appropriate risk controls   may include but not limited to: | * Appropriate risk controls in order of impact are as follows: * Eliminate the hazard altogether (i.e., get rid of the dangerous machine) * 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) * Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) * Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage) * Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users) * Use personal protective equipment (i.e., wear * gloves and goggles when using the machine) |
| 1. Contingency measures may include but not limited to: | * Evacuation * Isolation * Decontamination * (Calling designed) emergency personnel |
| 1. Incidents and emergencies may include but not limited to: | * Chemical spills * Equipment/vehicle accidents * Explosion * Fire * Gas leak * Injury to personnel * Structural collapse * Toxic and/or flammable vapors emission. |
| 1. OSH-related Records may include but not limited to: | * Medical/Health records * Incident/accident reports * Sickness notifications/sick leave application * 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:

* Communication
* Interpersonal
* Presentation
* Risk assessment
* Evaluation
* Critical thinking
* Problem solving
* Negotiation

**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 counseling 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. Identified hazards in the workplace based their indicators 2. Evaluated workplace hazards based on legal requirements. 3. Addressed OSH concerns raised by workers as per legal requirements. 4. Implemented hazard prevention and control measures as per legal requirement. 5. Conducted risk assessment as per legal requirement. 6. Developed risk matrix based on likely impact. 7. Recognized and established contingency measures in accordance with organization procedures. 8. Identified, evaluated and reviewed company OSH program based on legal requirements. 9. Implemented company OSH programs as per legal requirements. 10. Capacity built workers on OSH standards and procedures as per legal requirements 11. Maintained OSH-related records as per legal requirements. |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed:   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# CORE UNITS OF COMPETENCY

# DEVELOP TOUR PACKAGES

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

**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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised 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.  2.2 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.  3.4 ***Tour proposal is*** provided to customer for consideration as per SOPs. |
| 1. Document tour packages and itineraries | 1. Tour package development report is prepared as per SOPs. 2. Developed tour packages and itineraries are documented and disseminated to implementers as per SOPs. |
| 1. Manage tour package Feedback | * 1. Internal ***feedback mechanisms*** are developed as per the SOPs   2. ***Performance indicators*** are identified as per the SOPs   3. Feedback is evaluated as per the SOPs   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.

| **Variables** | **Range**  ***May include but is not limited to:*** |
| --- | --- |
| * 1. Contact methods | * face-to-face * telephone * electronic (WhatsApp business) * questionnaires |
| * 1. Customer tour requirements | * Preferences * Budget |
| * 1. Customer information | * Nationality * Demographics * Number * Type |
| * 1. Tour components | * Accommodation * Transport * Attractions * Entertainment |
| * 1. Supplier products | * Accommodation * Transport * Attractions * Entertainment |
| 1. Tour itineraries | * Customized * Standardized * Individual * Group |
| 1. Tour packages | * Exclusive tours * Special interest tours * Regular departure tours |
| 1. Terms and conditions | * Payment * Reservations * Insurance * Suppliers |
| 1. Feedback | * Tour Cost * Reservation Status * Itinerary |
| 1. Tour proposal | * Itinerary * Cost * Terms and conditions |
| 1. Feedback mechanisms | * Questionnaire * Website review area * Face to face * Review apps |
| 1. Performance indicators | * Meet n greet * Airport transfer * Vehicle cleanliness * Front office reception * Room quality * Flight experience * Food quality * Housekeeping and laundry quality * Food and beverage service |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**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. Establishedcustomer contacts appropriately.   2. Identified and confirmed customer tour requirements correctly.   3. Recordedcustomer information and identified tour requirements correctly.   4. Appropriately Identified tour components matching customer requirements   5. Matched customer tour requirements are with available supplier products and services correctly.   6. Designed tour itineraries appropriately.   7. Costed the designed tour packages correctly.   8. Appropriately established terms and conditions of the tour   9. Timely provided feedback to customer for consideration   10. Booked customer’s tour   11. Effectively communicated Tour requirements to customers   12. Prepared tour package development report appropriately.   13. Documented and disseminated developed tour packages and itineraries to implementers.   14. Developed Internal feedback mechanisms as per the sops   15. IdentifiedPerformance indicators as per the sops   16. Evaluated Feedback   17. Disseminated Feedback to implementers |
| 1. Resource Implications | The following resources should be provided for assessment:   * 1. A functional tour office   2. Simulated tour office |
| 1. Methods of Assessment | Competence in this unit **MAY** be assessed through:   * 1. Observation   2. Written tests   3. Projects   4. Oral tests   5. Portfolio   6. Case study   7. Third party report /Witness testimony |
| 1. Context of Assessment | Competence may be assessed:   * On-the-job; * Off-the-job * During workplace attachment/experience |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry, workplace and job role is recommended. |

# DEVELOP TRAVEL PACKAGES

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

**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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised 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 contractsare negotiated as SOPs.  2.2 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.   * 1. ***Travel proposal*** is provided to customer for consideration as per SOPs.   2. Travel services arebooked as per SOPs. |
| 1. Document travel packages and itineraries | 1. Travel package development report is prepared as per SOPs. 2. Developed travel packages and itineraries are documented and disseminated to implementers as per SOPs. |
| 5. Manage travel package Feedback | * 1. Internal ***feedback mechanisms*** are developed as per the SOPs   2. ***Performance indicators*** are identified as per the SOPs   3. Feedback is evaluated as per the SOPs   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.

