

NATIONAL OCCUPATIONAL STANDARD FOR FRONT OFFICE MANAGER



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.

ACKNOWLEDGEMENT

The Zambia Qualifications Authority would like to acknowledge the invaluable support of the following stakeholders that participated in the development of this National Occupational:

1. Mr. Ackim M. Kalikeka – Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA);
2. Mrs. Julian Mwango-Mwanakulanga – Zambia Tourism Agency (ZTA);
3. Mr. Jack Kaale – Zambia Institute for Tourism and Hospitality Studies (ZITHS);
4. Dr. Eng. Eliot Mumba – Livingstone International University of Tourism Excellence and Business Management (LIUTEBM);
5. Mr. Rodgers Nsama Kazembe FIH – Institute of Hospitality-Zambia (IoHZ);
6. Mrs. Doris Mc Dougall – Tourism Council of Zambia (TCZ);
7. Mrs. Elizabeth Malama – Zambian Association for Indigenous Tour Operators (ZATO);
8. Mr. Osama Bux, Mrs. Hamida Malik and Mrs. Penelope Mee – Travel Agents Association of Zambia (TAAZ).

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.

TABLE OF CONTENTS

FOREWORD.....	iii
ACRONYMS AND ABBREVIATIONS.....	iv
GLOSSARY OF TERMS.....	v
1. OVERVIEW.....	1
2. SCOPE.....	2
3. PERSONAL ATTRIBUTES (VALUES, ETHICS AND ATTITUDES).....	2
4. UNITS AND ELEMENTS	2
5. EQUIPMENT, TOOLS AND CONSUMABLE MATERIALS.....	37
6. DILEMMAS/CHALLENGES AND COMPLEXITIES FOR A JOB HOLDER.....	37
7. WORKING CONDITIONS/ENVIRONMENT	37
8. PARTIES INVOLVED/INTERACTING WITH THE JOB HOLDER OR TRAINEE.....	37
9. PHYSICAL DEMANDS ON THE BODY	38
ANNEX A.....	39
ANNEX B.....	40
NOS Version Control	40

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***”.

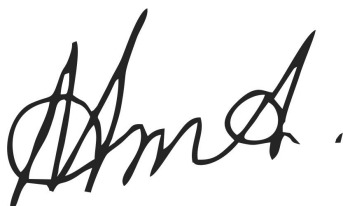
Among other functions, ZAQA is responsible for “*determining national standards for any occupation*”, through various sector specific National Occupational Standards Development Teams (NOSDTs) of experts composed of representation from appropriate authorities, government departments, industry, academia, 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 Manager to work hard to create a pleasant experience for guests to ensure their satisfaction and subsequent return.

This National Occupational Standard highlights core knowledge, skills, competences and values that Front Office Managers 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
FOM	Front Office Manager
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.FOM.01
Occupation	Front Office Management
Job Title	Front Office Manager
Job Description	Managing and controlling the front office operations
Job Purpose	This job role is responsible for directly supervising all front office personnel and ensures proper functioning of all front office processes. He/she directs and coordinates the activities of the front desk, registrations, reservations, guest services, and telephone areas. The individual also prepares monthly reports and budget for front office department/section
ZQF Level	6
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 <i>Note: the individual may work in any tourism/hospitality sub-sector or any other sector and can handle front office operations and human resource management</i>
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 Office Associate/Executive, Front Office Assistant, etc.
Minimum Educational Job Entry Qualification(s)	Diploma in Front Office Management or any tourism related qualifications
Practicing License Requirements (if any)	N/A
Training/RPL (Optional)	Prior Training in Front Office Operations
Minimum Job Entry Age	18
Prior Experience	Preferable 5 years as Front Office Assistant or equivalent role
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 Managers must possess to be successful in their job roles. It is applicable to Front Office Managers working in the tourism sector (e.g. in hotels, lodges and restaurant) 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, tact and diplomacy, politeness, cheerful disposition, healthy habits, commitment, punctual, 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 directing and coordinating the front office operations such as guest registrations, reservations, guest services, travel and telephone desk].

