



**NATIONAL COMPETENCY STANDARDS
FOR
FRONT OFFICE ASSOCIATE
(NC2 & NC3)**

**Department of Occupational Standards
Ministry of Labour and Human Resources
Thimphu Bhutan
(January, 2019)**



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FOREWORD

The Department of Occupational Standards of the Ministry of Labour and Human Resources is pleased to present the revised version of National Competency Standards (NCSs) for Front Office. The standards represent the fruits of hard work and invaluable experiences gained by the department since its establishment in the latter half of 2003. The main aim of developing NCS is to set up a well-defined nationally recognized Vocational Qualifications System that will help set a benchmark for the Technical Vocational Education and Training (TVET) System in our country aligned to international best practices.

NCS is one of the base pillars in the Bhutan Vocational Qualifications Framework (BVQF) and is the first step in its implementation. The NCS are developed and revised to ensure that employees or vocational graduates possess and acquire the desired competencies required by industries and employers. In order to ensure this close match in supply and demand of competencies, NCS have been developed and revised in close consultation and partnership with industry experts and validated by the Technical Advisory Committees of the concerned economic sectors.

A vocational education and training system based on NCS shall ensure that delivered training is of a high quality and relevant to the needs of the labour market. As a result, future TVET graduates will be better equipped to meet the need and expectations of industries and employers. This positive impact on the employability of TVET graduates will enhance the reputation of vocational education and training and make it attractive to school leavers.

I gratefully acknowledge collaboration and the valuable contributions made by experts from industries during the consultation and validation processes of the standards. I look forward for continued engagement and participation of the industry and employers in the development of a quality assured demand driven TVET system and to build competent and productive national workforce that will contribute to the continued socio-economic progress of our country.

Director
Department of Occupational Standards
Ministry of Labour and Human Resource

ACKNOWLEDGEMENT

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- 2) Karma Loday (Member Secretary) CPO, DOS, MoLHR
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Subject experts involved during the consultative workshop:

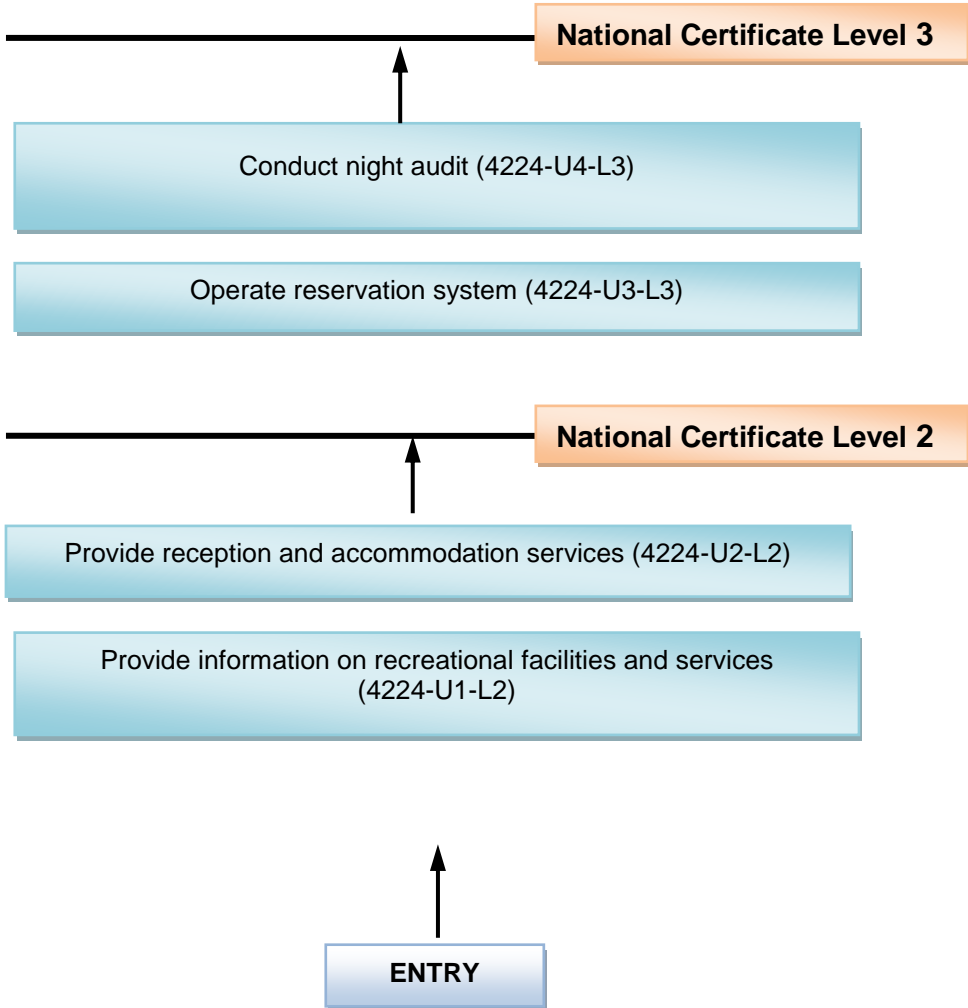
1. Purna Maya Thapa, Tashi Namgay Grand, Phuntsholing
2. Ugyen Jamtsho, Lhaki Hotel, Phuntsholing
3. Ugyen Dirji, Lekphel Hotel, Phuntsholing
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1. Karma Loday, Chief Program Officer, DOS, MoLHR
2. Chogay Lhendup, Program Officer, DOS, MoLHR