| **Variables** | **Range**  ***May include but is not limited to:*** | |
| --- | --- | --- |
| * 1. Contact methods | * Face-to-face * Telephone * Electronic (WhatsApp business , mobile applications ) * Questionnaires * Websites |
| * 1. Customer travel requirements | * Preferences * Budget * Type of travel package * Means of travel * Budget, preferences * Travel objectives |
| * 1. Customer information | * Nationality * Demographics * Number * Type |
| * 1. Supplier travel components | * Car hire, * Air travel class of service, * Tours, * Accommodation, * Cruise travel * Entertainment * Rail transport |
| * 1. Supplier products | * Accommodation * Transport * Attractions * Entertainment |
| 1. Travel itineraries | * Customized * Standardized * Individual * Group * One way * Return * Round-the-world trip * Open jaw * Fly * Cruise |
| 1. Travel packages | * Exclusive * Group, * Inclusive * Special interest * Incentive | |
| 1. Terms and conditions | * Payment * Reservations * Insurance * Suppliers * Change of reservation policy * Cancellation | |
| 1. Feedback | * Travel Cost * Reservation Status * Itinerary | |
| 1. Travel proposal | * Itinerary * Cost * Terms and conditions | |
| 1. Feedback mechanisms | * Questionnaire * Website review area * Face to face * Review apps | |
| 1. Performance indicators | * Meet n greet * Airport transfer * Vehicle cleanliness * Front office reception * Room quality * Flight experience * Food quality * Housekeeping and laundry quality * Food and beverage service | |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

* Communication
* Numeracy
* Interpersonal
* Selling
* Marketing
* Research
* Problem solving
* Critical thinking
* Organisation
* Technological
* Negotiation

Required knowledge:

* Attractions
* Reservations
* Tour Costing
* Customer analysis
* Market segmentation
* 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. Establishedcustomer contacts appropriately. 2. Identified and confirmed customer travel requirements correctly. 3. Recordedcustomer information and identified travel requirements correctly. 4. Appropriately Identified travel components matching customer requirements 5. Matched customer travel requirements are with available supplier products and services correctly. 6. Designed travel itineraries appropriately. 7. Costed the designed travel packages correctly. 8. Appropriately established terms and conditions of the travel package. 9. Timely provided feedback to customer for consideration 10. Reserved all requested services. 11. Effectively communicated Travel requirements to customers 12. Prepared travel package development report appropriately. 13. Documented and disseminated developed travel packages and itineraries to implementers. 14. identifiedPerformance indicators as per the SOPs 15. evaluated Feedback 16. disseminated Feedback to implementers |
| * 1. Resource Implications | The following resources should be provided for assessment:   * 1. Operational tour office   2. Learning resource centre   3. Computer laboratory |
| 1. Methods of Assessment | Competence in this unit **MAY** be assessed through:   * 1. Observation   2. Written tests   3. Projects   4. Oral tests   5. Portfolio   6. Case study   7. Third party report /Witness testimony |
| 1. Context of Assessment | Competence may be assessed:   * In an established tour office; * In a simulated workplace setting * During workplace attachment/experience |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry, workplace and job role is recommended. |

# MANAGE TOUR DELIVERY

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

**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 outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised terms are elaborated in the Range)*** |
| --- | --- |
| 1.Sell tour package | * 1. Clients’ enquiries are responded to as per SOP   2. Contract is entered as per SOP   3. Tour file is opened as per SOP |
| 1. Manage customers’ reservations | * 1. ***Suppliers*** are contacted for availability of services based on the contract as per SOPs.   2. ***Reservation documents*** are prepared and submitted to suppliers as per SOPs.   3. Confirmed bookings are received, recorded and communicated to customers as per SOPs. |
| 3. Manage tour file | 1. Customers’ payments for services are received and processed in line with the organisation’s policy. 2. Suppliers are paid as per SOPs. 3. Tour ***accounting documentation*** is maintained as per SOPs. 4. All requested services are reserved as per SOPs. 5. All reservations are confirmed with the suppliers and clients as per SOPs. |
| 4. Implement tour itinerary | 1. ***Tour package information*** is assembled as per SOPs and SOP. 2. ***Tour field staff*** are briefed as per SOP and SOPs. 3. Customer’s arrival procedures are conducted as per the clients itinerary 4. Tour is commissioned as per SOP and SOPs. 5. Tour is executed as per SOPs 6. ***Contingency measures*** are put in place to manage unexpected occurrences as per SOPs. |
| * + 1. Perform post tour activities | * 1. Feedback from client and field staff is received and documented as per SOP   2. Tour reports are prepared as per SOPs.   3. Tour report recommendations 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. Suppliers | * Hotels, * Airlines, * Ground transporters, * Attraction providers, * Restaurants |
| 1. Reservation documents | * Vouchers, * Email, * Letters, * Receipts * Tickets |
| 1. Tour accounting documentation | * Invoices, * Vouchers, * receipts, * LPO, * LSO |
| 1. Tour package information | * Itinerary, * Confirmed vouchers, * Tickets, * Welcome envelop , * Brochures, * Maps, * Letters |
| 1. Tour field staff | * Driver guides, * Tour guides, * Airport representatives * Balloon safari pilots |
| 1. Contingency measures | * First aid kits, * Satellite communication system, * Emergency contact list * Customer briefing on dos and don’ts |

