



**NATIONAL COMPETENCY STANDARDS
FOR
TOUR OPERATION SUPERVISOR
(ND2)**

**Department of Occupational Standards
Ministry of Labour and Human Resources
Thimphu, Bhutan: August 2022**

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FOREWORD

The Department of Occupational Standards of the Ministry of Labour and Human Resources proudly presents the National Competency Standards (NCS) for TOUR OPERATION SUPERVISOR as part of TVET reform initiative for improving the quality of Vocational Education and Training System in Bhutan. 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 National Competency Standards is to set up a well-defined nationally recognized Vocational Qualification and Certification system that will help set a benchmark for the Technical Vocational Education and Training (VET) System in our country aligned to international best practices.

National Competency Standards is one of the base pillars in the Bhutan Vocational Qualification Framework (BVQF) and is the first step in its implementation. The standards are developed to ensure that employees or vocational graduates possess and acquire the desired skills, knowledge and attitude required by industries and employers. In order to ensure this close match in supply and demand of skills, knowledge and attitude, standards have been developed in close consultation and partnership with industry experts and trainers from training institutes.

A vocational education and training system based on National Competency Standards shall ensure that 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.

While acknowledging the existing level of cooperation and collaboration, the ministry earnestly requests employers and training providers to extend the fullest support and cooperation in developing or implementing the National Competency Standards. The ultimate objective is to build a competent and productive national workforce that will contribute to the socio-economic development of our country.

We gratefully acknowledge the valuable contributions made by experts from industries during the consultation and validation processes of the standards. I look forward to improved engagement and active participation of the industry and employers in the development of a quality assured demand driven TVET system in the near future. Department of Occupational Standards,

Department of Occupational Standards
Ministry of Labour and Human Resources

ACKNOWLEDGEMENT

Validation Date: 10th November 2022

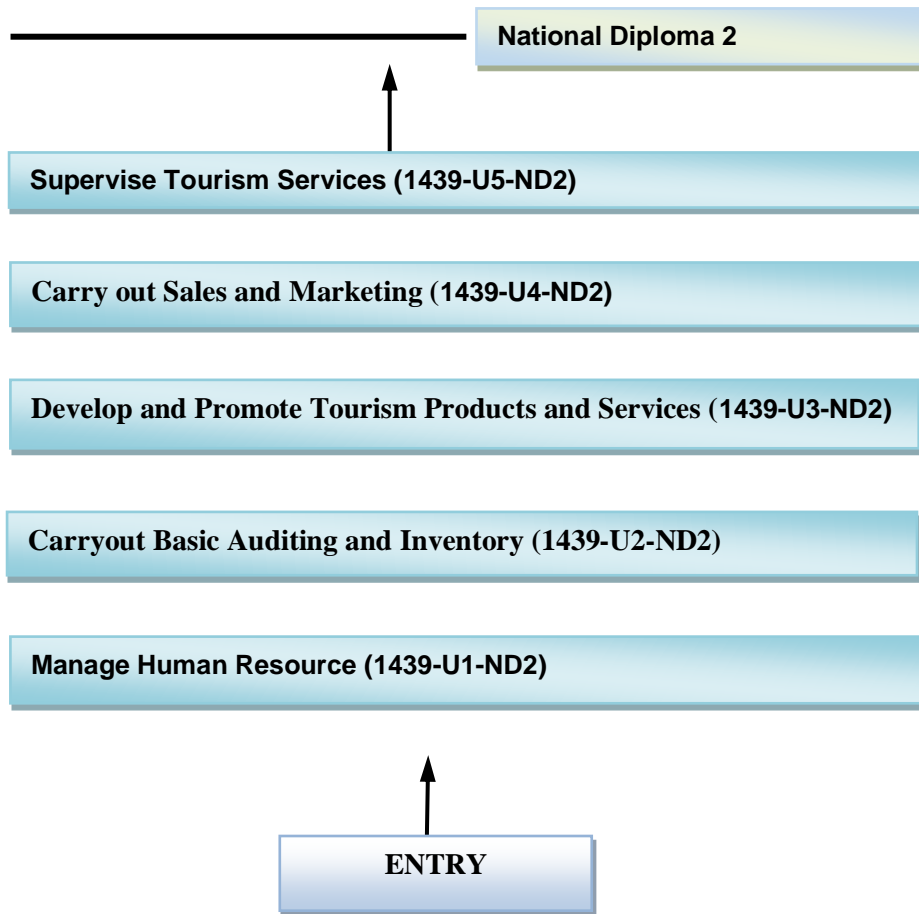
Date of Next Review: 10th November 2025 (Maximum Three years)