PACKAGING OF QUALIFICATIONS

The qualifications are clustered into following levels.



OVERVIEW OF NATIONAL COMPETENCY STANDARDS

UNIT TITLE	ELEMENTS OF COMPETENCE
Provide information on recreational facilities and services	<ol style="list-style-type: none"> 1. Provide information on recreational services and process memberships. 2. Monitor entry to recreational facilities.
Provide reception and accommodation services	<ol style="list-style-type: none"> 1. Prepare for guest arrival 2. Welcome and register guests 3. Organize guest departure 4. Prepare front office records and reports. 5. Handle telephone calls 6. Handle guest complain
Operate reservation system	<ol style="list-style-type: none"> 1. Access reservation information 2. Create and process reservations 3. Send and receive reservation communications
Conduct night audit	<ol style="list-style-type: none"> 1. Monitor financial transactions. 2. Complete routine records and reports

UNIT TITLE :	Provide information on recreational services
DESCRIPTOR :	This unit covers the competencies required to provide information on recreational services and process memberships and also to monitor entry to recreational facilities.
CODE :	4224-U1-L2
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
Provide information on recreational services and process memberships.	<p>1.1 Provide advice and information on recreational services and facilities to customers as per the establishment procedures following standard procedures</p> <p>1.2 Explain and promote recreational membership to the guest and members following the standard procedures.</p> <p>1.3 Explain membership application forms clearly and fill up completely as per the establishment procedures</p> <p>1.4 Check and maintain membership records as per the standard procedures.</p>
Monitor entry to recreational facilities.	<p>2.1 Check membership badges/cards upon entry to the recreational areas as per the standard procedures</p> <p>2.2 Check members and guests to comply with dress and age regulations as per the establishment procedures.</p> <p>2.3 Refer disputes over entry to recreational to security, supervisor or other relevant person as per the establishment procedures</p>

RANGE STATEMENT	
Recreational services and facilities may include but not limited to:	
<ul style="list-style-type: none"> • Shows and attractions • Prize nights and special events • Games and sporting facilities • Fitness/wellness center 	<ul style="list-style-type: none"> • Member clubs and associations • Business center • Community courses and training programs • Member benefits
Dress and age regulations may include :	
Set down by particular recreational and according to regulation of the locality	
Critical Aspects:	
<ul style="list-style-type: none"> • Demonstrate compliance with safety regulations applicable to work site operations. • Demonstrate ability to respond to inquiries on and explain the recreational facilities and services in accordance with establishment procedures • Demonstrate ability to facilitate entry to recreational facilities according to establishment procedures 	

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and Integrity • Occupational health and safety procedures • Establishment procedures • First aid • Basic knowledge on recreational facilities • Knowledge of particular recreational membership rules, conditions, benefits and entitlements 	<ul style="list-style-type: none"> • Literacy skills • Team work • Communication Skills • Problem solving skills • Interpersonal skills • Follow correct procedures and instructions • Greeting skills