Unit No.	01
Unit Title	Manage the front office operations
Description	This Unit is about directing and coordinating all the front office guest services in the Guest cycle (Pre-arrival, Arrival, Occupancy and Departure)
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Coordinate the guest services • Ensure smooth front office operations • Ensure appropriate front office documentation • Ensure quality and standard on front desk activities
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Coordinating the guest services	To be competent, the individual must be able to: PC1. coordinating all tourism enterprise guest services applicable to particular establishment PC2. welcome the guest as per organisation guideline on arrival at the establishment PC3. ensure guests complaints handling procedures are complied to in accordance with the establishment policy PC4. ensure any special requests of guests are carried out according to the establishment policy. PC5.ensure VIP and guests with special needs are escorted to their rooms PC6. look presentable at all times and follow grooming standards
Ensuring smooth front office operations	To be competent, the individual must be able to: PC7. conduct daily staff briefs on daily activities/forecast, group and VIP arrivals as well as special requests and repeat guests PC8. keep all internal departments notified of any fluctuations in business levels, special guests, groups, etc. PC9. ensure that the tariff range, discount, offers, etc. as decided by management are known to the front office personnel and are correctly implemented PC10. Maintain adequate stock of all front office requirement and ensure all equipment is in good working condition PC11. supervise front office staff to ensure efficient and effective service delivery PC12. ensure quality delivery of service through staff compliance to set standard operating procedures PC13. Schedule and supervise peak hour operation. PC14. Promptly deal with complaints, problem solving, disturbances, special requests and any other issues that may arise
Ensuring appropriate front office documentation	To be competent, the individual must be able to: PC15. maintain all tourism enterprise records and forms as prescribed by established policies and procedures PC16. control the preparation of room occupancy forecast on a daily, weekly and monthly basis PC17. ensure that guest history record is up-to-date

<p>Ensuring quality and standard on front desk activities</p>	<p>To be competent, the individual must be able to: PC18. ensure standard operating procedures(before guests arrival, during their stay, check-out and departure) are documented, known and complied to by all members <i>Note: also refer to PC 1 to PC 16</i></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: OK1. legislation, standards, policies and procedures followed in the company relevant to the job role 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, interdependent functions, lines and procedures in the work area OK9. relevant occupational health and safety requirements applicable in the work place</p>
<p>B. Technical Knowledge</p>	<p>The individual on the job must demonstrate knowledge and understanding of: TK1. how to welcome the customers as per company policy 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. setting discounts to be allowed to guests at associate, executive and manager levels TK13. setting standards on guest check in process, registration, payment policies, discounts, offers, schemes, etc. TK14. setting standards on billing, cash handling and payment collection TK15. scheduling work based on occupancy rate and days requirement TK16. planning for recruitment based on workload, occupancy rate, etc. TK17. handling guest complaints TK18. taking measures to improve customer satisfaction levels TK19. operation of computer</p>

	<p>TK20. usage of in-house software to register and serve the guest TK21. usage of Internet and other electronic tools for job related tasks TK22. usage of Microsoft Office applications such as excel, power point, etc. to prepare reports and presentations for the management TK23. rules and regulations of the tourism enterprise (for guests) TK24. regulatory requirements involved during guest registration TK25. personal grooming standards TK26. significance of giving attention to details TK27. permits and checks required for working on the premises TK28. personal hygiene and food safety etiquettes</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 and interpreting instructions, procedures, information and signs in the workplace CS2. interpreting and following operational instructions and prioritising work</p>
	Writing Skills
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>CS3. completing documentation CS4. accurately filling guest registration forms after receiving details from guests CS5. generating reports to supervisors on work-related activities</p>
	Oral Communication (Listening and Speaking skills)
<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>CS6. communicating effectively with guests and responding to their queries CS7. interacting with service providers and colleagues in respectful manner and in line with organisational protocol CS8. interacting in a language the guest is comfortable with CS9. communicating with vendors, contractors, etc.</p>	
B. Professional Skills	Decision Making
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS1. undertaking on-the-job learning and participating in training and development interventions and assessments PS2. seeking to improve and modify own work practices</p>
	Plan and Organise
<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS3. organising the resources needed 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</p>	