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PACKAGING OF QUALIFICATIONS



OVERVIEW OF NATIONAL COMPETENCY STANDARDS

1. Manage Human Resources	1.1 Assist in Recruitment 1.2 Provide Orientation to New Staff 1.3 Assign works to Co-workers 1.4 Evaluate Staff Performance 1.5 Conduct / Co-ordinate Training 1.6 Handle Employee Benefits
2 Carryout Inventory and Basic Auditing	2.1. Verify Bills 2.2. Maintain Inventories 2.3. Conduct Basic Auditing
3 Develop and Promote Tourism Products and Services	3.1 Develop /Improve Product and Services 3.2 Promote Product and Services
4 Carry out Sales and Marketing	4.1 Plan and Prepare Sales and Marketing Strategies 4.2 Implement Sale and Marketing Activities 4.3 Establish and Conduct Business Relationships
5 Supervise Tourism Services	5.1 Supervise Logistic Housekeeping 5.2 Supervise Administrative Services 5.3 Handle Complaints

UNIT TITLE	Manage Human Resources
DESCRIPTOR	This unit covers the competencies required to assist in HR recruitment, provide orientation for the new staff, assign task, evaluate staff performance, conduct / co-ordinate training and handle employee benefits
CODE	1439-U1-ND2
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
1. Assist in Recruitment	1.1 Develop job description / standard operating procedures in consultation with the head of department following standard procedures 1.2 Assist in conducting interviews following standard procedures 1.3 Propose staff requirement as per departmental needs following standard procedures
2. Provide Orientation to New Staff	2.1. Conduct familiarization tour following standards procedures 2.2. Introduce Dos and Don'ts of the establishment following standard procedures 2.3. Introduce policy, in-house rules and internal service rules following standard procedures 2.4. Conduct induction test as per the establishment requirement following standard procedures
3. Assign Works to Co-workers	3.1 Prepare duty roster following standard procedures 3.2 Assign task based on the competency/job description of the staff as per the job requirement 3.3 Mobilize and assign ad-hoc activities as per the job requirement
4. Evaluate Staff Performance	4.1 Monitor the performance of staff following standard procedures 4.2 Review the performance of staff following standard procedures 4.3 Prepare reports on staff performance and recommend to the management for necessary action following standard procedures.
5. Conduct / Co-ordinate Training	5.1 Identify the training needs of the staff as per the job requirement 5.2 Conduct / co-ordinate in house training as per the job requirement
6. Handle Employee Benefits	6.1 Assist in recording and maintaining staff records files as per the standard procedures 6.2 Process the entitlements of the staff as per the establishment requirements

RANGE STATEMENT	
Familiarization tour may include but not limited to:	
<ul style="list-style-type: none"> • Services • Properties • Department 	<ul style="list-style-type: none"> • Employees • Manager • Code of Conduct
Records may include but not limited to:	
<ul style="list-style-type: none"> • New staff • Resigning • Training 	<ul style="list-style-type: none"> • Personal File • Study • Attendance/Leave

Necessary action may include but not limited to:	
<ul style="list-style-type: none"> • Promotion • Training 	<ul style="list-style-type: none"> • Increment • Incentives
Entitlements may include but not limited to:	
<ul style="list-style-type: none"> • Overtime • Provident fund • Gratuities 	<ul style="list-style-type: none"> • Service Charge • Bonus
Critical Aspects	
<ul style="list-style-type: none"> • Demonstrate compliance with safety regulations applicable to work site • Propose staff requirement as per departmental needs following standard procedures • Identify the training needs of the staff as per the job requirement • Assist in recording and maintaining staff records files following standard procedures 	

