

NATIONAL OCCUPATIONAL STANDARD FOR FRONT OFFICE ASSISTANT



APPROVING AUTHORITY

This National Occupational Standard has been prepared and published under the authority of the Zambia Qualifications Authority Board on 30th September, 2020.

ZAMBIA QUALIFICATIONS AUTHORITY

The Zambia Qualifications Authority Act No. 13 of 2011 was enacted by the Government of the Republic of Zambia to ***“provide for the development and implementation of a national qualifications framework; establish the Zambia Qualifications Authority; provide measures to ensure that standards and registered qualifications are internationally comparable; and provide for matters connected with, or incidental to the foregoing”***. Among other functions, ZAQA is responsible for *determining national standards for any occupation*, through various sector specific National Occupational Standards Development Teams (NOSDTs).

REVISION OF NATIONAL OCCUPATIONAL STANDARDS

National Occupational Standards shall be revised every after **5 years**, or whenever necessary, by the issue of either amendments or of revised editions. It is important that users of National Occupational Standards (NOS) should ascertain that they are in possession of the latest amendments or editions.

NOS DEVELOPMENT TEAM RESPONSIBLE

This National Occupational Standard was prepared by the Tourism National Occupational Standards Development Team, upon which the following organisations were represented:

1. Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA);
2. Zambia Tourism Agency (ZTA);
3. Zambia Institute for Tourism and Hospitality Studies (ZITHS);
4. Livingstone International University of Tourism Excellence and Business Management (LIUTEBM);
5. Institute of Hospitality-Zambia (IoHZ);
6. Tourism Council of Zambia (TCZ);
7. Zambian Association for Indigenous Tour Operators (ZATO);
8. Travel Agents Association of Zambia (TAAZ);
9. Zambia Qualifications Authority (ZAQA) – Secretariat.

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The Authority wishes to also acknowledge the efforts of all stakeholders that took time to review and submit comments on this NOS and those that participated in the national validation process.

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FOREWORD

The Zambia Qualifications Authority (ZAQA) is a statutory body under the Ministry of Higher Education established by ZAQA Act No. 13 of 2011 to “***provide for the development and implementation of a national qualifications framework; provide measures to ensure that standards and registered qualifications are internationally comparable; and provide for matters connected with, or incidental to the foregoing***”.

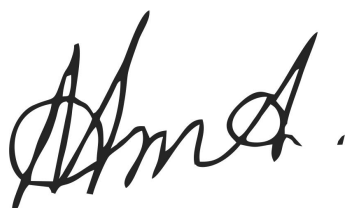
Among other functions, ZAQA is responsible for “*determining national standards for any occupation*”, through various sector specific National Occupational Standards Development Teams (NOSDTs) of experts composed of representation from appropriate authorities, government departments, industry, academia, regulators, consumer associations and non-governmental organisations, etc.

This National Occupational Standard (NOS) has been developed by the Tourism National Occupational Standards Development Team in accordance with the procedures and guidelines of ZAQA. All users should ensure that they have the latest edition of this publication as National Occupational Standards are revised from time to time.

This NOS shall be used by, among others, industry, employers, quality assurance bodies, awarding and professional bodies and education and training institutions, as a benchmark to identify training needs, develop job profiles/descriptions, develop curricula and learning programmes, in various sectors where the occupation exists. In the Tourism sector, demonstration of competence against this NOS may be required in order to run a business or practice a craft or profession.

Front Office plays a critical part in Tourism and Hospitality Industry. This is because of the fact that the front office is the first and last point which interact with the client. The need to have a well skilled, cultured, coordinated and motivated front office team cannot be overemphasised. The Front Office is the area of the tourism enterprise where guests form their first and last impressions of the tourism enterprise – this makes it really important for the Front Office Assistant to work hard to create a pleasant experience for guests to ensure their satisfaction and subsequent return. First impressions are a driving force in business and therefore a Front Office Assistant is extremely influential, as his/her appearance, manners, knowledge and helpfulness reflect on the entire company.

This National Occupational Standard highlights core knowledge, skills, competences and values that Front Office Assistants must possess to be successful in their various roles.



Mirriam M. A Chiyaba (Mrs)
Director and Chief Executive Officer

ACRONYMS AND ABBREVIATIONS

CS	Core Skill
FOA	Front Office Assistant
IPR	Intellectual Property Rights
NOS	National Occupational Standard
NOSDT	National Occupational Standards Development Team
OK	Organisational Knowledge
PC	Performance Criteria
PS	Professional Skill
RPL	Recognition of Prior Learning
TK	Technical Knowledge
SOP	Standard Operating Procedure
ZAQA	Zambia Qualifications Authority
ZQF	Zambia Qualifications Framework

GLOSSARY OF TERMS

For the purposes of this NOS, the following terms and definitions shall apply:

Core Skills/Generic Skills: are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the NOS, these include communication related skills that are applicable to most job roles.

Function: is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of NOS.

Job Role: defines a unique set of functions that together form a unique employment opportunity in an organisation.

Knowledge and Understanding: are statements which together specify the technical, generic, professional and organisational specific knowledge that an individual needs in order to perform to the required standard.

National Occupational Standards (NOS): are statements of the standards of performance individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding. They are precise descriptions of what an individual is expected to be able to do in his/her work role.

National Occupational Standards (NOS) Code: is a unique reference code that identifies a NOS.

National Occupational Standards Development Team (NOSDT): means an established group of national stakeholders/experts responsible for the development of National Occupational Standards within a specific economic sector or occupation.

Occupation: is a set of job roles, which perform similar/related set of functions in an industry.

Organisational Context: includes the way the organisation is structured and how it operates, including the extent of operative knowledge that managers have in their relevant areas of responsibility.

Performance Criteria: are statements that together specify the standard of performance required when carrying out a task.

Scope: is the set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on the quality of performance required.

Sector: is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.

Sub-Sector: is derived from a further breakdown based on the characteristics and interests of its components.

Technical Knowledge: is the specific knowledge needed to accomplish specific designated responsibilities.

Unit Title: gives a clear overall statement about what the incumbent should be able to do.

Vertical: may exist within a sub-sector representing different domain areas or the client industries served by the industry.

1. OVERVIEW

This is an introductory section providing a brief summary and specific information or commentary about the content of the NOS and the targeted sector and occupation to help the user judge whether it is relevant to them.

NOS Code	NOS.FOA.01
Occupation	Front Office Operations
Job Title	Front Office Assistant
Job Description	Performing various activities in the front office operations as per standards
Job Purpose	This job role is responsible for performing front office functions such as registering the guest, addressing their queries, allotting the rooms and ensuring smooth stay of the guest
ZQF Level	4
Sector	Tourism and Hospitality
Sub sector	Tourism, Leisure and Hospitality Enterprises (Accommodation Establishments, tour operation business, travel agents, hunting safari, casinos, restaurants etc.) (As defined in Tourism and Hospitality Act No. 13 of 2015) Note: the individual may work in any tourism/hospitality sub-sector or any other sector and can handle front office operations
Other Economic Sector(s) in which the Occupation is Practiced	Education, Mining, Manufacturing, Energy, Transport, Communications, Construction, Financial, Agriculture, etc.
Other Similar Jobs Performed in the Occupation	Front Office Supervisor, Front Desk Clerk/Officer, Front Office Trainee, etc.
Minimum Educational Job Entry Qualification(s)	Senior Secondary Education (Grade 12) Certificate or equivalent
Practicing License Requirements (if any)	TBA
Training/RPL (Optional)	Prior Training in Front Office Operations
Minimum Job Entry Age	18
Prior Experience	N/A
Performance Criteria	As described in the Units under Section 4

2. SCOPE

This National Occupational Standard specifies the fundamental knowledge and understanding, skills and competences that Front Office Assistants must possess to be successful in their job roles. It is applicable to Front Office Assistants working in the tourism sector (e.g. in hotels, lodges and restaurants) and other sectors in which the front office management occupation is practiced.

3. PERSONAL ATTRIBUTES (VALUES, ETHICS AND ATTITUDES)

The job requires the individual to have: presentable looks, attention to details, politeness, cheerful disposition, healthy habits, commitment, punctuality, integrity and honesty, salesmanship and be able to work in standing position for long hours, etc.