	<p>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 in:</p> <p>PS7. developing rapport with customers and putting them at ease PS8. listening to customers carefully and interpreting their requirements PS9. appreciating the significance of etiquette such as maintaining the appropriate physical distance with guests during conversations PS10. appreciating the importance of being patient and courteous with different types of guests PS11. being polite and courteous under all circumstances and situations PS12. suggesting 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>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 transport arrangements PS15. resolving staff disputes PS16. resolving disputes and misunderstandings that may arise between staff and clients</p>
	<p>Analytical Thinking</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS17. undertaking on-the-job learning and participating in training and development interventions and assessments PS18. 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>PS19. operating the computer for documentation, emailing and reporting PS20. proficiently using internet and efficiently communicating electronically PS21. carrying out numerical calculations and basic statistical analysis</p>

UNIT 2 [This Unit is about managing the human resource in front office department including selection, training and supervising the performance of the staff].

Unit No.	02
Unit Title	Manage the front office personnel
Description	This Unit is about managing the human resource in front office department including selection, training and supervising the performance of the staff
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Recruit and train front office staff • Supervise the performance of the employees • Resolve conflicts among employees and ensure employee satisfaction
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Recruiting and training front office staff	To be competent, the individual must be able to: <p>PC1. professionally and ethically follow recruitment process</p> <p>PC2. professionally follow establishment training standards</p> <p>PC3. identify the skills required for various roles in the front office department</p> <p>PC4. collaborate with the HR department to attract applications from qualified candidates for any vacant roles in the department</p> <p>PC5. collaborate with the HR department to shortlist candidates based on special requirement (if any) such as multi linguistic, previous experience, etc.</p> <p>PC6. collaborate with the HR department in recruiting and selecting of job applicants based on the qualification</p> <p>PC7. provide orientation to new employees for accustoming to the organisation culture</p> <p>PC8. provide adequate training facilities to the new recruits so that they are able to fulfil the work requirements</p> <p>PC9. provide adequate upskilling training facilities to existing employees so that the organisation keeps in pace with the evolving trends in front office department</p>
Supervising the performance of the employees	To be competent, the individual must be able to: <p>PC10. identify and allocate tasks of appropriate level to front office staff</p> <p>PC11. ensure that the employees belonging to same role are assigned similar tasks</p> <p>PC12. ensure fair pay of employees so that no employee is dissatisfied</p> <p>PC13. monitor the performance of employees</p> <p>PC14. recognise and reward employees who exceed the performance standards</p>
Resolving conflicts among employees and ensure employee satisfaction	To be competent, the individual must be able to: <p>PC15. treat all employees in a fair and equal way</p> <p>PC16. resolve conflicts among employees in a fair manner so that it doesn't affect the activities of the department</p> <p>PC17. ensure that the employee morale is always high in the front office department</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> <ul style="list-style-type: none"> OK1. legislation, standards, policies and procedures followed in the company relevant to the job role 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. Organisation's pricing, discount policy OK7. Organisation's policy on documentation, reporting, etc. OK8. sources for information pertaining to employment terms, entitlements, job role and responsibilities OK9. reporting structure, inter-dependent functions, lines and procedures in the work area
B. Technical Knowledge	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> TK1. sound knowledge and skills involved for all the roles and tasks to perform front office operations efficiently and effectively TK2. how to orient staff to the different products/services offered by the tourism enterprise and organisation culture. TK3. how to orient staff to the type of rooms available, the facilities, tariff and other details TK4. how to evaluate whether a particular job applicant is suitable for a given role TK5. necessary training that needs to be imparted to the new recruits so that job requirements are fulfilled TK6. latest trends happening in front office operations globally and recommend for appropriate re-training of staff TK7. training facilities that need to be provided to employees for competitive advantage TK8. effective allocation of tasks to employees so that no employee is under/over utilised TK9. operation of computer and use of basic computer application TK10. usage of internet and emails TK11. usage of property management system for check in, reservation, check out TK12. preparation of documents, invoice using system TK13. estimation of time taken for each front office transaction/ activity and allocate work accordingly TK14. estimation of the performance of staff based on checks and inspections TK20. how to build and establish trust among the employees of the department TK15. rules and regulations of the hotels/lodges (for guests) TK16. significance of giving attention to details TK17. permits and checks required for working on the premises TK18. food safety and hygiene standards as stipulated by the relevant Zambian Standards, HACCP and ISO 22000