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and Integrity • Occupational Health and Safety • First Aid • Internal Service Rules • Computer Application • Organizational structure 	<ul style="list-style-type: none"> • Team Work • Communication • Problem Solving • Interpersonal Relationship • Creativity • Time Management

UNIT TITLE	Carry out Inventory and Basic Auditing
DESCRIPTOR	This unit covers the competencies required to verify bills, conduct basic auditing and maintain inventory
CODE	1439-U2-ND2
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
1. Verify Bills	1.1 Check and verify bills of entries following Standard procedures 1.2 Prepare tour invoice as per the job requirement following standard procedures 1.3 Verify sales report as per the standard procedures
2. Conduct Basic Auditing	2.1 Check reconciliation of sales following standard procedures 2.2 Generate and verify the reports following standard procedures
3. Maintain Inventories	3.1 Identify department needs as per the job requirements 3.2 Submit the requisition form as per the standard procedures 3.3 Prepare budgets as per the standard procedures 3.4 Maintain records of inventory as per the standard procedure

RANGE STATEMENT	
Sales report may include but not limited to:	
• Half Yearly	• Yearly
Critical Aspect	
<ul style="list-style-type: none"> • Demonstrate compliance with safety regulations applicable to work site operation • Check reconciliation of sales following standard procedures • Prepare inventory following the standard procedures 	

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and Integrity • Accounting Software • Occupational Health and Safety • First Aid • Basic Auditing Procedures • Computer Application • Estimation and Costing • Basic Book Keeping 	<ul style="list-style-type: none"> • Team Work • Communication • Problem Solving • Interpersonal Relationship • Creativity • Time Management

UNIT TITLE	Develop and Promote Tourism Products and Services
DESCRIPTOR	This unit covers the competencies required to develop or improve tourism products and services and to promote the product and services
CODE	1439-U3-ND2
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
1. Develop / Improve Product and Services	1.1 Identify and analyze new market trend following standard procedures 1.2 Carry out cost benefit analysis as per the job requirement 1.3 Prepare cost estimates as per the market base 1.4 Assist in developing diverse products following standard procedures 1.5 Package the products / services following standard procedures
2. Promote Product and Services	2.1 Plan and market products and services following standard procedures 2.2 Develop sales strategies and promotional tools following standard procedures 2.3 Monitor and obtain feedbacks as per the job requirement 2.4 Compile, analyze and follow up on feedbacks following standard procedures

RANGE STATEMENT

Critical Aspects

- Demonstrate compliance with safety regulations applicable to work site operation.
- Package the products / services following standard procedures
- Plan and market products and services following standard procedures

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and integrity • Occupational Health and Safety (OHS) • First Aid • Marketing • Estimation and Costing • Tourism Products • Relevant Policies 	<ul style="list-style-type: none"> • Team Work • Communication • Problem Solving • Interpersonal Relationship • Creativity • Time Management

UNIT TITLE	Carry out Sales and Marketing
DESCRIPTOR	This unit covers the competencies required to make presentations, plan and implement sales and marketing activities. It also includes establishment and promotion of business relationship
CODE	1439-U4-ND2
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
1 Plan and Prepare Sales and Marketing Strategies	1.1 Plan sales and marketing activities to identified target market following standard procedures 1.2 Prepare sales and marketing contents following standard procedures 1.3 Determine the cost of sales and marketing activities following standard procedures 1.4 Monitor and evaluate on sales and marketing impacts following standard procedures
2 Implement Sale and Marketing Activities	2.1. Distribute sales and marketing materials following standard procedures 2.2. Make informative and effective presentation to customers about products and services following standard procedures 2.3. Carry out digital marketing following standard procedures 2.4. Prepare report on sales and marketing activities following standard procedures
3 Establish and conduct Business Relationships	3.1 Build business relationships to meet customer/suppliers' expectations 3.2 Foster and maintain business relationships following standard procedures