4. UNITS AND ELEMENTS

This National Occupational Standard is divided into 10 Units representing the tasks that a job holder should undertake in his/her day to day work. Each Unit is further broken down into elements depicting the number of activities to be carried out for the successful execution of a particular task.

UNIT 1 [This Unit is about understanding the various requirements of various front office activities and preparing for it. It also includes interacting with supervisors and getting trained on the processes].

Unit No.	01
Unit Title	Plan and prepare for front office operations
Description	This Unit is about understanding the various requirements of various front office activities in the guest cycle (Pre-arrival, Arrival, Occupancy and Departure) and preparing for it. It also includes interacting with supervisors and getting trained on the processes
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Understand the front office processes and requirements • Attend training related to the front office operations • Prepare for front office services
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Understanding the front office processes and requirements	To be competent, the individual must be able to: PC1. know and understand the link between the front office and other departments of the establishment PC2. know and understand on the establishments specific front office procedures PC3. know and understand the front office service cycle PC4. know and understand the methods, tools and processes of gathering information on how to record guest details at all stages of the guest cycle PC5. obtain a manual (if available) and understand the front office processes, checklist, regulations, etc. PC6. know and understand sector regulation on aspects related to particular tourism enterprise category PC7. know and understand establishment requirements
Attending training related to the front office operations	To be competent, the individual must be able to: PC8. attend in-house training related to front office activities conducted PC9. make note of common mistakes and avoid them in future PC10. obtain further training to individually perform the front office activities PC11. keep up to date with current global trends in tourism and hospitality sector through continuous professional development
Preparing for front office services	To be competent, the individual must be able to: PC12. observe punctually for the work PC13. report for work well-groomed and in appropriate uniform and carry all required resources for the job PC14. take note of the establishments occupancy and reservation status at the beginning of the shift PC15. gather information on day's work requirement, absentee details and accordingly plan for the day's work

Knowledge and Understanding (K)	
A. Organizational Context (Knowledge of the company/ organisation and its processes)	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> OK1. legislation, standards, policies and procedures followed in the company relevant to own employment and performance conditions OK2. organisation culture and typical customer profile OK3. company's service level agreements and policies OK4. company's code of conduct OK5. organisation pricing, discount policy OK6. organisation policy on documentation, reporting, etc. OK7. sources for information pertaining to employment terms, entitlements, job role and responsibilities OK8. reporting structure, inter-dependent functions, lines and procedures in the work area OK9. relevant occupational health and safety requirements applicable in the work place
B. Technical Knowledge	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> TK1. customer service skills as per company's policy and customer's willingness TK2. site layout and obstacles of the tourism enterprise premises TK3. tourism enterprise offering and services available TK4. type of rooms available, the facilities, tariff and other details TK5. discount policy TK6. task of roles in front desk office TK7. discount, schemes, incentives, loyalty program offered by the tourism enterprise TK8. tourism enterprise service standards and guidelines TK9. pricing for regular guest, affiliated guest, etc. TK10. pricing of room with different meal plans TK11. setting standards on front office operation such as grooming, uniform, interacting with guest, area of operation, etc. TK12. handling guest complaints TK13. to take measures to improve customer satisfaction levels TK14. operation of computer TK15. usage of in-house software to register and serve the guest TK16. usage of touch typing for enhanced speed of keyboard typing TK17. usage of Internet to gather work related information TK18. usage of applications such as excel, power point, etc. to prepare reports and presentations for the management TK19. rules and regulations of the tourism enterprise (for guests) TK20. regulatory requirements involved during guest registration TK21. personal grooming standards TK22. significance of giving attention to details TK23. permits and checks required for working on the premises TK24. various payment methods acceptable by industry and the establishment

Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	The individual on the job must demonstrate knowledge and understanding in: CS1. reading and interpreting instructions, procedures, information and signs in the workplace CS2. interpreting and following operational instructions and prioritise work
	Writing Skills
	The individual on the job must demonstrate knowledge and understanding in: CS3. completing documentation CS4. accurately filling guest registration form after receiving details from guests CS5. generating reports to supervisors on work-related activities CS6. timely and accurately update guest bill
B. Professional Skills	Oral Communication (Listening and Speaking skills)
	The individual on the job needs must demonstrate knowledge and understanding in: CS7. communicating effectively with guests and respond to their queries CS8. interacting with service providers and colleagues in a respectful manner and in line with organisational protocol CS9. interacting in a language the guest is comfortable with CS10. communicating with vendors, contractors, etc.
	Decision Making
	The individual on the job must demonstrate knowledge and understanding in: PS1. being courteous, tactful and diplomatic in problem solving PS2. being accurate in information handling and dissemination to guests at all stages of service PS3. be friendly but professional when dealing with customers PS4. undertaking on-the-job learning and participate in training and development interventions and assessments PS5. seeking to improve and modify own work practices
B. Professional Skills	Plan and Organise
	The individual on the job must demonstrate knowledge and understanding in: PS6. organising the resources required for the job PS7. planning, prioritising and sequencing work operations as per job requirements PS8. organising information and generating, managing and maintaining records relevant to work PS9. managing time effectively and efficiently in a way that deliverables are completed as per the timeline mentioned in the organisational SOP
	Customer Centricity
B. Professional Skills	The individual on the job must demonstrate knowledge and understanding of:

	<p>PS10. how to develop rapport with customers and put them at ease</p> <p>PS11. how to listen carefully and interpret their requirement</p> <p>PS12. significance of etiquette such as maintaining the appropriate physical distance with guest during conversation</p> <p>PS13. importance of being patient and courteous with different types of guests</p> <p>PS14. being polite and courteous under all circumstances and situations</p> <p>PS15. how to suggest possible solutions to potential or expressed problems</p>
	<p>Problem Solving</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS16. thinking through the problems, evaluating possible solutions and suggesting an optimum/best possible solution</p> <p>PS17. identifying immediate or temporary solutions to resolve delays or other problems related to the transport arrangements</p>
	<p>Analytical Thinking</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS18. undertaking on-the-job learning and participate in training and development interventions and assessments</p> <p>PS19. seeking to improve and modify own work practices</p>
<p>Critical Thinking</p>	
<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS20. operating the computer for documentation, emailing and reporting</p> <p>PS21. proficiently using internet and efficiently communicating electronically</p> <p>PS22. carrying out numerical calculations and basic statistical analysis</p>	

UNIT 2 [This Unit is about performing various front office activities including assisting the guests during check-in, completing registration details and attending for any other requirements].

Unit No.	02
Unit Title	Undertake and perform front office activities
Description	This Unit is about performing various front office activities including assisting the guests during check-in, completing registration details and attending for any other requirements
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Welcome the guest • Complete guest registration • Check for guest room preference and/or reservation details • Allot the room as per guest preference
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Welcoming the guest	To be competent, the individual must be able to: PC1. greet the customer as per organization guideline on arrival at tourism enterprise PC2. make guest comfortable and feel good by offering a smile PC3. maintain eye contact while interacting with the guest PC4. look presentable and follow grooming standards
Completing guest registration	To be competent, the individual must be able to: PC5. receive for new guest or validate for repeat guest, the details from the guest for registration as per tourism enterprise standards PC6. cross check the identity document details of the guests against original PC7. complete the registration details after interacting with the guest on details including room type, number, meal plan, etc. as per tourism enterprise standards PC8. receive guest signature on completed guest registration document PC9. record the information on all fields in the tourism enterprise management system
Checking for guest room preference/ reservation details	To be competent, the individual must be able to: PC10. interact with guest and identify the room preference (e.g. pool view, suite, etc.) PC11. make note of any special request from guest, e.g., related to disability, non-smoking PC12. cross check the reservation details with the guest PC13. implement suggestive selling that may add revenue to the company PC14. negotiate with guest when on discount requests PC15. offer discounts as per company policy within the limit advised by management, to retain the guest PC16. offer discounts based on fluctuations in business as per company policy and within limit advised by management to attract sales PC17. confirm the type of room, tariff and other agreed details to the guest before allotting the room