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 CS4. recording details on inventory, employees, payroll, etc. CS5. generating reports to supervisors on work-related activities
B. Professional Skills	Oral Communication (Listening and Speaking skills)
	The individual on the job must demonstrate knowledge and understanding in: CS6. communicating effectively with staff and guests and respond to their queries 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
	Decision Making
	The individual on the job must demonstrate knowledge and understanding in: PS1. deciding on selection of candidates for a job based on skills and competencies PS2. recognising the performance of staff and rewarding them
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 and generating information, 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 and service charter/service level agreement
	Customer Centricity
	The individual on the job must demonstrate knowledge and understanding in: PS7. developing rapport with customers and putting them at ease PS8. listening to customers carefully and interpreting their requirements PS9. appreciating the significance of etiquette such as maintaining the appropriate physical distance with guests during conversations PS10. appreciating the importance of being patient and courteous with different types of guests

	PS11. being polite and courteous under all circumstances and situations PS12. suggesting possible solutions to potential or expressed problems
	Problem Solving
	The individual on the job must demonstrate knowledge and understanding in: PS13. thinking through problems, evaluating the possible solutions and suggesting an optimum/best possible solution PS14. identifying immediate or temporal solutions to resolve delays or other problems related to 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: PS16. operating the computer for documentation, emailing and reporting PS17. proficiently using internet and efficiently communicating electronically PS18. carrying out numerical calculations and basic statistical analysis	

UNIT 3 [This Unit is about preparing reports and budget for the front office department/section and assisting management towards achieving organisational objectives].

Unit No.	03
Unit Title	Prepare front office periodical reports and budget
Description	This Unit is about preparing reports and budget for the front office department/section and assisting management towards achieving organisational objectives
Scope	This Unit covers the following: <ul style="list-style-type: none"> • Prepare reports for analysing the property's performance • Prepare budget and control the costs • Achieve organisational standards and target
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Preparing reports for analysing the property's performance	To be competent, the individual must be able to: PC1. prepare reports on occupancy rate and revenue of tourism enterprise at different period PC2. Prepare reports on peak and lean seasons for month in the year, week in a month and day in a week level PC3. prepare report on results of promotions and offers PC4. prepare report on results of tie ups with partners PC5. prepare report on loyalty membership programs PC6. Prepare various (bookings, length of stay etc.) tourism enterprise comparative performance analysis reports
Preparing budget and controlling the costs	To be competent, the individual must be able to: PC7. prepare periodical budget for the front office department/section PC8. identify fixed and variable cost associated with the operation PC9. identify areas where cost can be controlled PC10. prepare cost benefit analysis on any expenditure PC11. report the cost incurred periodically to superiors
Achieving organisational standards and target	To be competent, the individual must be able to: PC12. ensure that the costs of front office department/section are as per estimates PC13. take measures to achieve organisational standards on guest service, occupancy rates, guest complaints, etc. PC14. ensure the guests are satisfied all the time PC15. take measures to promote the property for guest services taking into account the competitors in the market
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. legislation, standards, policies and procedures followed in the company relevant to the job role 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