**REQUIRED SKILLS AND KNOWLEDGE**

**Required Skills:**

* Communication
* Interpersonal 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. Responded to Clients’ enquiries appropriately 2. Facilitated Contract signing. 3. Correctly opened a Tour file 4. Appropriately contactedSuppliers for availability of services. 5. Prepared and submitted Reservation documents appropriately 6. Received, recorded and communicated Confirmed bookings to customers timely. 7. Received and processed Customers’ payments for services appropriately 8. Appropriately paid Suppliers. 9. Correctly maintained Tour accounting documentation. 10. Correctly reserved All requested services 11. Correctly confirmed All reservations are with the suppliers and clients. 12. Appropriately assembled Tour package information 13. Correctly briefed Tour field staff 14. Demonstrated understanding of Customers arrival procedures 15. Timely commissioned and executed the Tour 16. Implemented Contingency measuresto manage unexpected occurrences 17. Appropriately received and documented Feedback from client and field staff 18. Prepared Tour reports. 19. Appropriately implemented Tour report recommendations |
| 1. Resource Implications | 1. A functional tour operations office 2. An institution with closely simulated tour operations training office |
| 1. 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 |
| 1. Context of Assessment | Competency may be assessed individually   * on-the-job * off-the-job * workplace experience |
| 1. 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/A**

**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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised terms are elaborated in the Range)*** |
| --- | --- |
| 1. Sell travel package | * 1. Customers travel acceptance feedback is received and recorded as per SOPs.   2. Travel requirements are communicated to customers as per SOPs.   3. Contract is entered as per SOP   4. Passenger file is opened as per SOP |
| 1. Manage customers’ reservations | * 1. ***Suppliers*** are contacted for availability of services based on the contract as per SOPs.   2. ***Reservation documents*** are prepared and submitted to suppliers as per SOPs.   3. Confirmed bookings are received, recorded and communicated to customers as per SOPs. |
| 1. Manage travel file | 1. Clients information is collected and recorded as per the SOPs 2. All requested travel services are reserved as per SOPs. 3. Customers’ payments for services are processed in line with the organisation’s policies and procedures. 4. Suppliers are paid as per SOPs. 5. ***Travel accounting documentation*** is maintained as per SOPs. 6. ***Travel package information*** is assembled as per SOPs. |
| 1. Manage customers travel experience | 1. ***Travel documents*** are issued to customers as per SOPs. 2. Customers briefing is conducted as per SOP and workplace procedures. 3. Customers travel experience is monitored as per SOPs. 4. ***Contingency situations*** are identified as per SOPs. 5. ***Contingency measures*** *are* put in place to manage unexpected occurrences as per SOPs. |
| 1. Carry out post travel activities | * 1. Feedback on customer’s travel experience is collected as per SOPs.   2. Travel reports are prepared as per SOPs.   3. Travel report recommendations are implemented as per SOPs.   4. ***Ancillary services*** are provided 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. ***Suppliers*** | * tour operators, * GDS * Hotels, * Airlines, * Ground transporters, * Attraction providers, * Restaurants * Insurance providers * Visa management companies s * Cruises * Railway |
| * + 1. Reservation documents | * Vouchers * Tickets * Miscellaneous Charges Order |
| * 1. Travel accounting documentation | * Billing Settlement Plan, * Reports * Vouchers * Invoices * LPOs * Receipts * LSO * Contracts * Tickets |
| * 1. ***Ancillary services*** | * New products in a destination * Document renewals * Offers and service **discounts** |
| * 1. Travel package information | * Visa * Health certificate * Travel insurance * Passport * Weather * Currency * Financial information |
| * 1. Travel documents | * Tickets * Vouchers * Coupons * Travellers cheque |
| * 1. Contingency situations | * Flight cancellation * Lost baggage * Flight delays * Over booking * Accidents * Ailments * Terrorism * Natural calamities |
| * 1. Contingency measures | * Re-routing * Customer updating * Customer briefing * Competent staff * First aid kits, * Satellite communication system, * Emergency contact list * Customer briefing on dos and don’ts * Evacuation |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