RANGE STATEMENT

Marketing materials may include but not limited to

- | | |
|--|--|
| <ul style="list-style-type: none"> • Promotional display • E-marketing • Quotations | <ul style="list-style-type: none"> • Brochures • Presentation slides • Websites |
|--|--|

Critical Aspects

- Demonstrate compliance with safety regulations applicable to work site operation
- Plan sales and marketing activities to identified target market following standard procedures
- Carryout digital marketing following standard procedures

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and Integrity • Occupational Health and Safety(OHS) • First Aid • Product and services • Marketing Strategies • Estimation and Costing • Computer Application • Cross culture knowledge • Digital marketing platforms 	<ul style="list-style-type: none"> • Team Work • Communication • Problem Solving • Interpersonal Relationship • Creativity • Time Management

UNIT TITLE	Supervise Tourism Services
DESCRIPTOR	This unit covers the competencies required to supervise logistics and administrative activities center and to handle complaints
CODE	1439-U5-ND2
ELEMENTS OF COMPETENCE	PERFORMANCE CRITERIA
1 Supervise Logistic	<p>1.1 Develop check list as per the job requirement</p> <p>1.2 Co-ordinate with relevant managers as per the job requirements</p> <p>1.3 Ensure logistic arrangements are made following the standard procedure</p> <p>1.4 Ensure all required documents/information/ tour accessories are arranged as per the Checklist following standard procedures</p> <p>1.5 Monitor the tour following standard procedures</p> <p>1.6 Collect, analyze and follow-up on logistic arrangement feedback following standard procedures.</p>
2 Supervise Administrative Services	<p>2.1 Design and prepare itineraries as per the guest requirement following standard procedures</p> <p>2.2 Take reservation requests from customers following standard procedures</p> <p>2.3 Ensure the validity of documents as per the checklist following standard procedures</p> <p>2.4 Ensure all necessary travel documents are obtained as per the standard procedures</p> <p>2.5 Obtain trip reports from the field staff following standard procedures</p> <p>2.6 Obtain feedbacks and submit reports as per the establishment procedures</p> <p>2.7 Update travel information as per the job requirement</p> <p>2.8 Ensure all relevant policies are followed where applicable following standard procedures</p>
3 Handle complaints	<p>3.1 Analyze and resolve complaints with concerned departments following standard procedures</p> <p>3.2 Follow up with the concerned personnel/departments following standard procedures</p> <p>3.3 Prepare and maintain reports following standard procedures</p>

RANGE STATEMENT	
Logistic arrangement may include but not limited to:	
<ul style="list-style-type: none"> • Accommodation • Transportation 	<ul style="list-style-type: none"> • Personnel
Documents may include but not limited to:	
<ul style="list-style-type: none"> • Passport • Permits • Visa • Travel Insurance 	<ul style="list-style-type: none"> • Tickets • Vouchers • Itineraries • Passport size photograph
Travel information may include but not limited to:	
<ul style="list-style-type: none"> • Transportation schedule 	<ul style="list-style-type: none"> • Road information

<ul style="list-style-type: none"> • Attraction site timings • Tickets • Visiting hours 	<ul style="list-style-type: none"> • Site information • Flight timing • Climate
Critical Aspects	
<ul style="list-style-type: none"> • Demonstrate compliance with safety regulations applicable to work site operation • Ensure logistic arrangements are made following the standard procedures • Ensure all required documents / information/ tour accessories are arranged as per the checklist following standard procedures 	

UNDERPINNING KNOWLEDGE	UNDERPINNING SKILLS
<ul style="list-style-type: none"> • Ethics and Integrity • Occupational Health and safety • First Aid • Relevant policies • Ticketing and reservation procedures • Visa Procedures • Tashel Online System 	<ul style="list-style-type: none"> • Team work • Communication • Problem solving • Interpersonal relationship • Creativity • Time Management

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.