	<p>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</p>
B. Technical Knowledge	<p>The individual on the job must demonstrate knowledge and understanding of:</p> <p>TK1. site layout and obstacles TK2. different products/services offered by the tourism enterprise TK3. type of rooms available, the facilities, tariff and other details TK4. discount policy TK5. calculating occupancy rate of the tourism enterprise at different point of time TK6. preparing reports and presentation on tourism enterprise performance on room booking TK7. identifying peak and season at different point of time TK8. analysing effects of discounts and offers TK9. budget preparation and costing for the section TK10. fixed, variable and other miscellaneous cost involved in front desk operation TK11. global trends and best practices followed in tourism enterprise management TK12. impact of cost in implementation of technology/processes TK13. operating the computer and usage of computer software packages in budgeting TK14. calculating revenue benefit on offers, schemes, discounts, etc. TK15. preparing cost benefit analysis TK16. analysing the current occupancy rate and increase sales TK17. preparing reports and presentation</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
	Oral Communication (Listening and Speaking skills)
	The individual on the job must demonstrate knowledge and understanding in: CS4. effectively conducting two way communication with attention to detail

	<p>CS5. the use of courtesy, tact and diplomacy to communicate effectively with guests and responding to their queries in line with organisational protocol</p> <p>CS6. discussing with front office assistant on guest and room details</p>
<p>B. Professional Skills</p>	<p>Decision Making</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS1. handling challenging guest and staff matters to avoid litigation</p> <p>PS2. undertaking on-the-job learning and participating in training and development interventions and assessments</p> <p>PS3. seeking to improve and modify own work practices</p>
	<p>Plan and Organise</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS4. organising the resources needed for the job</p> <p>PS5. planning, prioritising and sequencing work operations as per job requirements</p> <p>PS6. organising and generating information, managing and maintaining records relevant to work</p> <p>PS7. managing time effectively and efficiently in a way that deliverables are completed as per the timeline mentioned in the organisational SOP and service charter/service level agreement</p>
	<p>Customer Centricity</p>
	<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS8. developing rapport with customers and putting them at ease</p> <p>PS9. listening to customers carefully and interpreting their requirements</p> <p>PS10. appreciating the significance of etiquette such as maintaining the appropriate physical distance with guests during conversations</p> <p>PS11. appreciating the importance of being patient and courteous with different types of guests</p> <p>PS12. being polite and courteous under all circumstances and situations</p> <p>PS13. suggesting 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>PS14. thinking through problems, evaluating the possible solutions and suggesting an optimum /best possible solution</p> <p>PS15. identifying immediate or temporal solutions to resolve delays or other problems related to transport arrangements</p>
<p>Analytical Thinking</p>	
<p>The individual on the job must demonstrate knowledge and understanding in:</p> <p>PS16. undertaking on-the-job learning and participating in training and development interventions and assessments</p>	

	PS17. seeking to improve and modify own work practices
	Critical Thinking
	The individual on the job must demonstrate knowledge and understanding in: PS18. operating the computer for documentation, emailing and reporting PS19. proficiently using internet and efficiently communicating electronically PS20. 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, indemnities, 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 and 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 TK3. how to record the job activity as required on various types of documents TK4. how to communicate effectively with customers TK5. effective use of voice tone and pitch for communication TK6. how to demonstrate ethics and convey discipline to the customers TK6. team building skills TK7. importance of dealing with grievances effectively and in time</p>
Skills (S)	
A. Core Skills/ Generic Skills	Reading Skills
	<p>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</p>
	Writing Skills
	<p>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</p>
B. Professional Skills	Oral Communication (Listening and Speaking skills)
	<p>The individual on the job must demonstrate knowledge and understanding in: CS5. interacting with team members to work efficiently CS6. communicating effectively with superiors to achieve smooth workflow CS7. communicating effectively with 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. emailing and using internet for communicating CS11. using audio-visual aids to communicate complex issues</p>
	Decision Making
	<p>The individual on the job must demonstrate knowledge and understanding in: PS1. spotting and communicating potential areas of disruptions to work processes and reporting the same PS2. reporting to the supervisor and dealing with a colleague individually, depending on the type of concern</p>
	Plan and Organise
	<p>The individual on the job must demonstrate knowledge and understanding in: PS3. organising information and generating, managing and maintaining records relevant to work</p>