**Required Skills:**

* Communication
* Interpersonal 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. Correctly advised clients on required travel documents   2. Responded to Clients’ enquiries appropriately   3. Facilitated Contract is signing.   4. Correctly opened a Travel file   5. Appropriately contactedSuppliers for availability of services.   6. Prepared and submitted Reservation documents appropriately   7. Received, recorded and communicated Confirmed bookings to customers timely.   8. Received and processed Customers’ payments for services appropriately   9. Appropriately paid Suppliers.   10. Correctly maintained Travel accounting documentation.   11. Correctly reserved All requested services   12. Correctly confirmed All reservations are with the suppliers and clients.   13. Appropriately assembled Travel package information   14. Correctly briefed Travel field staff   15. Demonstrated understanding of Customers arrival procedures   16. Implemented Contingency measuresto manage unexpected occurrences   17. Appropriately received and documented Feedback from client and staff   18. Prepared Travel reports.   19. Appropriately implemented Travel report recommendations |
| * 1. Resource Implications | 1. A travel office 2. Booking/reservation bookings technology and documentation |
| * 1. 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   * 1. Written test |
| * 1. Context of Assessment | Competency may be assessed individually   1. on-the-job 2. off-the-job 3. workplace experience |
| * 1. 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/A**

**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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised 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 SOP and based on organisation`s objectives. |
| 1. 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. |
| 1. 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 unique selling points.  4.5 Logistics for promotional activities are identified as per the type of promotional activity.  4.6 Promotional activitiesare 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 SOPs.  5.2 Recommendations in marketing reports are acted upon based marketing strategy and SOPs. |
| * 1. Manage tour and travel marketing Feedback | * 1. Internal ***feedback mechanisms*** are developed as per the SOPs   2. Performance ***indicators*** are identified as per the SOPs   3. Feedback is evaluated as per the SOPs   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 not limited to:*** |
| 1. Customer profiles | * Demographic:   + name,   + address,   + occupation,   + age   + nationality * Psychographic:   + introverts,   + extroverts |
| 1. Tour and travel products | * special interest tours, * group tours, * individual tours, * group inclusive tour, * ground transport, * car hire, conferences, * business travel, * tour packages * airline seats (economy, business, first class), * hotel rooms (standard, deluxe, suites, economy) |
| 1. Promotional Activities | * One-off, * Series, |
| 1. Promotional materials | * Brochures, * Posters, * Cards, * Labels, * Leaflets, * Multi-media * Web-based |
| 1. Resources for implementation of marketing plans | * Financial, * Logistical, * Human*,* |
| 1. Features of tour and travel products | * Comfort Levels, * Ambience, * Experience |
| 1. Methods of promotion | * Web based methods, * Branding, * Personal selling, * Direct marketing, * Special offers, * Electronic media, * Word of mouth, * Trade shows and exhibitions |
| 1. Promotional materials | * Brochures, * Flyers, * Corporate ware * Banners |

**REQUIRED SKILLS AND KNOWLEDGE**

**Required Skills:**

* Communication
* Marketing
* Selling
* Interpersonal 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. Identified and selected Target markets appropriately 2. Created and maintained Customer profiles correctly. 3. Segmented Market appropriately. 4. DevelopedTour products effectively. 5. Identified and prioritised Marketing objectives appropriately. 6. Identified and developed Marketing strategies appropriately 7. Facilitated the adoption and documentation of the Marketing strategy 8. Appropriately developed Marketing schedules. 9. Effectively Identified Resources for implementation of marketing plans 10. Facilitated implementation of Marketing schedules 11. Appropriately monitored and evaluated the implementation and performance of the marketing plan 12. Appropriately addressed Significant variances in marketing plan performance 13. Identified Features of tour products to be promoted correctly 14. Identified and secured availability Resources for promotional activities from the budget 15. Appropriately identifiedMethods of promotion are based on resources available. 16. Effectively developed Promotional materials 17. Appropriately identified Logistics for promotional activities 18. Appropriately organised and implemented Promotional Activities 19. Effectively evaluated and reviewed Promotional Activities 20. Demonstrated understanding of sustainable tourism. 21. Sold tour products effectively. 22. Prepared marketing reports. 23. Implemented marketing report recommendations |
| 1. Resource implications | * 1. A functional tour operations office   2. An institution with fully equipped simulated training tour operations office |
| 1. 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 |
| 1. Context of Assessment | Competency may be assessed individually   * on-the-job * off-the-job * workplace experience |
| 1. 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/A**

**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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised terms are elaborated in the Range)*** |
| 1. Develop and implement internal customer communication system | 1.1 Organizations’ internal customer communication standardsare established based on organizations’ objectives.  1.2 ***Channels of communication with internal customers*** are established in line with organizations’ communication policy.  1.3 Internal customer communication standards procedures are established based on organizations’ communication policy.  1.4 Internal customer communication standards procedures are implemented as per the organizations’ communication policy. |
| 2.Develop and implement external customer communication system | 1. Organizations’ external customer communication standards are established based on organizations’ objectives. 2. **Channels of communication with external customers** are established in line with organizations’ communication policy. 3. External customer communication standards procedures are established based on organizations’ communication policy. 4. External customer communication standards procedures are implemented as per the 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. |
| 1. Handle tour and travel customer safety and security issues | * 1. Resources for handling tour safety and security are identified and their availability secured.   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 |
| 1. Prepare customer service reports | * 1. Customer service reports are prepared, evaluated and disseminated as per organizations’ policy.   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 | * First aid kits, * Satellite communication system, * Emergency contact list * Customer briefing on dos and don’ts * Field staff briefing on dos and don’ts * Security personnel, * Health personnel * Evacuation services * Signage * Experienced personnel * Insurance, * Safety ware and equipment |
| 1. Channels of communication with internal customers | * Meetings * Memos * Emails * Letters * Notices * Web-based |
| 1. Resources for handling tour and travel contingencies | * Human * Financial * Logistical * Technological * Physical |
| 1. Possible contingency situations | * Accidents * Sickness * Bad weather * Unhonoured contracts * Cancellations * Mechanical breakdowns * Customer based contingencies |
| 1. Possible safety and security issues | * Terrorism * Theft * Banditry * Landslides * Flash floods * Accidents * Food poisoning * Wildlife attacks * Loss of direction * Lack of signage |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