UNIT TITLE :	Provide reception and accommodation services
DESCRIPTOR :	This unit covers the competencies required to prepare for guest arrival, welcome and register guests, organize guest departure, prepare front office records and reports, handle telephone calls and handle guest complain
CODE :	4224-U2-L2
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
Prepare for guest arrival	<p>1.1 Follow up on reservations as per the establishment procedures following standard procedures</p> <p>1.2 Compile accurate arrival lists and distribute to relevant personnel or departments as per establishment procedures</p> <p>1.3 Prepare reception area for service and check all necessary equipment prior to use as per establishment procedures</p> <p>1.4 Check arrival details and review prior to guest arrival as per establishment procedures.</p> <p>1.5 Allocate rooms as per the guest requirements following standard procedures</p> <p>1.6 Inform colleagues and other departments of special situations or requests in a timely manner as per the standard procedures.</p>
Welcome and register guests	<p>2.1 Welcome guests warmly and courteously as per the establishment procedure.</p> <p>2.2 Re-confirm reservation with guests as per job requirement following standard procedures</p> <p>2.3 Register guest with or without reservations</p>

	<p>as per the establishment procedures</p> <p>2.4 Follow correct accounting procedures, where necessary as per the establishment practices.</p> <p>2.5 Conduct room orientation to the guest as per establishment procedures</p> <p>2.6 Follow correct enterprise procedures where rooms are not immediately available or overbooking has occurred as per establishment procedures.</p> <p>2.7 Facilitate guest arrivals and report discrepancies between actual and expected arrivals as per the establishment procedures.</p> <p>2.8 Inform colleagues and other departments as per the establishment procedure</p> <p>2.9 Provide bell desk services as per the establishment procedures following standard procedures</p>
Organize guest departure	<p>3.1 Review departure list and check for accuracy as per establishment procedures.</p> <p>3.2 Seek information on departing guest from other departments in a timely manner to facilitate the preparation of account as per the standard procedures.</p> <p>3.3 Prepare guest account and check for accuracy in accordance with establishment procedures.</p> <p>3.4 Explain clearly and courteously to the guest about the guest accounts as per the establishment procedures</p> <p>3.5 Recover keys/electronic cards from the guest and process correctly as per the establishment procedures.</p> <p>3.6 Act upon courteously or refer to the</p>

	<p>appropriate department for follow up and guest request for assistance with departure.</p> <p>3.7 Check the room for missing or leftover belonging of the guest with the concern departments following standard procedures</p> <p>3.8 Process express checkouts in accordance with establishment procedures.</p> <p>3.9 Follow group checkout procedure in accordance with establishment procedures.</p>
<p>Prepare front office records and reports.</p>	<p>4.1 Prepare front office records and update within designated timelines as per the establishment procedures</p> <p>4.2 Follow establishment policies with regards to room charges, no shows, extensions and early departure as per the establishment procedures</p> <p>4.3 Distribute reports and records to appropriate departments within designated timelines as per the standard procedures</p> <p>4.4 Maintain log book and guest feedbacks as per the establishment procedures following standard practices</p>
<p>Handle telephone calls</p>	<p>5.1 Receive calls promptly and courteously as per the establishment procedures.</p> <p>5.2 Forward calls to appropriate person, where necessary as per the establishment procedures.</p> <p>5.3 Receive guest messages courteously and act on it immediately as per the standard procedures</p> <p>5.4 Follow up on the guest request as per the establishment procedure</p>

Handle guest complain	6.1	Attend to guest complain and take necessary actions promptly as per the establishment procedure.
	6.2	Handle situations as per the establishment procedure.
	6.3	Record complains and inform concern department as per the establishment procedures.

RANGE STATEMENT	
Arrival details may include but not limited to:	
<ul style="list-style-type: none"> ● Pax /number of heads ● Date/Timing/Duration 	<ul style="list-style-type: none"> ● Groups
Reservation details may include but not limited to:	
<ul style="list-style-type: none"> ● Name/company ● Contact details ● Arrival and departure times ● Length of stay ● Payment details ● Cancellation policy 	<ul style="list-style-type: none"> ● Type of accommodation required/bed configuration ● Special requests ● Rates/discounts ● Billing details ● Loyalty programs
Accounting procedures during arrival and departure may include but not limited to:	
<ul style="list-style-type: none"> ● Credit card payments ● Pre-payments (full payment) ● Deposits (partial payment) ● Vouchers and discount rates ● Group rates ● Refunds ● Send-bill arrangements 	<ul style="list-style-type: none"> ● checking of final guest accounts ● Payments for additional services such as phone calls, meals, mini-bar ● Issuing of receipts
Front office records and reports may include but not limited to:	
<ul style="list-style-type: none"> ● Daily revenue report 	<ul style="list-style-type: none"> ● Arrival and departure lists