	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 superior 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>
	Oral Communication (Listening and Speaking skills)
	<p>The individual on the job must demonstrate knowledge and understanding in:</p>

	<p>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>
<p>B. Professional Skills</p>	<p>Decision Making</p>
	<p>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 so that customer service is smooth 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: 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: 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>
	<p>Analytical Thinking</p>
	<p>N/A</p>
<p>Critical Thinking</p>	
<p>The individual on the job must demonstrate knowledge and understanding in: PS7. improving work processes by interacting with customers and adopting best practices PS8. resolving recurring interpersonal or system related conflicts with colleagues that hinder customer service PS9. acting constructively on any problems as pointed out by customers PS10. handling personality clashes effectively PS11. carrying out numerical calculations and basic statistical analysis</p>	

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	This Unit covers the following: <ul style="list-style-type: none"> Follow standard behavioural, personal and telephone etiquette for tourism enterprise Maintain good customer relations and high degree of professionalism Achieve customer satisfaction
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria (PC)
Following standard behavioural, personal and telephone etiquettes	To be competent, the individual must be able to: PC1. portray acceptable behavioural and business etiquettes in a professional and ethical manner in the workplace PC2. observe and comply to professional etiquettes while attending to guests and other clients PC3. observe and comply to telephone etiquettes when conversing with clients on telephone PC4. observe and maintain confidentiality of guest information at all times PC5. on arrival, greet the customers with a handshake or appropriate gesture based on the type of customer or as prescribed by the establishment PC6. welcome the customers with a professional smile PC7. ensure to maintain eye contact and personal integrity PC8. do not eat or chew while talking with the customer PC9. based on customer preference, address the customers by their names or title during the conversation PC10. ensure to offer transparent prices PC11. maintain proper and updated books of accounts/ guest bills for payment due and received PC12. observe professional dress code, be well groomed and maintain professional body language PC13. observe punctuality at all times PC14. maintain a client gift policy in line with establishments policy in line with relevant legal provisions on corruption in workplace PC15. use appropriate tone, pitch and language to convey politeness, assertiveness, care and professionalism PC16. demonstrate responsible and disciplined behaviours at the workplace
Maintaining good customer relations and high degree of professionalism	To be competent, the individual must be able to: PC17. use appropriate titles and terms when addressing customers and recognising repeat clients PC18. use polite and appropriate language when dealing with customers

	<p>PC19. maintain professionalism in handling customer grievances and complaints</p> <p>PC20. offer friendly, courteous and hospitable service and assistance to the customer upholding levels and responsibility</p> <p>PC21. provide assistance to the customers maintaining positive sincere attitude and etiquette</p> <p>PC22. 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>PC23. ensure guest feedback on quality of service through various forms of reviews such as questionnaires</p> <p>PC24. achieve optimal customer satisfaction on a scale of standard</p> <p>PC25. gain customer loyalty and goodwill</p> <p>PC26. enhance brand value of the company through quality management policies and programmes</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, ethics and culture</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	<p>Reading Skills</p> <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 customers</p>