**Required Skills:**

* Communication
* Interpersonal 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. Appropriately established Organizations’ internal customer communication standards 2. Appropriately establishedChannels of communication with internal customers 3. Established Internal customer communication standard procedures appropriately. 4. Facilitated the implementation of Internal customer communication standard procedures 5. Established Organizations’ external customer communication standards appropriately 6. Established Channels of communication with external customers appropriately 7. Established external customer communication standard procedures. 8. Facilitated the implementation of External customer communication standard procedures 9. Correctly identified and securedavailabilityof Resources for handling contingencies. 10. Correctly identified Possible contingency situations 11. Efficiently developed Possible mitigation measures 12. Appropriately addressed Contingencies 13. Appropriately identified and secured availability of resources for handling safety and security. 14. IdentifiedPossible safety and security issues correctly 15. Appropriately developed Possible mitigation measures 16. Efficiently addressed Safety and security issues 17. Appropriately prepared, evaluated and disseminated Customer service reports. 18. Appropriately implemented Recommendations of the customer service reports. |
| 1. Resource implications | A functional tour office |
| 1. Methods of Assessment | Competence in this unit **MAY** be assessed through:   * 1. Observation   2. Written tests   3. Projects   4. Oral questioning   5. Portfolio   6. Third party report |
| 1. Context of Assessment | Competence may be assessed:   * On-the-job; * Off-the-job * During workplace attachment/experience |
| 1. 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/A**

**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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised terms are elaborated in the Range)*** |
| --- | --- |
| 1. Identify available tour and travel product standards | 1. ***Tourism and travel suppliers*** are identified based on customers’ needs and quality standards of the organizations. 2. ***Characteristics of the tourism and travel product*** are identified as per supplier specifications. 3. ***Components of the tourism and travel product*** are defined based on suppliers’ terms and conditions or contracts. 4. Organizations’ set product standards are benchmarked against best practice. 5. 1.6 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.  2.3Organizations ***feedback gathering systems*** are established in-line with organisation`s 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 on 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 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 not limited to:*** |
| --- | --- |
| 1. Tourism and travel product characteristics | * Composite product * Impact of demand patterns on supply * Intangible * Lack of ownership * Variability * Unstable demand * Perishability * Psychological customer satisfaction derives from experience of using the product |
| 1. Components of the tourism and travel product | * Accommodation, * Transportation, * Attractions, * Tours, * Dining * Entertainment * Ancillary services |
| 1. Tourism and travel suppliers | * Hospitality (accommodation providers, caterers) * Other suppliers: insurance companies airlines, care hire, cruise ship, trains, GDS (global distribution systems), ferry, coach and coach tour operators, car/vehicle rental companies) |
| 1. Risks to product standard delivery | * Miscommunication, * Lack of attention to details, * Delayed flights, * Bad weather * Incompetent staff |
| 1. Feedback gathering systems | * Guest feedback forms, * Field staff reports, * Supplier reports, * Trip adviser, * Website based feedback, * Face-to-face |
| 1. Mechanisms for quality control | * SOPs, * Supervision, * Capacity building, * Employee recognition, * Motivation |

**REQUIRED SKILLS AND KNOWLEDGE**

**Required Skills:**

* Communication
* Interpersonal 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. IdentifiedTourism and travel suppliers correctly. 2. Demonstrated understanding of characteristics of the tourism product. 3. Correctly definedcomponents of the tourism and travel product. 4. Demonstrated understanding of organizations’ product standards 5. Effectively communicated organizations established standards internally and externally 6. Identified and rated Risks to travel product standard deliveryappropriately 7. Established Mechanisms for quality control 8. EstablishedOrganizations feedback gathering systems 9. Reviewed Product standards appropriately 10. Identified, analysed and prioritized actual and potential travel service problems are effectively 11. Established and communicated A travel service problem reporting system effectively 12. Addressed Changes in internal and external conditions appropriately. 13. Resolved travel service problems effectively. 14. Prepared and disseminated Travel product quality management report |
| 1. Resource implications | 1. A functional tour operations office 2. A fully equipped simulated tour operations training office |
| 1. 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 |
| 1. Context of Assessment | Competency may be assessed individually   1. on-the-job 2. off-the-job 3. workplace experience |
| 1. 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/A**