<p>Allotting the room as per guest preference</p>	<p>To be competent, the individual must be able to:</p> <p>PC18. check for availability of room as per guest preference in the system/log in register</p> <p>PC19. inform walk-in guest about any non-availability of room and inform next time and date of room availability</p> <p>PC20. allot the room if it is already blocked for the guest as per reservation status and instructions</p> <p>PC21. check and allot guests in a group in adjacent rooms on same floor</p> <p>PC22. for the regular guest, check availability and allot room as per preference of the guest</p> <p>PC23. allot the room as per company guidelines, e.g., preference to reserved guests</p> <p>PC24. ensure guests are satisfied with room allocation as per their preference</p> <p>PC25. ensure all guest amenities are available in the room before check-in</p> <p>PC26. ensure all maintenance issues are attended to before guest check-in</p>
<p>Knowledge and Understanding (K)</p>	
<p>A. Organisational Context (Knowledge of the company/ organisation and its processes)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. legislation, standards, policies and procedures followed in the company relevant to own employment and performance conditions</p> <p>OK2. relevant occupational health and safety requirements applicable in the work place</p> <p>OK3. organisation culture and typical customer profile</p> <p>OK4. company's service level agreements and policies</p> <p>OK5. company's code of conduct</p> <p>OK6. organisation's pricing, discount policy</p> <p>OK7. organisation's policy on documentation, reporting, etc.</p> <p>OK8. sources for information pertaining to employment terms, entitlements, job role and responsibilities</p> <p>OK9. reporting structure, interdependent functions, lines and procedures in the work area</p>
<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>TK1. different products/services offered by the tourism enterprise</p> <p>TK2. type of rooms available, the facilities, tariff and other details</p> <p>TK3. details of rooms, floors, e.g., rooms with view, smoking allowed floors, rooms accommodating physically disabled individuals, etc.</p> <p>TK4. ways of marketing the property: suggestive and up selling the tourism enterprise service offerings</p> <p>TK5. general occupancy rate in the tourism enterprise</p> <p>TK6. peak season period: day of the week, months of the year, etc.</p> <p>TK7. discount policy and approval requirement</p>

	<p>TK8. pricing for regular guest, affiliated guest, etc. TK9. pricing of room with different meal plans TK10. online tie ups of the tourism enterprise TK11. handling tourism enterprise management system TK12. operate property management system for check in, check out, room availability, etc. TK13. operation of computer and use basic application TK14. usage of internet and e mails TK15. usage of property management system for check in, reservation, check out TK16. preparation of documents, invoice issuing system TK17. estimation of time taken for each front office transaction / activity and schedule work accordingly TK18. estimation of the performance of staff based on checks and inspections TK19. how to build and establish trust among the employees of the department TK20. how to resolve employee conflicts in a fair way TK21. impacts of employee conflicts TK22. rules and regulations of the tourism enterprise (for guests) TK23. significance of giving attention to details TK24. permits and checks are required for working on the premises TK25. tourism enterprise offerings and services available TK26. details of guest registration form TK27. mandatory details to be received from local guest, foreign guest TK28. acceptable identify/proof documents TK29. type of rooms available, the facilities, tariff and other details TK30. discount policy TK31. pricing for regular guests, affiliated guests, etc.</p>
Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	The individual on the job must demonstrate knowledge and understanding in: CS1. reading and interpreting instructions, procedures, information and signs in the workplace CS2. interpreting and following operational instructions and prioritising work
	Writing Skills
	The individual on the job must demonstrate knowledge and understanding in: CS3. completing documentation accurately CS4. recording details on inventory, employee, payroll, and other details, accurately CS5. generating reports to supervisors on work-related activities
	Oral Communication (Listening and Speaking skills)
The individual on the job must demonstrate knowledge and understanding in: CS6. communicating effectively with guests and responding to their queries	

	<p>CS7. interacting with service providers and colleagues in a respectful manner and in line with organisational protocol CS8. interacting in a language the guest is comfortable with CS9. avoiding interrupting guest and fellow staff when they are speaking</p>
<p>B. Professional Skills</p>	<p>Decision Making</p>
	<p>The individual on the job must demonstrate knowledge and understanding in: PS1. deciding on selection of candidates for a job based on skills and competency PS2. recognising the performance of staff and rewarding them</p>
	<p>Plan and Organise</p>
	<p>The individual on the job must demonstrate knowledge and understanding in: PS3. organising the available resources for the job PS4. prioritising and sequencing work operations as per job requirements PS5. organising and generating information and reports, managing and maintaining records relevant to work PS6. managing time effectively and efficiently in a way that deliverables are completed as per the timeline mentioned in the organisational SOP</p>
	<p>Customer Centricity</p>
	<p>The individual on the job must demonstrate knowledge and understanding of: PS7. how to develop rapport with customers and put them at ease PS8. how to listen carefully and interpret their requirement PS9. significance of etiquette such as maintaining the appropriate physical distance with guest during conversation PS10. importance of being patient and courteous with different types of guests PS11. being polite and courteous under all circumstances and situations PS12. how to suggest possible solutions to potential or expressed problems</p>
	<p>Problem Solving</p>
	<p>The individual on the job must demonstrate knowledge and understanding in: PS13. thinking through problems, evaluating possible solutions and suggesting an optimum/best possible solution PS14. identifying immediate or temporary solutions to resolve delays or other problems related to the transport arrangement</p>
<p>Analytical Thinking</p>	
<p>The individual on the job must demonstrate knowledge and understanding in: PS15. undertaking on-the-job learning and participate in training and development interventions and assessments PS16. seeking to improve and modify own work practices</p>	

	Critical Thinking
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none">PS17. operating the computer for documentation, emailing and reportingPS18. proficiently using internet and efficiently communicating electronicallyPS19. carrying out numerical calculations and basic statistical analysis

UNIT 3 [This Unit is about attending to any guest requirement including room related facilities, amenities, and request for consumables, etc. It also includes informing the guest on any message received for them and ensuring their satisfaction with the services rendered].

Unit No.	03
Unit Title	Attend to guest queries
Description	This Unit is about attending to any guest requirement including room related facilities, amenities, and request for consumables, etc. It also includes informing the guest on any message received for them and ensuring their satisfaction with the services rendered
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Assist the guest on any requirement • Respond to guest queries • Deliver message and materials to guest • Achieve guest satisfaction
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Assisting the guest on any requirement	To be competent, the individual must be able to: PC1. ask for any requirement form guest during check in PC2. arrange for materials/consumables as required PC3. coordinate with different department such as housekeeping, food and beverage, to fulfil guest requirement PC4. inform travel desk on guest requirement such as cab booking, sight-seeing, travel ticket booking, etc. PC5. ensure the guest are attended at every instance of their request and not ignored
Responding to guest queries	To be competent, the individual must be able to: PC6. respond to guest queries regarding any offerings within the tourism enterprise, nearby tourist or office locations, etc. PC7. arrange for guest requirements regarding ideal transportation, restaurants in the city, shopping area, etc. PC8. attend and respond to the clarification requested on operation of any equipment/controls inside the room
Delivering message or materials to guest	To be competent, the individual must be able to: PC9. deliver message (if any) to the guest on time PC10. inform guest if there are any visitors PC11. arrange and deliver any materials/consumables requested in the front office PC12. respect the guest's privacy PC13. uphold confidentiality at all times
Achieving guest satisfaction	To be competent, the individual must be able to: PC14. ensure that the guest is not left unattended at any point of time PC15. revert to guest on any request on time (turn-around time as per organization guideline) PC16. ensure the guest are satisfied all the time