<ul style="list-style-type: none"> • Average room rate • Occupancy reports • Log book 	<ul style="list-style-type: none"> • Lost and found information • Guest Feedbacks
Critical Aspects:	
<ul style="list-style-type: none"> • Demonstrate compliance with safety regulations applicable to work site operations. • Demonstrate skills in processing arrivals and departures for different types of guests as per the establishment procedures • Demonstrate ability to check arrival details, allocate rooms and inform concerned departments on special arrangements in accordance with establishment procedures • Demonstrate ability to complete guest registration, departure and reporting documentation accurately in accordance with establishment procedures 	

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and Integrity • Records and reports • Check-in and check-out procedures • Front desk security systems • Range of needs and expectations of different types of guests • Proper documentation • Accounting soft wares • PMS (Property Management System) • Basic Finance / accounting rules • Basic banking knowledge 	<ul style="list-style-type: none"> • Literacy skills • Team work • Communication Skills • Problem solving skills • Interpersonal skills • Computer application skills • Negotiation skills

UNIT TITLE :	Operate reservation system
DESCRIPTOR:	This unit covers the competencies required to access reservation information, create and process reservations and send and receive reservation communications.
CODE :	4224-U3-L3
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
Access reservation information	<p>1.1 Access and interpret reservation system as per the establishment procedure.</p> <p>1.2 Offer alternatives including waitlist options if requested booking is not available as per the establishment procedures</p> <p>1.3 Use system features to access a range of information following standard procedures</p>
Create and process reservations	<p>2.1 Check availability of the required services as per the establishment facilities and customer requirements.</p> <p>2.2 Create reservations containing customer details and requirements as per the establishment procedure.</p> <p>2.3 Encode all customers' details using the format required by the establishment procedure following standard procedures</p> <p>2.4 Retrieve booking as required using the format provided by the establishment following standard procedures</p> <p>2.5 Maintain daily updates and amendments to reservation as per the establishment procedure.</p>
Send & receive reservation communication	<p>3.1 Communicate reservation status as per establishment procedure.</p> <p>3.2 Follow up and update reservation status as per the</p>

	establishment procedures following standard procedures
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RANGE STATEMENT	
Reservations systems may include but not limited to:	
<p>Reservations systems may be used by :</p> <ul style="list-style-type: none"> • An agent booking supplier services (e.g. travel agent, tour wholesaler) • An operator receiving and processing reservations for the supply of their product or service (e.g. tour operator, hotel) <p>Reservations systems may be those provided by:</p> <ul style="list-style-type: none"> • Retail travel agencies • Visitor information centers • Airlines • Bus companies • Hotels • Car rental companies • Tour wholesalers • Tour operators 	<p>Reservations systems may be :</p> <ul style="list-style-type: none"> - Industry wide - Establishment specific <p>Reservations may be created for :</p> <ul style="list-style-type: none"> - Airline seats - Hotel rooms - Rental cars and other vehicles - Travel insurance - Tours - Cruises - Any tourism product or services - Domestic tourists - International outbound tourists - Inbound tourists
Information may include but not limited to:	
<ul style="list-style-type: none"> • Costs of any tourism product or service (tours, hotels, rental cars, etc.) • Availability of products or services 	<ul style="list-style-type: none"> • Programs and itinerary • Payment policy
Updates and amendments to reservations may includes but not limited to:	
<ul style="list-style-type: none"> • Splitting an existing reservation • Canceling the booking • Changing the itinerary by adding or deleting products or services 	<ul style="list-style-type: none"> • Changing customer names • Cross referencing multiple bookings • Entering invoicing details • Entering payment details

<ul style="list-style-type: none"> • Changing arrival/departure dates • Payment policy • Adding additional customers 	<ul style="list-style-type: none"> • Entering tickets or voucher details • Confirming reservation status
Critical Aspects:	
<ul style="list-style-type: none"> • Demonstrate compliance with safety regulation applicable to work site operation • Demonstrate ability to process and update reservations for range of products and services. • Demonstrate ability to communicate reservation status. 	

