



## ASEAN MUTUAL RECOGNITION ARRANGEMENT ON TOURISM PROFESSIONALS

### PREAMBLE

The Governments of Brunei Darussalam, the Kingdom of Cambodia, the Republic of Indonesia, the Lao People's Democratic Republic, Malaysia, the Union of Myanmar, the Republic of the Philippines, the Republic of Singapore, the Kingdom of Thailand, and the Socialist Republic of Viet Nam, Member States of the Association of South East Asian Nations (hereinafter collectively referred to as "ASEAN" or "ASEAN Member States" and singularly as "ASEAN Member State");

**RECOGNISING** the objectives of the ASEAN Framework Agreement on Services (hereinafter referred to as "AFAS"), which are to enhance cooperation in services amongst ASEAN Member States in order to improve efficiency and competitiveness, diversify production capacity and supply and distribution of services of their services suppliers within and outside ASEAN; to eliminate substantially the restrictions to trade in services amongst ASEAN Member States; and to liberalise trade in services by expanding the depth and scope of liberalisation beyond those undertaken by ASEAN Member States under the General Agreement on Trade in Services (hereinafter referred to as "GATS") with the aim to realising free trade in services;

**RECOGNISING** the ASEAN Vision 2020 on Partnership in Dynamic Development, approved on 14 June 1997, which charted towards the year 2020 for the creation of a stable, prosperous and highly competitive ASEAN Economic Region which would result in:

- free flow of goods, services and investment;

- equitable economic development, and reduced poverty and socio-economic disparities; and
- enhanced political, economic and social stability;

**RECOGNISING** the objectives of the ASEAN Tourism Agreement (hereinafter referred to as "ATA"), which are to cooperate in facilitating travel into and within ASEAN; to enhance cooperation in the tourism industry among ASEAN Member States in order to improve its efficiency and competitiveness; to substantially reduce restrictions to trade in tourism and travel services among ASEAN Member States; to enhance the development and promotion of ASEAN as a single tourism destination with world-class standards, facilities and attractions; to enhance mutual assistance in human resource development and strengthen cooperation to develop, upgrade and expand tourism and travel facilities and services in ASEAN; and to create favourable conditions for the public and private sectors to engage more deeply in tourism development, intra-ASEAN travel and investment in tourism services and facilities;

**RECOGNISING** the Cebu Declaration on the Establishment of the ASEAN Community by 2015 adopted at the 12<sup>th</sup> ASEAN Summit that agreed to accelerate the establishment of an ASEAN Community by 2015 along the lines of ASEAN Vision 2020 and the Declaration of ASEAN Concord II in the three pillars of the ASEAN Security Community, ASEAN Economic Community and ASEAN Socio-Cultural Community;

**NOTING** the decision of the Bali Concord II adopted at the Ninth ASEAN Summit held in 2003 in Bali, Indonesia calling for completion of Mutual Recognition Arrangements for qualifications in major professional services by 2008; and

**NOTING** that the ASEAN Framework for the Integration of Priority Sectors (2004) recognizes the priority for the creation of a single economic area for ASEAN and the importance of close partnerships with the private sector,

**HAVE AGREED** on this ASEAN Mutual Recognition Arrangement on Tourism Professionals (hereinafter referred to as "this Arrangement") as follows:

## **ARTICLE I OBJECTIVES**

The objectives of this Arrangement are:

- 1.1 To facilitate mobility of Tourism Professionals; and
- 1.2 To exchange information on best practices in competency-based education and training for Tourism Professionals and to provide opportunities for cooperation and capacity building across ASEAN Member States.

## **ARTICLE II DEFINITIONS AND SCOPE**

In this Arrangement, unless the context otherwise states,

- 2.1 **ASEAN Common Competency Standards for Tourism Professionals (ACCSTP)** refers to the minimum requirements of competency standards in hotel and travel services as listed in the APPENDIX which aim to upgrade tourism services and facilitate the development of this Arrangement between ASEAN Member States;
- 2.2 **ASEAN National Tourism Organizations (ASEAN NTOs)** refers to the government institutions in charge of the tourism sector of ASEAN Member States;
- 2.3 **ASEAN Tourism Professional Monitoring Committee (ATPMC)** consists of ASEAN NTOs and appointed representatives from the National Tourism Professional Boards (NTPBs);

- 2.4 **ASEAN Tourism Professional Registration System (ATPRS)** refers to a web-based facility to disseminate details regarding the list of Foreign Tourism Professionals duly certified in accordance with Articles 2.10 and 2.14;
- 2.5 **Assessment** refers to the process of appraising the qualification and/or competencies of Tourism Professionals;
- 2.6 **Certification** refers to the issuance of a certificate to Tourism Professional whose qualification and/or competencies have met the standards specified in ACCSTP;
- 2.7 **Common ASEAN Tourism Curriculum (CATC)** refers to the common curriculum for ASEAN Tourism Professionals as mutually agreed upon by the ASEAN Tourism Ministers upon recommendation by the ASEAN NTOs;
- 2.8 **Foreign Tourism Professionals** refer to Tourism Professionals who are nationals of any other ASEAN Member States who are certified in an ASEAN Member State;
- 2.9 **Host Country** refers to the ASEAN Member State where a Foreign Tourism Professional applies for recognition to work in accordance with ARTICLE III;
- 2.10 **National Tourism Professional Board (NTPB)** refers to the Board for Tourism Professionals which shall be composed of representatives from the public and private sectors including the academia and other relevant tourism stakeholders, to be determined by the respective ASEAN NTOs;
- 2.11 **Recognition** refers to acceptance by the TPCB of a demonstration of compliance with requirements set out in the ACCSTP;