Knowledge and Understanding (K)	
A. Organisational Context (Knowledge of the company/ organisation and its processes)	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> OK1. legislation, standards, policies and procedures followed in the company relevant to own employment and performance conditions OK2. relevant occupational health and safety requirements applicable in the work place OK3. organisation culture and typical customer profile OK4. company's service level agreements and policies OK5. company's code of conduct OK6. sources for information pertaining to employment terms, entitlements, job role and responsibilities OK7. reporting structure, inter-dependent functions, lines and procedures in the work area OK8. organisation quality and hygiene standards policy OK9. material movement, storage and material return policy
B. Technical Knowledge	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> TK1. site layout and obstacles TK2. different products/services offered by the tourism enterprise TK3. location of spa, pool, restaurant in the tourism enterprise TK4. different cuisines offered in the in-house restaurant TK5. operational hours and details of different services TK6. accessible and restricted area in the premises TK7. information of local tourist spots TK8. information about local transportation options TK9. popular location in the city such as malls, clubs, sports centres, etc. TK10. coordinating with appropriate department in the tourism enterprise to address guest requirement TK11. history and information about the city, etc. TK12. operation of different types of door locks TK13. operation of facilities in the rooms such as TV, AC, etc. TK14. usage of communications systems of the company, e.g., telephone, fax, public announcement systems TK15. usage of email and internet for communicating TK16. tourists spots in the local area TK17. promotions by the Ministry of Tourism and Arts, Government of Zambia TK18. different types of tourists; their general requirements TK19. well known shopping centres/places, offices, restaurants, clubs, etc. TK20. any products of the Government with 'Geographical Indications' and places to find them TK21. behavioural etiquette TK22. personal grooming standards TK23. levels of personal hygiene required at the workplace and why it is important to maintain them during work TK24. significance of giving attention to details

Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	The individual on the job must demonstrate knowledge and understanding in: CS1. reading and interpreting instructions, procedures, information and signs in the workplace CS2. interpreting and following operational instructions and prioritising work
	Writing Skills
	The individual on the job must demonstrate knowledge and understanding in: CS3. completing documentation
B. Professional Skills	Oral Communication (Listening and Speaking skills)
	The individual on the job must demonstrate knowledge and understanding in: CS4. listening without internal talk CS5. communicating effectively with guests and responding to their queries CS6. discussing with other front office staff on guest and room details CS7. communicating with people in a respectful manner in line with organisational protocol
	Decision Making
	The individual on the job must demonstrate knowledge and understanding in: PS1. undertaking on-the-job learning and participating in training and development interventions and assessments PS2. seeking to improve and modify own work practices
B. Professional Skills	Plan and Organise
	The individual on the job must demonstrate knowledge and understanding in: PS3. organising the resources for the job PS4. planning, prioritising and sequencing work operations as per job requirements PS5. organising information and generating, managing and maintaining records relevant to work PS6. managing time effectively and efficiently in a way that deliverables are completed as per the timeline mentioned in the organisational SOP
	Customer Centricity
	The individual on the job must demonstrate knowledge and understanding of: PS7. how to develop rapport with customers and put them at ease PS8. how to listen carefully and interpret their requirement PS9. significance of etiquette such as maintaining the appropriate physical distance with guest during conversation PS10. importance of being patient and courteous with different types of guests PS11. being polite and courteous under all circumstances and situations

	PS12. how to suggest possible solutions to potential or expressed problems
	Problem Solving
	The individual on the job must demonstrate knowledge and understanding in: PS13. thinking through the problems, evaluating the possible solutions and suggesting an optimum/best possible solution PS14. identifying immediate or temporary solutions to resolve delays or other problems related to the transport arrangements
	Analytical Thinking
	The individual on the job must demonstrate knowledge and understanding in: PS15. undertaking on-the-job learning and participating in training and development interventions and assessments PS16. seeking to improve and modify own work practices
Critical Thinking	
The individual on the job must demonstrate knowledge and understanding in: PS17. operating the computer for documentation, emailing and reporting PS18. proficiently using internet and efficiently communicating electronically PS19. carrying out numerical calculations and basic statistical analysis	

UNIT 4 [This Unit is about communicating effectively with superiors, colleagues and customers to achieve a smooth workflow].

Unit No.	04
Unit Title	Communicate with customer and colleagues
Description	This Unit is about communicating effectively with superiors, colleagues and customers to achieve a smooth workflow
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Communicate with superiors • Communicate with colleagues • Communicate effectively with customers
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Communicate with superior	To be competent, the individual must be able to: PC1. receive job order and instructions from reporting superior PC2. understand the work output requirements, targets, performance indicators and incentives PC3. deliver quality work on time and report any anticipated reasons for delays PC4. communicate unresolved problems or complaints to the relevant senior personnel PC5. communicate maintenance and repair schedule proactively to the superior PC6. receive feedback on work standards PC7. document the completed work schedule and handover to the superior
Communicating with colleagues	To be competent, the individual must be able to: PC8. trust, support and respect to all the colleagues in the workplace PC9. aim to achieve smooth workflow through teamwork PC10. share relevant work related information and knowledge with colleagues PC11. seek assistance from the colleagues when required PC12. identify the potential and existing conflicts with the colleagues and resolve PC13. pass on essential information to other colleagues on timely basis PC14. maintain the etiquette, use polite language, demonstrate responsible and disciplined behaviours to the colleagues PC15. interact with colleagues from different functions clearly and effectively on all aspects to carry out the work among the team and understand the nature of their work PC16. put team over individual goals and multi task or share work where necessary supporting the colleagues PC17. highlight any errors of colleagues, help to rectify and ensure quality output PC18. work with cooperation, coordination, communication and collaboration, with shared goals and supporting each other's performance

<p>Communicating effectively with customers</p>	<p>To be competent, the individual must be able to:</p> <p>PC19. promptly and politely respond to customer queries and complaints</p> <p>PC20. Tactfully identify customer needs</p> <p>PC21. possess strong knowledge on the product, services and market</p> <p>PC22. communicate with the customers in a polite, professional and friendly manner and maintain professional eye contact</p> <p>PC23. build effective but impersonal relationship with the customers</p> <p>PC24. ensure the appropriate language and tone are used to the customers</p> <p>PC25. listen actively in a two way communication</p> <p>PC26. be sensitive to the gender, cultural and social differences such as modes of greeting, formality, etc.</p> <p>PC27. understand the customer expectations correctly and provide the appropriate products and services</p> <p>PC28. understand the customer dissatisfaction and address to their complaints effectively</p> <p>PC29. maintain a positive, sensible and cooperative manner all time</p> <p>PC30. ensure to maintain a proper body language, dress code, gestures and etiquettes towards the customers</p> <p>PC31. avoid interrupting the customers while they talk</p> <p>PC32. ensure to avoid negative questions and statements to the customers</p> <p>PC33. inform the customers on any issues or problems before hand and also on the developments involving them</p> <p>PC34. ensure to respond back to the customer immediately for their voice messages, e-mails, etc.</p> <p>PC35. develop good rapport with the customers and promote suitable products and services</p> <p>PC36. seek feedback from the customers on their understanding to what was discussed</p> <p>PC37. explain the terms and conditions clearly (booking, cancellation, disclaimers, indemnity's, etc.)</p>
<p>Knowledge and Understanding (K)</p>	
<p>A. Organisational Context (Knowledge of the company/ organisation and its processes)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. company's policies (personnel management, financial, effective team work at workplace, etc.)</p> <p>OK2. company's Human Resources policies</p> <p>OK3. company's reporting structure</p> <p>OK4. company's documentation policy</p> <p>OK5. company's customer profile</p>
<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>TK1. methods and equipment for effective communication with staff in different departments in the organisation and the guests</p>

	<p>TK2. significance of team coordination and productivity targets of the organisation</p> <p>TK3. how to record the job activity as required on various types of documents</p> <p>TK4. how to communicate effectively with customers</p> <p>TK5. effective use of voice tone and pitch for communication</p> <p>TK6. how to demonstrate ethics and convey discipline to the customers</p> <p>TK7. team building skills</p> <p>TK8. importance of dealing with grievances effectively and in time</p>
Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	The individual on the job must demonstrate knowledge and understanding in: CS1. reading and interpreting relevant company policy and other job relevant documents CS2. reading and responding timely to notes/comments from the supervisor
	Writing Skills
	The individual on the job must demonstrate knowledge and understanding in: CS3. accurately filling up documentation pertaining to job requirements CS4. timely and accurately generating reports to supervisors on work-related activities
	Oral Communication (Listening and Speaking Skills)
	The individual on the job must demonstrate knowledge and understanding in: CS5. interacting with team members to work efficiently CS6. communicating effectively with the superior to ensure smooth workflow CS7. communicating effectively with the customers to build a good rapport with them CS8. using a language that the customer or colleague understands CS9. using the communication systems of the company, e.g., telephone, fax, public announcement systems CS10. e-mailing and using internet for communicating CS11. using of audio-visual aids to communicate complex issues
B. Professional Skills	Decision Making
	The individual on the job must demonstrate knowledge and understanding in: PS1. spotting and communicating potential areas of disruptions to work process and reporting the same PS2. reporting to the supervisor and dealing with a colleague individually, depending on the type of concern
	Plan and Organise
	The individual on the job must demonstrate knowledge and understanding in:

	PS3. organising information and generating, managing and maintaining records relevant to work
	Customer Centricity
	N/A
	Problem Solving
	The individual on the job must demonstrate knowledge and understanding in: PS4. coordinating with different departments/sections and multi-tasking as necessary PS5. contributing to quality of team work and achieving smooth workflow PS6. sharing work load as required PS7. delegating work in consultation with superiors or as necessary instead of allowing work to pile up
	Analytical Thinking
	N/A
	Critical Thinking
	The individual on the job must demonstrate knowledge and understanding in: PS8. improving work processes by interacting with others and adopting best practices PS9. resolving recurring inter-personal conflicts PS10. carrying out numerical calculations and basic statistical analysis

UNIT 5 [This Unit is about understanding customer requirements, understanding the market standards of service, assessing scheduled services and those that are unscheduled but can be offered, and conveying or executing it in a manner that results in customer satisfaction].

Unit No.	05
Unit Title	Maintain customer-centric service orientation
Description	This Unit is about understanding customer requirements, understanding the market standards of service, assessing scheduled services and those that are unscheduled but can be offered, and conveying or executing it in a manner that results in customer satisfaction
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Engage with customers to understand their service quality requirements • Achieve customer satisfaction • Fulfil customer requirement
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Engaging with customers for assessing service quality requirements	To be competent, the individual must be able to: PC1. keep in mind the profiles of expected customers PC2. understand the target customers and their needs as defined by the company PC3. organise regular customer events and feedback session frequently PC4. build a good rapport with the customers including the ones who complain PC5. frequent discussions with regular customers on general likes and dislikes in the market, latest trends, customer expectations, etc. PC6. receive regular feedbacks from the clients on current service, complaints, and improvements to be made, etc. PC7. compulsively seek customer rating of service to help develop a set of regularly improved procedures PC8. ingrain customer oriented behaviour in service at all level PC9. gain their long lasting loyalty and satisfaction PC10. engage with customers without intruding on their privacy
Achieving customer satisfaction	To be competent, the individual must be able to: PC11. ensure clarity, honesty and transparency with the customers PC12. treat the customers fairly and with due respect PC13. focus on executing company's marketing strategies and product development PC14. focus on enhancing brand value of company through customer satisfaction
Fulfilling customer requirement	To be competent, the individual must be able to: PC15. ensure that customer expectations are met in accordance with service level agreement, service charter and legislation PC16. learn to read customers' needs and wants

	<p>PC17. willingly accept and implement new and innovative products and services that help improve customer satisfaction</p> <p>PC18. communicate feedback of customer to senior, especially, the negative feedback</p> <p>PC19. maintain close contact with the customers and focus groups</p> <p>PC20. offer promotions to improve product satisfaction level to the customers periodically</p> <p>PC21. weigh the cost of fulfilling unscheduled customer requests, consult with senior and advise the customer on alternatives</p>
Knowledge and Understanding (K)	
A. Organisational Context (Knowledge of the company/ organisation and its processes)	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. company's policies on: customer centric orientation behaviour at workplace</p> <p>OK2. company's Human Resources policies</p> <p>OK3. company's reporting structure</p> <p>OK4. company's documentation policy</p> <p>OK5. company's customer profile</p>
B. Technical Knowledge	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>TK1. significance of treating the customers with respect and in a friendly and professional way</p> <p>TK2. importance of gaining customer satisfaction</p> <p>TK3. methods of engaging with the customers effectively and professionally</p> <p>TK4. ways to improve company's customer satisfaction rating</p> <p>TK5. company's and prevailing market standards of customer satisfaction</p> <p>TK6. standard operating procedure (SOP)</p> <p>TK7. the variety of common and unscheduled requests to expect</p> <p>TK8. significance of being transparent and courteous under all circumstances involving customer interaction without losing composure</p>
Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>CS1. reading job sheets, company policy documents and information displayed at the workplace</p> <p>CS2. reading and responding timely to notes/comments from the supervisor</p>
	Writing Skills
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>CS3. filling up documentation pertaining to one's role in customer satisfaction</p> <p>CS4. generating reports to supervisors on work-related activities</p>

	<p>Oral Communication (Listening and Speaking skills)</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> CS5. interacting with team members to work efficiently CS6. communicating effectively with customers CS7. engaging with customers to understand their expectations CS8. resolving customers' concerns satisfactorily within the standard timeframe stipulated by the company CS9. appropriately using the communications systems of the company, e.g., telephone, fax and public announcement systems CS10. using email, internet and social media tools for effective communication CS11. using audio-visual aids to communicate complex issues
<p>B. Professional Skills</p>	<p>Decision Making</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> PS1. spotting and communicating potential areas of disruptions to work process and report the same so that customer service is smooth PS2. addressing complaints and handling dissatisfied customers
	<p>Plan and Organise</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> PS3. organising information and generating, managing and maintaining records relevant to work
	<p>Customer Centricity</p>
	<p>N/A</p>
	<p>Problem Solving</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> PS4. coordinating with different departments in order to service customers better PS5. contributing to quality of team work and achieving smooth workflow PS6. sharing work load as required
	<p>Analytical Thinking</p>
	<p>N/A</p>
	<p>Critical Thinking</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> PS7. improving work processes by interacting with customers and adopting best practices PS8. resolving recurring inter-personal or system related conflicts with colleagues that hinder customer service PS9. acting upon constructively on any problems as pointed by customers PS10. handling personality clashes effectively PS11. carrying out numerical calculations and basic statistical analysis

UNIT 6 [This Unit is about maintaining standard etiquette at workplace and achieving customer satisfaction].

Unit No.	06
Unit Title	Maintain standard of etiquette and hospitable conduct
Description	This Unit is about maintaining standard etiquette at workplace and achieving customer satisfaction
Scope	<p>This Unit covers the following:</p> <ul style="list-style-type: none"> • Follow standard behavioural, personal and telephone etiquette for tourism enterprise • Maintain good customer relations and high degree of respect and professionalism • Achieve customer satisfaction
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Following behavioural, personal and telephone etiquettes	<p>To be competent, the individual must be able to:</p> <p>PC1. greet the customers with a handshake or appropriate gesture based on the type of customer on their arrival</p> <p>PC2. welcome the customers with a smile</p> <p>PC3. ensure to maintain eye contact</p> <p>PC4. address the customers in a respectable manner</p> <p>PC5. do not eat or chew while talking</p> <p>PC6. use their names as many times as possible during the conversation</p> <p>PC7. ensure not to be too loud while talking</p> <p>PC8. maintain fair and high standards of practice</p> <p>PC9. ensure to offer transparent prices</p> <p>PC10. maintain proper books of accounts for payment due and received</p> <p>PC11. answer the telephone quickly and respond back to mails faster</p> <p>PC12. ensure not to argue with the customer</p> <p>PC13. listen attentively and answer back politely</p> <p>PC14. maintain personal integrity and ethical behaviour</p> <p>PC15. dress professionally</p> <p>PC16. deliver positive attitude to work</p> <p>PC17. maintain well-groomed personality</p> <p>PC18. achieve punctuality and body language</p> <p>PC19. maintain the social and telephonic etiquette</p> <p>PC20. maintain a client gift policy in line with establishment's policy and statutory provisions on corruption in workplace</p> <p>PC21. use appropriate tone, pitch and language to convey politeness, assertiveness, care and professionalism</p> <p>PC22. demonstrate responsible and disciplined behaviours at the workplace</p> <p>PC23. escalate grievances and problems to appropriate authority as per procedure to resolve them and avoid conflict</p>
Treating customers with high degree of	<p>To be competent, the individual must be able to:</p> <p>PC24. use appropriate titles and terms of respect to the customers</p> <p>PC25. use polite language</p>