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and Integrity • Occupational health and safety procedures • Central Reservations System (CRS) • Global Distribution System (GDS) • Range of products and services offered by CRS • Phonetic alphabet • Hospitality industry terminologies • Basic computer knowledge 	<ul style="list-style-type: none"> • Literacy skills • Team work • Communication Skills • Problem solving skills • Interpersonal skills • Marketing skills • Computer Application skills

UNIT TITLE :	Conduct night audit
DESCRIPTOR:	This unit covers the competencies required to monitor financial transactions and complete routine records and reports.
CODE :	4224-U4-L3
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
Monitor financial transactions	<p>1.1 Check transaction as per the establishment procedures following standard procedures</p> <p>1.2 Check balance prepared by others to ensure that they are accurate and in accordance with establishment procedures.</p> <p>1.3 Identify financial and system discrepancies and resolve according to level of responsibility following standard procedures</p> <p>1.4 Monitor systems and provide feedback to supervisor/management on possible improvements/ discrepancies as per the standard procedures</p>
2. Complete routine records and reports.	<p>2.1 Complete routine records and reports accurately within designated timelines as per the establishment procedures</p> <p>2.2 Forward reports promptly to appropriate department for follow up as per the establishment procedures.</p>

RANGE STATEMENT	
Transactions may include but not limited to:	
<ul style="list-style-type: none"> • Food and beverage • Mini-bar 	<ul style="list-style-type: none"> • Laundry and other services • Inter-departmental vouchers
Discrepancies may include but not limited to:	
<ul style="list-style-type: none"> • Incorrect posting 	<ul style="list-style-type: none"> • Computer errors

<ul style="list-style-type: none"> • Errors in guest folios • Shortage/missing 	<ul style="list-style-type: none"> • Errors in source documentation
Records and reports may include but not limited to:	
<ul style="list-style-type: none"> • Occupancy • Room rates • Arrivals and departures • Sales performance • Breakdown by department 	<ul style="list-style-type: none"> • Commission earnings • Supplier activity • Sales returns • Commercial account activity • Foreign currency activities
Critical Aspects:	
<ul style="list-style-type: none"> • Demonstrate compliance with safety regulation applicable to work site operation • Demonstrate ability to check the transactions following the standards procedures. 	

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and Integrity • Financial reporting cycles and procedures in a front office context • Safe work practices. • Basic Accounting • Computer knowledge • Exchanges rates 	<ul style="list-style-type: none"> • Literacy skills • Team work • Communication Skills • Problem solving skills • Interpersonal skills • Computer application skills

Annexure

1.1. National Competency Standards (NCS)

The National Competency Standards specify the skill, knowledge and attitudes applied to a particular occupation. Standards also specify the standards or criteria of performance of a competent worker and the various contexts in which work may take place. Standards provide explicit advice to assessors regarding the skill and knowledge to be demonstrated by candidates seeking formal recognition either following training or through work experience.

Purpose of National Competency Standards

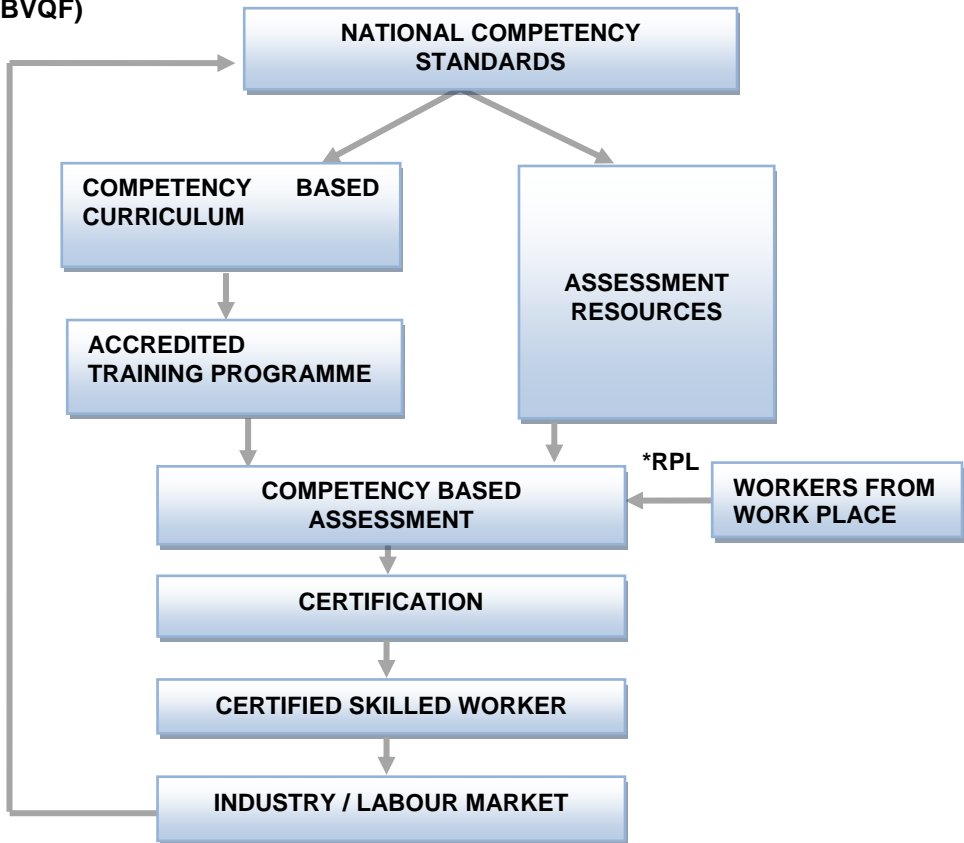
National Competency Standards serve a number of purposes including:

- Providing advice to curriculum developers about the competencies to be included in curriculum.
- Providing specifications to assessment resource developers about the competencies within an occupation to be demonstrated by candidates.
- Providing advice to industry/employers about job functions, which in turn can be used for the development of job descriptions, performance appraisal systems and work flow analysis.

1.2. Bhutan Vocational Qualifications Framework (BVQF)

Bhutan Vocational Qualifications Framework is an agreed system of Assessing, Certifying and Monitoring nationally recognized qualifications for all learning in the TVET sector against national competency standards, in training institutions, in the workplace, in schools or anywhere where learning takes place.

Components of the Bhutan Vocational Qualifications Framework (BVQF)



* RPL = Recognition of Prior Learning

BVQF Levels

The Bhutan Vocational Qualifications Framework has three levels classified based on the competency of the skilled workers. The three levels are:

- National Certificate Level 3 (NC III)
- National Certificate Level 2 (NC II)
- National Certificate Level 1 (NC I)

BVQF Level Descriptors

The qualification levels are decided based on level descriptors. The detail of the qualification level descriptor is as follows:

National Certificate Level 1 (Semi Skilled)

Carry out processes that:	Learning demand:	Responsibilities which are applied:
<ul style="list-style-type: none">• Are narrow in range.• Are established and familiar.• Offer a clear choice of routine responses.• Involve some prioritizing of tasks from known solutions.	<ul style="list-style-type: none">• Basic operational knowledge and skill.• Utilization of basic available information.• Known solutions to familiar problems.• Little generation of new ideas.	<ul style="list-style-type: none">• In directed activity.• Under general supervision and quality control.• With some responsibility for quantity and quality.• With no responsibility for guiding others.

National Certificate Level 2 (Craftsman)

Carry out processes that:	Learning demand:	Responsibilities which are applied:
<ul style="list-style-type: none"> • Require a range of well-developed skills. • Offer a significant choice of procedures requiring prioritization. • Are employed within a range of familiar context. 	<ul style="list-style-type: none"> • Some relevant theoretical knowledge. • Interpretation of available information. • Discretion and judgments. • A range of known responses to familiar problems 	<ul style="list-style-type: none"> • In directed activity with some autonomy. • Under general supervision and quality checking. • With significant responsibility for the quantity and quality of output. • With some possible responsibility for the output of others.

National Certificate Level 3 (Master craftsman)

Carry out processes that:	Learning demand:	Responsibilities which are applied:
<ul style="list-style-type: none"> • Requires a wide range of technical or scholastic skills. • Offer a considerable choice of procedures requiring prioritization to achieve optimum outcomes. • Are employed in a variety of familiar and unfamiliar contexts. 	<ul style="list-style-type: none"> • A broad knowledge base which incorporates some theoretical concepts. • Analytical interpretation of information. • Informed judgment. • A range of sometimes innovative responses to concrete but often unfamiliar problems. 	<ul style="list-style-type: none"> • In self-directed activity. • Under broad guidance and evaluation. • With complete responsibility for quantity and quality of output. • With possible responsibility for the output of others.

1.3. PURPOSE

This qualification is designed for people interested in a career as Front Office at the Certificate level. It comprises of four units that cover the essential knowledge and skills required for people working as a Front Office Associate.