- 2.12 **Tourism Job Title** refers to a specific job position in the tourism sector as specified in the ACCSTP;
- 2.13 **Tourism Professional** refers to a natural person who holds the nationality of an ASEAN Member State certified by the Tourism Professional Certification Board; and
- 2.14 **Tourism Professional Certification Board (TPCB)** refers to the government board and/or agency authorised by the government of each ASEAN Member State primarily responsible for the assessment and certification of Tourism Professionals.

### **ARTICLE III RECOGNITION AND ELIGIBILITY OF FOREIGN TOURISM PROFESSIONALS**

The qualification of a Foreign Tourism Professional may be recognised by other ASEAN Member States, and if such qualification is recognised, he/she may be eligible to work in a host country provided that he/she possesses a valid tourism competency certificate in a specific tourism job title as specified in the ACCSTP, issued by the TPCB in an ASEAN Member State. The eligibility to work in a host country will be subjected to prevailing domestic laws and regulations of the host country.

### **ARTICLE IV BASIS OF RECOGNITION AND QUALIFICATIONS**

- 4.1 The ASEAN Member States recognise that competencies based on qualification, education, training and/or experiences shall be the principal elements considered in granting mutual recognition of Foreign Tourism Professional; and

- 4.2 The ASEAN Member States are encouraged to apply the ACCSTP and CATC.

## **ARTICLE V RESPONSIBILITIES**

### **5.1 National Tourism Professional Board (NTPB)**

The NTPB of each ASEAN Member State shall have the following responsibilities:

- 5.1.1 Create awareness and disseminate information about this Arrangement;
- 5.1.2 Promote, update, maintain, and monitor the ACCSTP and the CATC;
- 5.1.3 Facilitate the exchange of information concerning assessment procedures, criteria, systems, manuals and publications relating to this Arrangement;
- 5.1.4 Report its work progress to the ASEAN NTOs, including actions taken on cases referred to it by the TPCB and/or ATPMC;
- 5.1.5 Formulate and update necessary mechanisms to enable implementation of this Arrangement ;
- 5.1.6 Facilitate the exchange of best practices and prevailing developments in tourism sector with the view to harmonizing and updating regional and/or international tourism competencies and curricula; and
- 5.1.7 Such other functions and responsibilities that may be assigned to it by the ASEAN NTOs in the future.

## **5.2 The Tourism Professional Certification Board (TPCB)**

The TPCB of each ASEAN Member State shall have the following responsibilities:

- 5.2.1 Assess qualifications and/or competencies of Tourism Professionals as specified in ACCSTP;
- 5.2.2 Issue certificates to Tourism Professionals whose qualifications and/or competencies have met the standards specified in ACCSTP;
- 5.2.3 Develop, process and maintain a registry of certified Tourism Professionals and job opportunities on the ATPRS; and
- 5.2.4 Notify the NTPB promptly in the event that foreign Tourism Professionals are no longer qualified to provide a particular service or have violated technical, professional or ethical standards;

## **5.3 ASEAN Tourism Professional Monitoring Committee (ATPMC)**

The ATPMC shall have the following responsibilities:

- 5.3.1 Create awareness and disseminate information about this Arrangement on Tourism Professionals within ASEAN;
- 5.3.2 Promote, update, maintain and monitor the ACCSTP and the CATC;
- 5.3.3 Notify promptly the concerned TPCB upon receipt of feedback from NTPBs, in case a foreign Tourism Professional is no longer recognised by the host country;

- 5.3.4 Facilitate the exchange of information concerning assessment procedures, criteria, systems, manuals and publications relating to this Arrangement;
- 5.3.5 Report its work progress to the ASEAN NTOs;
- 5.3.6 Formulate and update necessary mechanisms to enable the implementation of this Arrangement; and
- 5.3.7 Such other functions and responsibilities that may be assigned to it by the ASEAN NTOs in the future.

## **ARTICLE VI RIGHT TO REGULATE**

This Arrangement shall not reduce, eliminate or modify the rights, powers and authority of each ASEAN Member State. ASEAN Member States, however, shall undertake to exercise their regulatory powers responsibly and in good faith without creating any unnecessary barriers towards each other.