respect and professionalism	<p>PC26. maintain professionalism and procedures to handle customer grievances and complaints</p> <p>PC27. offer friendly, courteous and hospitable service and assistance to the customer upholding levels and responsibility</p> <p>PC28. provide assistance to the customers maintaining positive sincere attitude and etiquette</p> <p>PC29. provide special attention to the customer at all time</p>
Achieving customer satisfaction	<p>To be competent, the individual must be able to:</p> <p>PC30. achieve optimal customer satisfaction through excellent service and attention to detail</p> <p>PC31. gain customer loyalty</p> <p>PC32. enhance brand value of the company by upholding high ethical standards and behaviour</p>
Knowledge and Understanding (K)	
A. Organisational Context (Knowledge of the company/ organisation and its processes)	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. company's mission, mission statement, vision, short and long term objectives and strategies</p> <p>OK2. company's policies on behavioural etiquette and professionalism</p> <p>OK3. company's Human Resources policies</p> <p>OK4. company's reporting structure</p> <p>OK5. company's documentation policy</p> <p>OK6. company's customer profile</p>
B. Technical Knowledge	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>TK1. how and when to apply the front office business and social skills in accordance with establishments standards</p> <p>TK2. significance of professional and polite etiquette and behaviour</p> <p>TK3. the need and reason for achieving customer satisfaction</p> <p>TK4. procedural behavioural patterns framed by the organisation</p> <p>TK5. methods for gaining customer satisfaction</p> <p>TK6. standard operating procedure and service quality standards</p> <p>TK7. measure of customer satisfaction</p> <p>TK8. significance of brand enhancement via word-of-mouth</p> <p>TK9. the hospitality and tourism environment</p> <p>TK10. company's growth strategy and productivity targets</p>
Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>CS1. reading job sheets, company policy documents and information displayed at the workplace</p> <p>CS2. reading notes and comments from the supervisor or customer</p>
	Writing Skills
<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>CS3. filling up documentation pertaining to job requirement</p>	

	<p>CS4. generating reports to supervisors on work-related activities</p> <p>Oral Communication (Listening and Speaking skills)</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>CS5. interacting with team members to work efficiently</p> <p>CS6. communicating effectively with the customers by building a rapport with them and maintaining the etiquette</p> <p>CS7. avoiding 'Self Reference Criterion' effect while interacting with guests</p> <p>CS8. not interrupting the customer when he/she is speaking</p>
B. Professional Skills	<p>Decision Making</p> <p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>PS1. spotting and reporting potential areas of disruption to work process</p> <p>PS2. addressing the complaints and handling dissatisfied customers</p>
	<p>Plan and Organise</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS3. organising information and generating, managing and maintaining records relevant to work</p>
	<p>Customer Centricity</p> <p>N/A</p>
	<p>Problem Solving</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS4. coordinating with different departments to achieve smooth workflow</p> <p>PS5. contributing to quality of customer satisfaction via team work</p> <p>PS6. sharing work load as required</p>
	<p>Analytical Thinking</p> <p>N/A</p>
	<p>Critical Thinking</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS7. improving work processes by interacting with customers</p> <p>PS8. adopting suggested best practices</p> <p>PS9. resolving recurring inter-personal conflicts</p> <p>PS10. addressing or escalating recurring problems reported by customers</p> <p>PS11. measuring performance against company's standards</p> <p>PS12. motivating self and colleagues to work effectively given the boundaries of organisational structure, infrastructure and personnel management</p> <p>PS13. using the authority, power and politics issues to serve customers effectively</p> <p>PS14. carrying out numerical calculations and basic statistical analysis</p>

UNIT 7 [This Unit is about following gender sensitivity for treating different genders and age groups of tourists or local customers such as women/men, children and senior citizens by offering them service as per their typical and collective requirements as well as treating women/men with respect and ensuring personal and material security and at all times].

Unit No.	07
Unit Title	Follow gender and age sensitive service practices
Description	This Unit is about following gender sensitivity for treating different genders and age groups of tourists or local customers such as women/men, children and senior citizens by offering them service as per their typical and collective requirements as well as treating women/men with respect and ensuring personal and material security and at all times
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Educate customer on specific facilities and services available for different categories of customers • Provide gender and age specific services as per their unique and collective requirements • Follow standard etiquette with women/men at workplace
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Educating customer on local gender practices and specific facilities and services available	To be competent, the individual must be able to: PC1. educate the tourists, employers and the colleagues at workplace on human rights and national age and gender cultural practices PC2. inform customers about company's policies to prevent physical, mental and verbal sexual harassment cases, PC3. list all the facilities available with respect to transportation facilities, night trips and safeguards, reporting abuse, maternity related and other grievance PC4. inform about methods adopted to ensure safety and personal and baggage security of customers, e.g., CCTV cameras, security guards, and helpline PC5. provide the necessary comfort to the female traveller customers such as secure and safe environment, chain locks/latches, smoke detector, comfortable accommodation, etc. PC6. maintain compliant behavioural etiquette while dealing with customers such as asking permission before entering room and for cleaning, avoiding touch contact, using abusive language or gesture, etc. PC7. ensure that the customer feels safe at all times without being over threatened by the security procedures and related environment PC8. ensure that in the event of a dangerous occurrence/accident customers are calmly handled, led to safer places and instructed properly in order to achieve zero or minimal casualties PC9. inform the customers and employees of the grievance procedure in case of sexual harassment

<p>Providing different age and gender specific customer service</p>	<p>To be competent, the individual must be able to:</p> <p>PC10. ensure the quality of facilities and services offered cater to the needs of every individual, be it man, woman, child, particularly the very young and the aged</p> <p>PC11. be aware of the customer unique needs and wants of each category of customer, e.g., for an infant, for a young woman of man, for an old person, and others</p> <p>PC12. coordinate with team to meet these unique needs, also keeping in mind their diverse cultural backgrounds</p> <p>PC13. provide entertainment programs and events suited for the children tourists</p> <p>PC14. educate parents and attendants of senior citizens on basic safeguards and procedures for them in case of emergencies</p> <p>PC14. arrange for transport and equipment as required by senior citizens</p> <p>PC15. ensure availability of medical facilities and medical personnel</p>
<p>Following standard etiquette with women at workplace</p>	<p>To be competent, the individual must be able to:</p> <p>PC17. treat women/men equally across both the horizontal as well as vertical segregation of roles in the workplace</p> <p>PC18. ensure a fair and equal pay to the women as men, more of formal training, advancement opportunities, better benefits, etc.</p> <p>PC19. involve women/men in the decision making processes and management professions</p> <p>PC20. avoid specific discrimination and give women/men their due respect</p> <p>PC21. motivate the women/men in the work place towards utilizing their skills</p> <p>PC22. educate the tourists, employers and the colleagues at workplace on women/men rights and the respect that is to be given to them</p> <p>PC23. establish policies to protect the women/men from sexual harassments, both physical and verbal, and objectifications by customers and colleagues</p> <p>PC24. frame women/men friendly work practices such as flexible working hours, maternity leave, transportation facilities, night shift concessions, women/men grievance cell.</p> <p>PC25. ensure the safety and security of women/men in the workplace, particularly when their nature of job is to deal with night shifts, attend guest rooms, back end work, etc.</p> <p>PC26. ensure safety and security of women/men at all levels</p>
<p>Knowledge and Understanding (K)</p>	
<p>A. Organisational Context (Knowledge of the company/ organisation and its processes)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. company's policies on: gender sensitive service practices at workplace</p> <p>OK2. company's Human Resources policies</p> <p>OK3. company's reporting structure</p> <p>OK4. company's documentation policy</p> <p>OK5. company's customer profile</p>