It provides industry specific skills and demands a level of performance that will enable new recruits to the industry to be immediately productive.

1.4. CODING USED FOR NATIONAL COMPETENCY STANDARDS

The coding and classification system developed in Bhutan is logical, easy to use, and also aligned with international best practises. The Bhutanese coding and classification system is based on the International Standard Classification of Occupations, 2008 (ISCO-08) developed by the International Labour Organisation (ILO).

The coding of the National competency standards forms the basis of the identification code for the Vocational Education and Training Management Information System (VET – MIS) both in terms of economic sector identification and that of the individual standard.

Coding the individual national competency standards

Coding the individual skills standard has a multiple purpose:

- to identify the level,
- to identify to which module the standard belongs,
- to identify in which order the standard is clustered within that module.

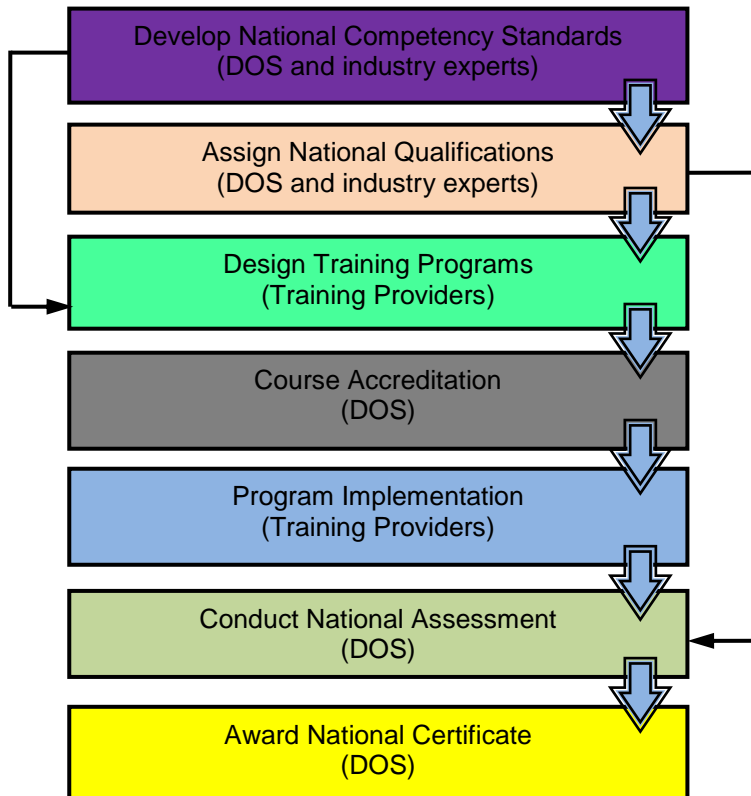
A job can include a number of competencies described in the national competency standards.

However, in order to follow a logical order, only national competency standards related to each other and following a logical sequence in terms of training delivery, from the simple to the complex, are clustered into a module. Some standards are so complex that they need to stand alone.

To illustrate with an example, the ILO assigns the code 4224 to the occupation of Front Office and related trades. Therefore, in the Bhutan's

context, the occupation Front Office has been assigned the code 4224 in the National Coding System. The first unit is assigned the code U1. Levels are assigned the code L and follow a logical progression from the National Certificate Level 1 (NC I) to the National Certificate Level 3 (NC III). Therefore the National Certificate Level 1 is assigned the code L1.

Implementation and operational procedures for National Competency Standards (NCS)



1.5 ASSESSMENT GUIDE

Form of assessment

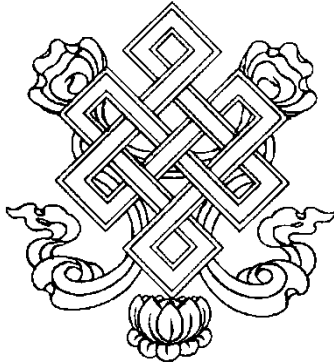
- Continuous assessment together with collected evidence of performance will be used.
- Evidence of the performance shall be based on practical demonstration.
- Knowledge can be assessed through written form of assessment.

Assessment context

- Competency may be assessed in the actual work place or in a simulated workplace setting.

Assessment condition

- The candidate shall have access to all required tools, equipment, materials and documents.
- The candidate must complete the assessment in an accepted time frame



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