**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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised terms are elaborated in the Range)*** |
| 1. Plan tour office operations | * 1. Organizations’ strategic plan is developed based on its strategic objectives.   2. ***Tasks*** are developed as per goals and objectives of the organization.   3. Organizations’ standard operating procedures are developed based on tasks to be performed.   4. Required ***organization resources*** are determined based tasks to be performed.   5. Implementation schedules are developed based on tasks, objectives and resources availability.   6. Methods of ***monitoring progress*** are determined based on implementation schedules.   7. Organization plan is shared with ***implementers*** as per SOPs. |
| 2 Coordinate Organizations’ operations | * 1. Organization structure is developed based on the requirements of the organization.   2. Resources are allocated based on organizations’ operational plan.   3. Organizations’ performance reports are prepared and disseminated to relevant stakeholders as per the SOPs |
| 3 Control Organizations operations | * 1. Follow-up is done to track progress of operations as per organizations’ plan.   2. Actual performance is measured and analysed against expected performance.   3. SWOT analysis is performed based on organizations strategic plan.   4. ***Course correction*** activities are conducted as per progress report.   5. Resources utilization is monitored based on SOPs. |
| 1. Manage tour office personnel | 1. Human resource policy is developed based on overall objective of the organization and best practices. 2. Staff is recruited based on organizational structure and human resources policy. 3. Staff is inducted and deployed based on human resource policy. 4. Staff is supervised based on human resource policy. 5. Staff performance assessment and appraisal is carried out based on human resource policy. 6. Staff performance feedback is given based on performance assessment results. 7. Staff ***capacity is built*** based on training needs assessment report. 8. Staff is compensated, motivated and welfare programmes developed and maintained based on human resource policy. 9. Staff disciplinary and ***separation issues*** are handled as per human resource policy. |
| 1. Coordinate tour office communication | * 1. Communication policy is developed based on organization vision and best practices.   2. Organizations’ ***internal and external communications*** *a*re handled as per communication policy.   3. ***Legal and statutory requirements*** are adhered to as per legal requirements.   4. ***Stakeholder networks, linkages and partnerships*** are established and maintained as per SOPs. |
| 1. Prepare tour office operations reports and implement recommendations | * 1. Tour office operation reports are prepared, evaluated and disseminated as per the SOPs.   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 | * Reservations * Customer care * Cashiering * Costing * Accounting * Marketing | |
| 1. Organization resources | * Human * Financial * Logistical * Physical * Technological | |
| 1. Monitoring progress | * checklist based on SOPs * Reports * Appraisals * Evaluation based on set targets | |
| 1. Implementers | * Employees * Suppliers * Directors * Trade partners * Clients * Government regulatory agencies | |
| 1. Course corrections | * Restructuring * Enter new contracts * Relocation * Resourcing | |
| 1. ***capacity is built*** | * Training * Mentorship * Coaching * Attachment * Field trips * Continuous professional development | |
| 1. Separation issues | * Retirement * Dismissal * Retrenchment * Transfers | |
| 1. Internal and external communications | * Memos * Letter * Newsletters * Documentaries * Staff meetings * Stakeholder engagement * Investor briefings | |
| 1. Legal and statutory requirements | * Tourism Act 2011 * NEMA, Public health Cap 242 * OSH Act 2007 * EMCA 1999 * Wildlife conservation and management Act 2013 (No. 47 of 2013) * Employment Act 2007 * The Children and Social Work Act 2017 * IATA, KATA, KATO | |
| 1. Stakeholder networks, linkages and partnerships | * Competitors * Trade associations * Ministry of tourism * Government agencies * Communities * County governments * Suppliers * Trainers * International tourism agencies (UNWTO) | |

**REQUIRED SKILLS AND KNOWLEDGE**

**Required Skills:**

* Communication
* Interpersonal 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**

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| --- | --- |
| 1. Critical Aspects of Competency | ***Assessment requires evidence that the candidate:***   1. Developed an Organizations’ strategic plan efficiently 2. Appropriately developed Tasks 3. Appropriately developed Organizations’ standard operating procedures for tasks to be performed. 4. Appropriately established Required organization resources 5. Efficiently developed Implementation schedules 6. Appropriately established Methods of monitoring progress. 7. Timelyshared Organization plan with implementers 8. Appropriately developed Organization structure 9. Correctly allocated Resources for organizations’ operations. 10. Prepared and disseminated Organizations’ performance reports to relevant stakeholders 11. Monitored and analysed progress of operations effectively. 12. Appropriately conductedCourse correctionactivities 13. Efficiently monitored Resources utilization 14. Developed Human resource policy appropriately. 15. Appropriately recruited, inducted and deployed Staff 16. Carried out Staff performance assessment and appraisal appropriately. 17. Effectively conductedStaff capacity building 18. Compensated and motivated Staff correctly. 19. Developed and maintained welfare programmes efficiently. 20. Appropriately handled Staff disciplinary and separation issues 21. Appropriately developed communication policy 22. Efficiently handled Organizations’ internal and external communications. 23. Adheredto Legal and statutory requirements 24. Established and maintained Stakeholder networks, linkages and partnerships appropriately. 25. Prepared, evaluated and disseminated Tour office operation reports appropriately. 26. Appropriately implemented recommendations of the tour office operation reports |
| 1. Resource Implications | * 1. A tour office or a fully equipped simulated training office |
| 1. Methods of Assessment | Competence in this unit **MAY** be assessed through:   * 1. Observation   2. Written tests   3. Projects   4. Oral tests   5. Portfolio   6. Case study   7. Third party report /Witness testimony |
| 1. Context of Assessment | Competence may be assessed:   * On-the-job; * Off-the-job * During workplace attachment/experience |
| 1. 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/A**