1.2 Purpose of National Competency Standards

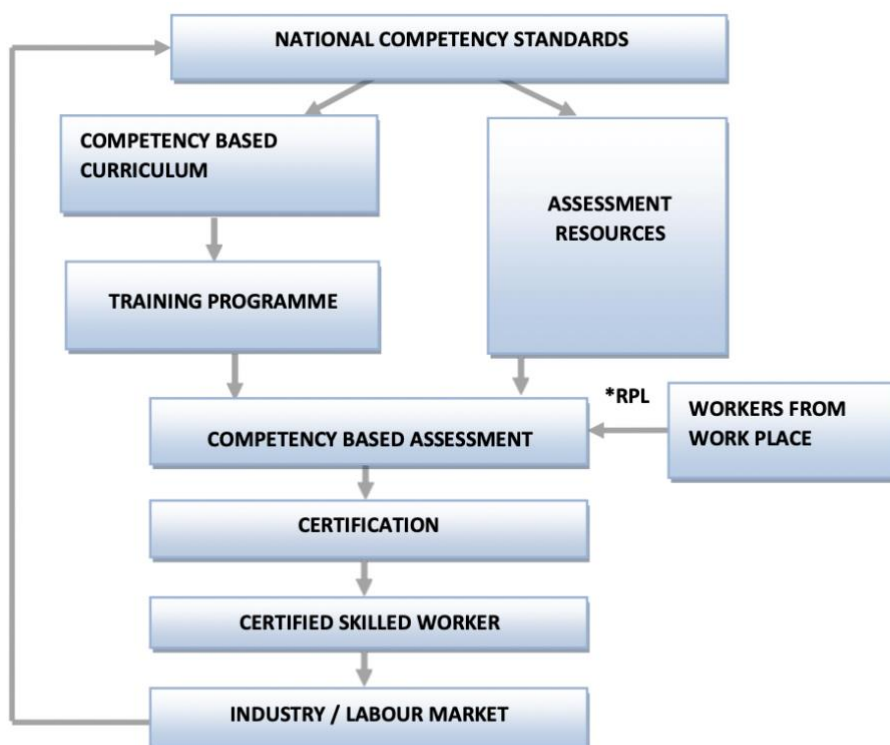
National Competency Standards serve a number of purposes including:

- 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.

1.3 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.

1.4 Components of the Bhutan Vocational Qualifications Framework (BVQF)



* RPL = Recognition of Prior Learning

1.5 BVQF Levels

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

National Diploma 2 (ND2)

National Diploma1 (ND1)

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

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

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

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. 	<ul style="list-style-type: none"> • A broad knowledge base which incorporates some theoretical concepts. • Analytical interpretation of information. • Informed judgment. 	<ul style="list-style-type: none"> • In self-directed activity. • Under broad guidance and evaluation. • With complete responsibility for quantity and quality of output.

<ul style="list-style-type: none"> • Are employed in a variety of familiar and unfamiliar contexts. 	<ul style="list-style-type: none"> • A range of sometimes innovative responses to concrete but often unfamiliar problems. 	<ul style="list-style-type: none"> • With possible responsibility for the output of others.
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National Diploma 1 (ND1)

Carry out processes that:	Learning demand:	Responsibilities which are applied:
<ul style="list-style-type: none"> • Require wide range of specialized technical or scholastic skills. • Involve a wide choice of standard procedures • Are employed in a variety of routine & non-routine contexts 	<ul style="list-style-type: none"> • A broad knowledge based with substantial depth in some areas • Analytical interpretation of wide range of data • Determination of appropriate methods & procedures in response to a range of concrete problems with same theoretical elements 	<ul style="list-style-type: none"> • Self-directed and sometimes directed activity • Under broad general guidelines for functions • With full responsibility for the nature, quantity & quality of outcomes • With possible responsibility for the achievement of team output

National Diploma 2 (ND2)