	<p>Writing Skills</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> CS3. filling up documentation pertaining to job 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. interacting with team members to work efficiently CS6. communicating effectively with the customers by building a rapport with them and maintaining the etiquette CS7. avoiding 'Self Reference Criterion' effect while interacting with guests CS8. not interrupting the customer when he/she is speaking
<p>B. Professional Skills</p>	<p>Decision Making</p> <p>The individual on the job needs to know and understand how to:</p> <ul style="list-style-type: none"> PS1. spotting and reporting potential areas of disruption to work processes 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 needs to know and understand how to:</p> <ul style="list-style-type: none"> PS4. coordinating with different departments to achieve smooth workflow PS5. contributing to quality of customer satisfaction via team work 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 PS8. adopting suggested best practices PS9. resolving recurring interpersonal conflicts PS10. addressing or escalating recurring problems reported by customers PS11. measuring performance against company's standards PS12. motivating self and colleagues to work effectively given the boundaries of organisational structure, infrastructure and personnel management PS13. using the authority, power and politics issues to serve customers effectively PS14. carrying out numerical calculations and basic statistical analysis

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 must demonstrate knowledge and understanding in:</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 customers building a good servicing rapport with them while maintaining the etiquette CS6. communicating with the women/men at workplace and 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 needs to know and understand how to: 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 different 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 and maintaining Safety and Health of the staff and guests in the 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	This Unit covers the following: <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. ensure staff compliance to use of appropriate PPE PC2. ensure staff members have access to first aid kit PC3. ensure availability of safety equipment, i.e. fire extinguishers PC4. ensure correct display of safety signs
Following standard Safety Procedures	To be competent, the individual must be able to: PC5. ensure staff access all safety equipment and accessories PC6. coordinate correct practice of emergency procedures PC7. ensure compliance to correct handling of front office tools and equipment PC8. ensure staff and guest safety in the front office work space PC9. ensure fire safety drills are available to both guests and staff
Taking precautionary measures to avoid work hazards	To be competent, the individual must be able to: PC10. assess various hazards in the workplace area and formulate a HACCP plan PC11. put in place measures to minimise hazards in the workplace area PC12. analyse causes of accidents in the workplace PC13. 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: PC14. keep the workplace regularly clean and cleared-off of food waste or other litter PC15. ensure that waste is disposed-off as per prescribed standards or in trash cans earmarked for waste disposal PC16. ensure that the trash cans or waste collection points are cleared everyday PC17. arrange for regular pest control activities at the workplace PC18. ensure security of both staff through compliance to security precautions of the establishment PC19. to maintain records for cleanliness and maintenance schedule PC20. ensure the workplace is well ventilated with fresh air supply

	<p>PC21. ensure the workplace is provided with sufficient lighting</p> <p>PC22. ensure clean front office work environment</p> <p>PC23. identify and report poor organisational practices with respect to hygiene-and cleaning</p> <p>PC24. ensure to clean the front office areas with appropriate materials and procedures</p>
Following personal hygiene practices	<p>To be competent, the individual must be able to:</p> <p>PC25. wash hands on a regular basis, particularly on touching any dirty surfaces, after using the toilet, etc.</p> <p>PC26. ensure to wash hands using suggested material such as soap, one use disposable tissue, warm water, etc.</p> <p>PC27. schedule the cleaning of all front office equipment with appropriate cleaning materials and procedures</p> <p>PC28. ensure to maintain personal hygiene of daily bath, clean clothing and uniform, footwear, head gear, cutting nails, healthy diet, using deodorant, etc.</p> <p>PC29. 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>To be competent, the individual must be able to:</p> <p>PC30. ensure not to go for work if unwell, to avoid the risk of being spread to other people</p> <p>PC31. cover the mouth with appropriate material and turn away from people while sneezing or coughing</p> <p>PC32. wash hands before touching any equipment and offering a hand shake to guests after coughing or sneezing</p> <p>PC33. dispose of tissues and other materials in designated waste bins</p> <p>PC34. ensure staff comply to good health practices in the workplace</p> <p>PC35. coordinate for the provision of adequate clean drinking water</p> <p>PC36. ensure to get appropriate vaccines regularly</p> <p>PC37. undergo preventive health check-ups at regular intervals</p> <p>PC38. take prompt treatment from the doctor in case of illness</p> <p>PC39. have a general sense of hygiene and appreciation for cleanliness for the benefit of self and the customers or local community</p> <p>PC40. alert staff and guests of any disease outbreak and ensure staff know the signs and symptoms</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 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> <ul style="list-style-type: none"> TK1. workplace safety and hygiene standards as stipulated by the relevant Zambian Standards, HACCP and ISO 22000 TK2. first aid application TK3. health risks to the worker or customer TK4. healthy work practices TK5. equipment and hand swab tests TK6. internal hygiene-audit tests TK7. personal protective equipment to be worn and care TK8. purpose and usage of protective gears TK9. acceptable ventilation standards TK10. technical layout standards and placements of safety equipment TK11. safe disposal methods for waste TK12. compliance norms for established health and hygiene procedures at workplace TK13. safe handling of chemicals TK14. standard material handling procedure TK15. standard operating procedure (SOP) for maintaining cleanliness and checklists TK16. precautionary rules to follow for maintaining health and hygiene TK17. municipal or community rules for handling and disposing-off waste
<p>Skills (S)</p>	
<p>A. Core Skills/ Generic Skills</p>	<p style="background-color: #ffe0b2;">Reading Skills</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> CS1. reading and interpreting relevant organisational policies, procedures and diagrams that identify good health and hygiene practices 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 customers <p style="background-color: #ffe0b2;">Writing Skills</p> <p>The individual on the job must demonstrate knowledge and understanding in:</p> <ul style="list-style-type: none"> CS5. filling up any documentation required to maintain health and hygiene CS6. generating reports to supervisors on work-related health and safety matters <p style="background-color: #ffe0b2;">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"> CS7. receiving instructions from a doctor or supervisor on medical care CS8. verbally reporting hygiene hazards and poor organisational practices