<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> TK1. gender specific requirements of different types of customer TK2. specific requirements of different age-groups of customers TK3. safety measures and procedures available for female colleagues and customers TK4. how to educate female customers and colleagues on available facilities so that they feel safe and secure TK5. helpline numbers TK6. process of handling and reporting abuse TK7. how to be vigilant for breach of safety at smallest level TK8. how to maintain customers' and colleagues' safety without making the environment threatening TK9. different types of potential security threats to domestic and international tourists TK10. standard procedures to be followed in the event of a dangerous occurrence or accident
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p>Reading Skills</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> CS1. reading job sheets, company policy documents and information displayed at the workplace CS2. reading notes/comments from the supervisor
	<p>Writing Skills</p>
	<p>The individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> CS3. filling up documentation pertaining to safety maintenance requirements CS4. generating reports to supervisors on work-related activities
	<p>Oral Communication (Listening and Speaking skills)</p>
<p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> CS5. communicating effectively with the customers building a good servicing rapport with them while maintaining the etiquette CS6. communicating with the women/men at workplace and the customers with respect 	
<p>B. Professional Skills</p>	<p>Decision Making</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> PS1. deciding on the methods to protect and safeguard the security of women/men children and senior citizens PS2. addressing complaints and handling dissatisfied customers PS3. referring human rights and harassment cases to relevant authorities
	<p>Plan and Organise</p>
<p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> PS4. organising information and generating, managing and maintaining records relevant to work 	

	Customer Centricity
	N/A
	Problem Solving
	The individual on the job must demonstrate knowledge and understanding in: PS5. coordinating with different departments and work as a team PS6. contributing to quality of team work and achieving smooth workflow PS7. sharing work load as required
	Analytical Thinking
	N/A
	Critical Thinking
	The individual on the job must demonstrate knowledge and understanding in: PS8. improving work processes by interacting with customers and adopting best practices PS9. resolving recurring problems based on the complaints received from customers and at the workplace PS10. applying acceptable standards of behaviour in different cultures and societies to which customers belong PS11. helping create enjoyable guest experience by accepting their social behaviour standards even if they may be different from own standards PS12. avoiding negative behaviours accepted by peer groups that may affect work environment PS13. carrying out numerical calculations and basic statistical analysis

UNIT 8 [This Unit is about ensuring maintaining safety and Health of the staff and guests in tourism enterprise]

Unit No.	08
Unit Title	Maintain Occupational Safety and Health
Description	This Unit is about ensuring maintaining safety and Health of the staff and guests in tourism enterprise.
Scope	<p>This Unit covers the following:</p> <ul style="list-style-type: none"> • Use safety tools and Personal Protective Equipment (PPE) • Follow standard safety procedure • Take precautionary measures to avoid work hazards • Ensure safety of the staff and guests in tourism enterprise. • ensure staff compliance to personal hygiene practices • Take precautionary health measures
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Using Safety tools and PPE	To be competent, the individual must be able to: PC1. compliance to use of appropriate PPE PC2. use first aid kit PC3. use safety equipment, i.e. fire extinguishers PC4. read and interpret safety signs
Following standard Safety Procedures	To be competent, the individual must be able to: PC5. access all safety equipment and accessories PC6. practice emergency procedures PC7. handle front office tools and equipment PC8. ensure staff and guest safety in the front office workspace
Taking precautionary measures to avoid work hazards	To be competent, the individual must be able to: PC9. assess various hazard in the workplace area PC10. put in place measures to minimise hazards in the workplace area PC11. analyse courses of accidents in the workplace PC12. put in place measures to minimise accidents in the workplace area
Ensuring safety of staff and guests in tourism enterprises	To be competent, the individual must be able to: PC13. ensure security guests through compliance to security precautions of the establishment PC14. to maintain records for cleanliness and maintenance schedule PC15. ensure the workplace is well ventilated with fresh air supply PC16. ensure the workplace has sufficient lighting PC17. ensure clean front office work environment
Following personal hygiene practices	To be competent, the individual must be able to: PC18. wash hands on a regular basis, particularly on touching any dirty surfaces, after using the toilet, etc. PC19. ensure to maintain personal hygiene of daily bath, clean clothing and uniform, footwear, head gear, cutting nails, healthy diet, using deodorant, etc. PC20. ensure to maintain dental hygiene in terms of brushing teeth every day, using mouthwash regularly, using mouth freshener after eating, avoiding smoke at workplace, etc.

<p>Taking precautionary health measures</p>	<p>To be competent, the individual must be able to:</p> <p>PC21. ensure not to go for work if unwell, to avoid the risk of being spread to other people</p> <p>PC22. comply to good health practices in the workplace</p> <p>PC23. coordinate for the provision of adequate clean drinking water</p> <p>PC24. have a general sense of hygiene and appreciation for cleanliness for the benefit of self and the customers or local community</p>
<p>Knowledge and Understanding (K)</p>	
<p>A. Organisational Context (Knowledge of the company/ organisation and its processes)</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>OK1. company’s policies on health and hygiene at workplace</p> <p>OK2. company’s Human Resources policies</p> <p>OK3. company’s reporting structure</p> <p>OK4. company’s documentation policy</p> <p>OK5. company’s customer profile</p>
<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>TK1. workplace safety and hygiene standards as stipulated by the relevant Zambian Standards and HACCP</p> <p>TK2. first aid application</p> <p>TK3. health risks to the worker or customer</p> <p>TK4. healthy work practices</p> <p>TK5. equipment and hand swab tests</p> <p>TK6. internal hygiene-audit tests</p> <p>TK7. personal protective equipment to be worn and care</p> <p>TK8. purpose and usage of protective gears</p> <p>TK9. acceptable ventilation standards</p> <p>TK10. technical layout standards and placements of safety equipment</p> <p>TK11. safe disposal methods for waste</p> <p>TK12. compliance norms for established health and hygiene procedures at workplace</p> <p>TK13. safe handling of chemicals</p> <p>TK14. standard material handling procedure</p> <p>TK15. standard operating procedure (SOP) for maintaining cleanliness and checklists</p> <p>TK16. precautionary rules to follow for maintaining health and hygiene</p> <p>TK17. municipal or community rules for handling and disposing-off waste</p>
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p>Reading Skills</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>CS1. reading and interpreting relevant organisational policies, procedures and diagrams that identify good health and hygiene practices</p>

	<p>CS2. identifying and using internationally or nationally accepted signage related to hygiene health and safety CS3. reading job sheets, company policy documents and information displayed at the workplace CS4. reading notes or comments from the supervisor or customer</p>
	<p>Writing Skills</p>
	<p>The individual on the job must demonstrate knowledge and understanding in: CS5. filling up any documentation required to maintain health and hygiene CS6. generating reports to supervisors on work-related health and safety matters</p>
	<p>Oral Communication (Listening and Speaking skills)</p>
	<p>The individual on the job must demonstrate knowledge and understanding in: CS7. receiving instructions from a doctor or supervisor on medical care CS8. verbally reporting hygiene hazards and poor organisational practices CS9. communicating with supervisors and health inspectors on matters relating health and safety in the workplace</p>
B. Professional Skills	<p>Decision Making</p>
	<p>The individual on the job must demonstrate knowledge and understanding in: PS1. selecting appropriate hand tools and personal protective equipment PS2. selecting the cleaning procedures and effective hygiene practices as required</p>
	<p>Plan and Organise</p>
	<p>The individual on the job must demonstrate knowledge and understanding in: PS3. organising health and safety related information and generating, managing and maintaining records relevant to work</p>
	<p>Customer Centricity</p>
	<p>N/A</p>
	<p>Problem Solving</p>
	<p>N/A</p>

UNIT 9 [This Unit is about securing intellectual property rights (IPR) of the employee's organisation and respecting customer's copyright].