Carry out processes that:	Learning demand:	Responsibilities which are applied:
<ul style="list-style-type: none"> • Require a wide range of technical or scholastic skills. • Offer a wide choice of standard and non-standard procedures • Are employed in a variety of routine and non-routine contexts 	<ul style="list-style-type: none"> • Specialist knowledge with depth in more than one area • Analysis reformatting and evaluation of a wide range of information • Formulation of appropriate responses to resolve both concrete and abstract 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 quality and quantity of output of others

1.6 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

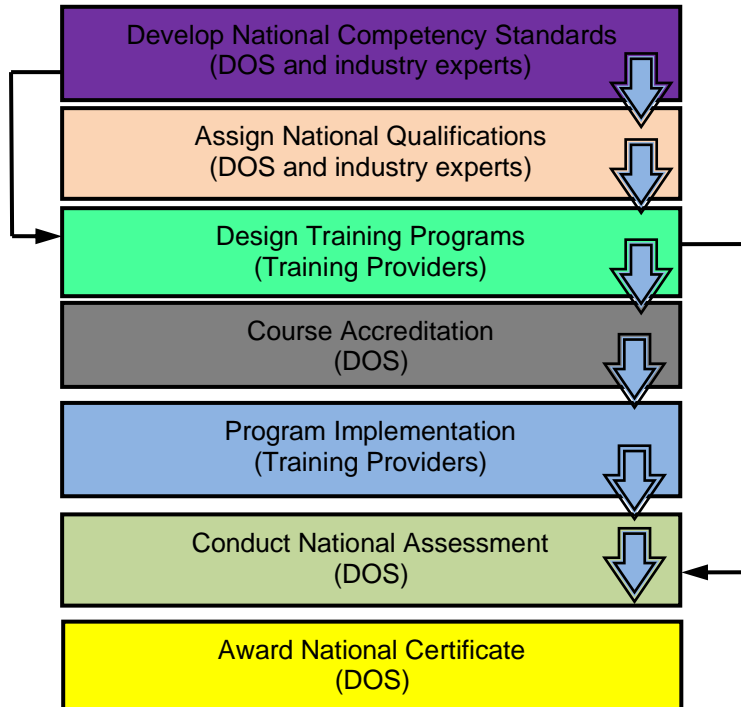
Coding the individual skills standard has a multiple purpose:

- 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.

Implementation and operational procedures for National Competency Standards (NCS)



Key:

MoLHR–Ministry of Labour and Human Resources
DOS – Department of Occupational Standards

1.7 ASSESSMENT GUIDE

Form of assessments

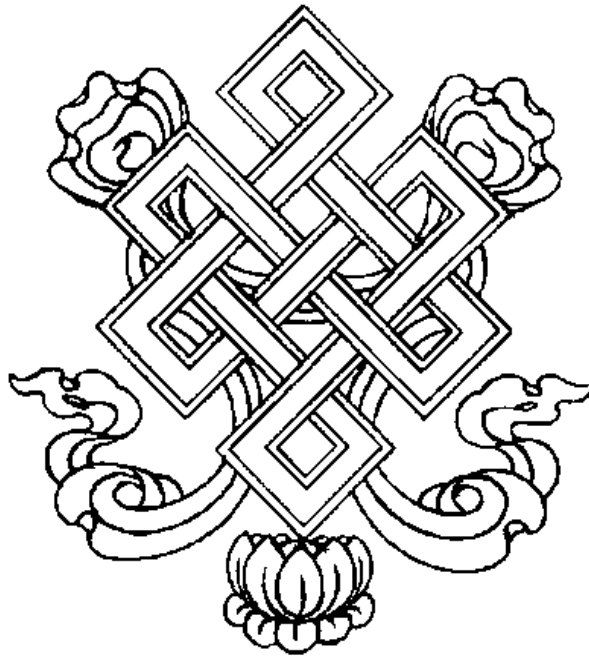
- Continuous assessment together with collected evidence of performance will be used.
- Evidence of the performance shall be based on practical demonstration.
- Knowledge can be assessed through diagrams, in writing or orally (viva-voce).

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, equipments, materials and documents.
- Candidate must complete the assessment in industry accepted time frame.



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