**Unit description**: This unit describes the competencies required to manage travel office operations. It involves, Planning travel office operations, coordinating organizations’ operations, controlling organizations 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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised terms are elaborated in the Range)*** |
| 1. Plan travel office operations | 1.1 Organizations’ strategic plan is developed based on its strategic objectives.  1.2 ***Tasks*** are developed as per goals and objectives of the organization.  1.3 Organizations’ 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. |
| 1. Coordinate Organizations’ operations | 1. Organization structure is developed based on the requirements of the organization. 2. Resources are allocated based on organizations’ operational plan. 3. Organizations’ performance reports are prepared and disseminated to relevant stakeholders. |
| 1. Control Organizations operations | 1. Follow-up is done to track progress of operations as per organizations’ plan. 2. Actual performance is measured and analysed against expected performance. 3. SWOT analysis is performed based on organizations strategic plan. 4. ***Course correction*** activities are conducted as per progress report. 5. Resources utilization is monitored based on SOPs. |
| 1. Manage travel office personnel | 1. Human resource policy is developed based on overall objective of the organization and industry best practices. 2. Staff is recruited based on organizational structure and human resources policy. 3. Staff is inducted and deployed based on human resource policy. 4. Staff is supervised based on human resource policy. 5. Staff performance assessment and appraisal is carried out based on human resource policy. 6. Staff performance feedback is given based on performance assessment results. 7. Staff ***capacity is built*** based on training needs assessment report. 8. Staff is compensated, motivated and welfare programmes developed and maintained based on human resource policy. 9. Staff disciplinary and ***separation issues*** are handled as per human resource policy. |
| 1. Coordinated travel office communication | * 1. Communication policy is developed based on organization vision and best practices.   2. Organizations’ ***internal and external communications*** are handled as per communication policy.   3. ***Legal and statutory requirements*** are adhered to as per expectations.   4. ***Stakeholder networks, linkages and partnerships*** are established and maintained as per SOPs. |
| 1. Document travel office operation activities | * 1. ***Travel office operation reports*** are prepared, evaluated and disseminated as per organizations’ policy.   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 | * Reservations * Customer care * Cashiering * Costing * Accounting * Marketing | |
| 1. Organization resources | * Human * Financial * Logistical * Physical * Technological | |
| 1. Monitoring progress | * checklist based on SOPs * Reports * Appraisals * Evaluation based on set targets | |
| 1. Implementers | * Employees * Suppliers * Directors * Trade partners | |
| 1. Course corrections | * Restructuring * Enter new contracts * Relocation * Resourcing | |
| 1. Capacity building | * Training * Mentorship * Coaching * Attachment * Field trips | |
| 1. Separation issues | * Retirement * Dismissal * Retrenchment * Transfers | |
| 1. Internal and external communications | * Memos * Letter * Newsletters * Documentaries | |
| 1. Legal and statutory requirements | * Tourism Act 2011 * NEMA, Public health Cap 242 * OSH Act 2007 * EMCA 1999 * Wildlife conservation and management Act 2013 (No. 47 of 2013) * Employment Act 2007 * The Children and Social Work Act 2017 * IATA, KATA, KATO * ICAO regulations * IATA Travel Agents manuals | |
| 1. Stakeholder networks, linkages and partnerships | * Competitors * Trade associations * Ministry of tourism * Government agencies * Communities * County governments * Suppliers * Trainers | |
| 1. Travel office operation reports | * Billing and settlement plan (BSP) * Sales report * Client feedback | |

**REQUIRED SKILLS AND KNOWLEDGE**

**Required Skills:**

* Communication
* Interpersonal 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. Demonstrated understanding of IATA Travel agents requirements 2. Developed an Organizations’ strategic plan efficiently 3. Appropriately developed Tasks 4. Appropriately developed Organizations’ standard operating procedures for tasks to be performed. 5. Appropriately established Required organization resources 6. Efficiently developed Implementation schedules 7. Appropriately established Methods of monitoring progress. 8. Timelyshared Organization plan with implementers 9. Appropriately developed Organization structure 10. Correctly allocated Resources for organizations’ operations. 11. Prepared and disseminated Organizations’ performance reports to relevant stakeholders 12. Monitored and analysed progress of operations effectively. 13. Appropriately conductedCourse correctionactivities 14. Efficiently monitored Resources utilization 15. Developed Human resource policy appropriately. 16. Appropriately recruited, inducted and deployed Staff 17. Carried out Staff performance assessment and appraisal appropriately. 18. Effectively conductedStaff capacity building 19. Compensated and motivated Staff correctly. 20. Developed and maintained welfare programmes efficiently. 21. Appropriately handled Staff disciplinary and separation issues 22. Appropriately developed communication policy 23. Efficiently handled Organizations’ internal and external communications. 24. Adheredto Legal and statutory requirements 25. Established and maintained Stakeholder networks, linkages and partnerships appropriately. 26. Prepared, evaluated and disseminated Tour office operation reports appropriately. 27. Appropriately implemented recommendations of the travel office operation reports |
| * 1. Resource Implications | * 1. Travel office or a fully equipped simulated training office |
| * 1. 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   * 1. Written test |
| * 1. Context of Assessment | Competency may be assessed individually   1. on-the-job 2. off-the-job 3. workplace experience |
| * 1. Guidance information for assessment | This unit may be assessed on an integrated basis with others within this occupational sector |