	CS9. Communicating with health inspectors on matters relating to health and safety in the workplace
B. Professional Skills	Decision Making
	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
	Plan and Organise
	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
	Customer Centricity
	N/A
	Problem Solving
N/A	

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

Unit No.	9
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 both local and international TK2. how IPR protection is important for competitiveness of a company (unique selling point) TK3. liabilities and significance of damages resulting from IPR infringement to the business 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 and identifying patented documents
	CS2. reading and comprehending the copyright laws CS3. reading notes/comments from the supervisor
	Writing Skills
	The individual on the job must demonstrate knowledge and understanding in: CS4. filling up documentation pertaining to one's role in protecting IPR infringement 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. interacting with team members to work efficiently CS7. 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 effect 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 and comprehending 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 customers 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
	The individual on the job must demonstrate knowledge and understanding in: PS1 recommending the purchase of language translating equipment and tools based on clientele base
	Plan and Organise
	The individual on the job must demonstrate knowledge and understanding in: PS2. 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: PS3. using audio aids to listen to expressions and correct use of language PS4. building vocabulary	
Critical Thinking	
The individual on the job must demonstrate knowledge and understanding in: PS5. improving language skills over time PS6. 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 Front Office Manager include working in exposure to aggressive/angry people, long working hours, pressure from tourists and supervisors and subordinates, language barriers, high volumes of client contact, seeing close work (e.g., typed print), likelihood of physical and verbal abuse from clients and superiors, 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, enhancing supervision skills, ensuring constant supply of materials, tools and consumables, ensure that establishment is compliant with workers compensation requirements, 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, subordinates, other employees, trainers, etc.

8.2 External/Outside the Organisation

Guests, trainers, government regulators, suppliers of equipment/tools/consumables, Front Office Managers 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.FOM.01		
ZQF Level	6	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
Occupation	Front Office Management	Date of Next Review	October, 2025

REGISTERED OFFICE

Zambia Qualifications Authority
Ground Floor, Finsbury Park
P.O Box 51103
Lusaka,Zambia

Tel: +260 211 843050/ 843053

Mobile: + 260 963 922 730/ 0956 037 185 / 0972 559 301

Email: info@zaqa.gov.zm

Website: www.zaqa.gov.zm