Unit No.	09
Unit Title	Maintain IPR of organisation and customers
Description	This Unit is about securing intellectual property rights (IPR) of the employee's organisation and respecting customer's copyright
Scope	This Unit covers the following: <ul style="list-style-type: none"> Secure company's IPR Respect customers copyright
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Securing company's IPR	To be competent, the individual must be able to: PC1. prevent leak of new plans and designs to competitors by reporting on time PC2. be aware of any of company's product, service or design patents PC3. report IPR violations observed in the market, to supervisor or company head
Respecting customer's copyright	To be competent, the individual must be able to: PC4. read copyright clause of the material published on the internet and any other printed material PC5. protect infringement upon customer's business or design plans PC6. consult supervisor or senior management when in doubt about using information available from customer PC7. report any infringement observed by anyone in the company
Knowledge and Understanding (K)	
A. Organisational Context (Knowledge of the company/ organisation and its processes)	The individual on the job must demonstrate knowledge and understanding of: OK1. company's policies on intellectual property rights OK2. company's IPR infringement reporting policy OK3. company's Human Resource policies OK4. company's reporting structure OK5. company's documentation policy OK6. company's customer profile
B. Technical Knowledge	The individual on the job must demonstrate knowledge and understanding of: TK1. patents and IPR laws TK2. how IPR protection is important for competitiveness of a company TK3. significance of damages resulting from IPR infringement TK4. industrial and political espionages
Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	The individual on the job must demonstrate knowledge and understanding in: CS1. reading job sheets, company policy documents and information displayed at the workplace

	CS2. reading notes/comments from the supervisor
	Writing Skills
	The individual on the job must demonstrate knowledge and understanding in: CS3. filling up documentation pertaining to one's role in protecting IPR infringement CS4. generating reports to supervisors on work-related activities
	Oral Communication (Listening and Speaking skills)
	The individual on the job must demonstrate knowledge and understanding in: CS5. interacting with team members to work efficiently CS6. communicating effectively with the customers about IPR protection and building trust
B. Professional Skills	Decision Making
	The individual on the job must demonstrate knowledge and understanding in: PS1. identifying IPR related issues PS2. preventing information leakages PS3. avoiding being caught up in copyright issues
	Plan and Organise
	The individual on the job must demonstrate knowledge and understanding in: PS4. organising information and generating, managing and maintaining records relevant to work
	Customer Centricity
	N/A
	Problem Solving
	N/A
	Analytical Thinking
	The individual on the job must demonstrate knowledge and understanding of: PS5. basics of what constitutes IPR violations under WTO agreement PS6. penalties to company or individual on evidence of IPR violations PS7. likely effects of IPR violation on a customer
	Critical Thinking
	The individual on the job must demonstrate knowledge and understanding in: PS8. improving work IPR related safety and adopting best practices PS9. resolving conflicts related to IPR by reporting in time

UNIT 10 (Optional) [This Unit is about gaining working competence in a language other than that used daily, i.e., a foreign language or a local language].

Unit No.	10
Unit Title	Learn a foreign or local language(s) including English
Description	This Unit is about gaining working competence in a language other than that used daily, i.e., a foreign language or a local language
Scope	This Unit covers the following: <ul style="list-style-type: none"> Gain understanding of common vocabulary required to address customers' queries Achieve 'minimal pass' level of language proficiency as per UN standards or as specified by the company
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Gaining understanding of common vocabulary required	To be competent, the individual must be able to: PC1. understand from the company, the typical foreign or vernacular language queries PC2. learn keywords that may be used to pose those queries PC3. practice short oral conversations in the language, preferably, with colleagues or fellow trainees PC4. listen to focussed or recorded sentences as spoken typically in the language
Achieving 'minimal pass standards' of language proficiency	To be competent, the individual must be able to: PC5. speak without hesitation and fear of being incorrect PC6. express coherently in complete sentences over a variety of topics, albeit with effort PC7. exhibit basic range of vocabulary and range of expression PC8. seek to improve language proficiency to 'working knowledge' level
Knowledge and Understanding (K)	
A. Organisational Context (Knowledge of the company/ organisation and its processes)	The individual on the job must demonstrate knowledge and understanding of: OK1. company's policies on use of language OK2. company's Human Resources policies OK3. company's reporting structure OK4. company's documentation policy OK5. company's customer profile
B. Technical Knowledge	The individual on the job must demonstrate knowledge and understanding of: TK1. preferred languages of usual customers TK2. geographical variations of spoken languages TK3. how to pick up the basic grammar of the language TK4. how to identify common expressions used by customers to express their needs and queries TK5. how to use the correct terms as appropriate for the situation TK6. different proficiency levels of language as accepted globally TK7. UN standards of language proficiency

Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	The individual on the job must demonstrate knowledge and understanding in: CS1. reading a foreign or local language CS2. making translations
	Writing Skills
	The individual on the job must demonstrate knowledge and understanding in: CS3. writing in a foreign or local language
	Oral Communication (Listening and Speaking skills)
	The individual on the job must demonstrate knowledge and understanding in: CS4. interacting with customers confidently in their preferred language CS5. not offending the customer with improper use of language, unknowingly CS6. using the right intonations and pauses CS7. expressing limited language proficiency so as to alert customers of limitations to fluent conversations
B. Professional Skills	Decision Making
	N/A
	Plan and Organise
	The individual on the job must demonstrate knowledge and understanding in: PS1. organising information and generating, managing and maintaining records relevant to work
	Customer Centricity
	N/A
	Problem Solving
	N/A
	Analytical Thinking
	The individual on the job must demonstrate knowledge and understanding in: PS2. using audio aids to listen to expressions and correct use of language PS3. building vocabulary
Critical Thinking	
	The individual on the job must demonstrate knowledge and understanding in: PS4. improving language skills over time PS5. practicing at every opportunity available

5. EQUIPMENT, TOOLS AND CONSUMABLE MATERIALS

These include, but not limited to the following: reception/office desk (counter), cell/telephone, computer with internet connection, printer, safe deposit box, credit/debit card machine, cash register, reservation form, customer feedback forms, note pads and pens, guest folio, filing cabinet, key rack, key card, counterfeit notes detecting machines, etc.

6. DILEMMAS/CHALLENGES AND COMPLEXITIES FOR A JOB HOLDER

Dilemmas associated with the job of a Front Office Assistant include working in exposure to aggressive/angry people, long working hours, and pressure from guests, supervisors and subordinates, language barriers, high volumes of client contact, seeing close work (e.g. typed printouts), etc.

6.1 Alternative Choices (Solutions) to Dilemmas and Complexities

Solutions to dilemmas include exercising regularly to maintain physical fitness, learning other languages other than the official and local languages, undertaking training in customer service and anger management, delegating work to others, ensuring constant supply of materials, tools and consumables, etc.

7. WORKING CONDITIONS/ENVIRONMENT

Working conditions include confined spaces, slippery areas, heights, cold or hot conditions, bright and dark areas, day and night shifts, etc.

8. PARTIES INVOLVED/INTERACTING WITH THE JOB HOLDER OR TRAINEE

8.1 Internal/Within the Organisation

Supervisors, other employees, trainers, etc.

8.2 External/Outside the Organisation

Guests, trainers, government regulators, suppliers of equipment/tools/consumables, Front Office Assistants from other organisations, etc.

9. PHYSICAL DEMANDS ON THE BODY

- Be able to sit, stand and walk for long periods of time;
- Be able to lift and move relatively heavy materials;
- Repetitive motion of hands/fingers;
- Climbing (e.g. stairways, ladders);
- Etc.

ANNEX A

Criteria for Assessments based on this NOS

A.1 Guidelines for Assessment

A.1.1 Criteria for assessment for curricula and learning programmes based on this NOS will be created by curricula and programmes developers. Each Performance Criteria (PC) will be assigned marks proportional to its importance in the NOS. Curricula and programmes developers will also lay down proportion of marks for theory and practical skills for each performance criteria, giving more weight to practical skills.

There shall be allocated the 'Total Mark', which will be the sum of all marks in each Unit, distributed across the number of PCs in that particular Unit. The 'Out Of' mark will be the mark allocated to each PC, which will be shared between theory and practical skills assessments.

A.1.2 Awarding/assessment bodies or institutions and other users of the NOS will create unique question papers for the theory part and evaluations for skill practical part for their respective candidates.

ANNEX B NOS Version Control

This Annex gives details necessary for the tracking of the NOS versions based on the number of revisions.

NOS Code	NOS.FOA.01		
ZQF Level	4	Version Number	01
Sector	Tourism and Hospitality	Date of Approval	September, 2020
Sub-sector	Tourism, Leisure and Hospitality Enterprises	Date of Last Review	N/A
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