# PROMOTE SUSTAINABLE TOURISM

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

**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**  These describe the key outcomeswhich make the workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***(Bold and italicised terms are elaborated in the Range)*** |
| --- | --- |
| 1. Develop sustainable tourism management system | 1. ***Components of a sustainable tourism management system*** are identified based on industry best practice. 2. Components of a sustainable tourism management system are analysed, evaluated and selected based on ***National and international legislations.*** 3. Sustainable tourism management system is designed and established based on selected components and industry best practice. |
| 1. Implement sustainable tourism management system | 1. Stakeholders are informed and capacity built as per SOPs, organizations objectives and communication policy. 2. Effective sustainability implementation plans for the system are developed as per sustainable tourism management principles. 3. ***Social and economic benefits*** to local communities are maximized as per sustainable tourism management principles. 4. ***Cultural and religious heritage is enhanced*** as per sustainable tourism management principles. 5. ***Negative impacts to the environment*** are minimized and benefits maximized as per sustainable tourism management principles. 6. Opportunity to enhance customer’s satisfaction are created and exploited based on sustainable tourism management principles. |
| 1. Monitor implementation of the sustainable tourism management system | 1. ***Tools for monitoring*** the implementation of sustainable tourism management system are developed based on the components. 2. Sustainability tourism implementation plans are monitored and reviewed based on experience. 3. Social and economic benefits to local communities are monitored based on sustainable tourism management principles. 4. Impacts on cultural and religious heritage is monitored based sustainable tourism management principles. 5. Impacts on the environment are monitored based on sustainable tourism management principles. 6. Customer satisfaction is monitored and corrective actions taken as per SOPs and based on organizations’ objectives. |
| 1. Prepare reports on sustainable tourism | 1. Reports on sustainable tourism management are prepared, evaluated and disseminated as per SOPs. 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 | * social economic benefits * culture and religious heritage * impacts on the environment |
| * 1. National and international legislations**.** | * Tourism Act 2011 * Public health Cap 242 * OSH Act 2007 * EMCA 1999 * Wildlife conservation and management Act 2013 (No. 47 of 2013) * Employment Act 2007 * The Children and Social Work Act 2017 * IATA, KATA, KATO * *CITES* * Kyoto protocol * Paris summit accord * UN Sustainable Development Goals |
| * 1. Social and economic benefits | * Direct and indirect employment * Market for products * Social amenities * Infrastructure * Empowered through ownership or partial ownership |
| * 1. Cultural and religious heritage is enhanced | * Preservation * Recognition |
| * 1. Negative impacts to the environment | * Pollution * Degradation |
| * 1. Tools for monitoring | * Checklist * Questionnaires * Reports * Interview guides * Quality of life and experiences |

**REQUIRED SKILLS AND KNOWLEDGE**

**Required Skills:**

* Communication
* Interpersonal 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. Correctly identifiedComponents of a sustainable tourism management system. 2. Appropriately analysed, evaluated and selected Components of a sustainable tourism management system 3. Appropriately designed and established Sustainable tourism management system 4. Timely informed and capacity built Stakeholders on sustainable tourism management. 5. Effectively developed sustainability implementation plans for the system. 6. maximizedSocial and economic benefits to local communities 7. Enhanced Cultural and religious heritag**e** 8. MinimizedNegative impacts to the environment are and maximized benefits. 9. Created and exploited Opportunities to enhance customer’s satisfaction 10. Appropriately developed tools for monitoring the implementation of sustainable tourism management system 11. Effectively monitored and reviewed Sustainable tourism implementation plans 12. Effectively monitored Social and economic benefits to local communities 13. Effectively monitored Impacts on cultural and religious heritage 14. Effectively monitored impacts on the environment 15. Effectively monitored Customer satisfaction and took corrective actions 16. Prepared, evaluated and disseminated Reports on sustainable tourism management 17. Appropriately implemented sustainable tourism management Reports recommendations. |
| 1. Resource Implications | A tour/travel office |
| 1. Methods of Assessment | Competence in this unit **MAY** be assessed through:   * 1. Observation   2. Written tests   3. Projects   4. Oral questioning   5. Portfolio   6. Third party report |
| 1. Context of Assessment | Competence may be assessed:   * On-the-job; * Off-the-job * During workplace attachment/experience |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry, workplace and job role is recommended. |