## **ARTICLE VII DISPUTE SETTLEMENT**

- 7.1 ASEAN Member States shall at all times endeavour to agree on the interpretation and application of this Arrangement and shall make every attempt through communication, dialogue, consultation and cooperation to arrive at a mutually satisfactory resolution of any matter that might affect the implementation of this Arrangement.
- 7.2 The provision of the ASEAN Protocol on Enhanced Dispute Settlement Mechanism, done at Vientiane, Lao



PDR on 29 November 2004, shall apply to disputes concerning the interpretation, implementation, and/or application of any of the provisions under this Arrangement.

## **ARTICLE VIII AMENDMENT**

- 8.1 The provisions of this Arrangement may only be modified through amendments mutually agreed upon in writing by all ASEAN Member States.
- 8.2 Any revision, modification or amendments agreed to by the ASEAN Member States shall be reduced into writing and shall form part of this Arrangement.
- 8.3 Notwithstanding Article 8.1 above, the APPENDIX may be amended administratively by the ASEAN Secretary General upon notification by ATPMC.
- 8.4 Such revision, modification or amendment shall come into force on such date as may be determined by the ASEAN Member States.
- 8.5 Any revision, modification, or amendment shall not prejudice the rights and obligations arising from or based on this Arrangement prior or up to the date of such revision, modification, or amendment.

## **ARTICLE IX FINAL PROVISIONS**

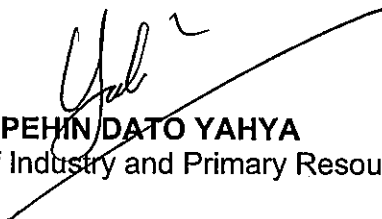
- 9.1 Subject to Article 9.2, this Arrangement shall enter into force after all ASEAN Member States have completed and established the TPCB and NTPB or their equivalent bodies and notified the Secretary-General of ASEAN within one hundred and eighty (180) days from the date of its signing.

- 9.2 In the event that any ASEAN Member State has not completed and established the TPCB and NTPB or their equivalent bodies within one hundred and eighty (180) days from the date of signing, this Arrangement shall enter into force for that ASEAN Member State upon the date of notification in writing to the Secretary General of ASEAN of the completion and establishment of the TPCB and NTPB or their equivalent bodies.
- 9.3 This Arrangement shall be deposited with the Secretary-General of ASEAN, who shall promptly furnish a certified copy thereof to each ASEAN Member State.
- 9.4 This Arrangement or any part thereof shall only be terminated upon mutual agreement of the ASEAN Tourism Ministers upon recommendation of the ASEAN NTOs.

**IN WITNESS WHEREOF**, the undersigned, being duly authorized by their respective governments, have signed the ASEAN Mutual Recognition Arrangement on Tourism Professionals.

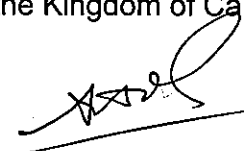
**DONE** at Bangkok, Thailand, this Ninth day of November in the Year Two Thousand and Twelve, in a single copy in the English Language.

For Brunei Darussalam:



**PEHIN DATO YAHYA**  
Minister of Industry and Primary Resources

For the Kingdom of Cambodia:



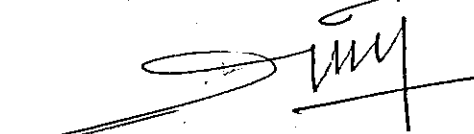
**DR. THONG KHON**  
Minister of Tourism

For the Republic of Indonesia:



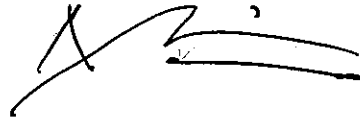
**JERO WACIK**  
Minister of Culture and Tourism

For Lao People's Democratic Republic:



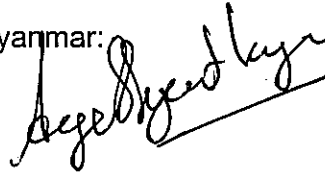
**SOMPHONG MONGKHONVILAY**  
Minister, Chairman of Lao National Tourism Administration

For Malaysia:



**DATO' SRI AZALINA DATO' OTHMAN SAID**  
Minister of Tourism

For Union of Myanmar:



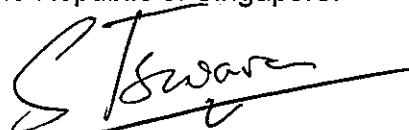
**BRIG GENERAL AYE MYINT KYU**  
Deputy Minister, Ministry of Hotels and Tourism

For the Republic of the Philippines:



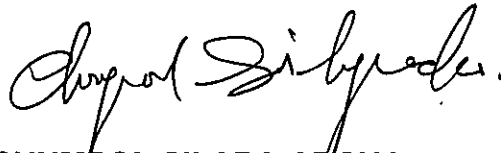
**JOSEPH H. DURANO**  
Secretary, Department of Tourism

For the Republic of Singapore:



**S. ISWARAN**  
Senior Minister of State for Trade and Industry

For Kingdom of Thailand:



**CHUMPOL SILAPA-ARCHA**  
Minister of Tourism and Sports

For the Socialist Republic of Viet Nam:



**HOANG TUAN ANH**  
Minister of Culture, Sports and Tourism

**APPENDIX**  
**ASEAN Common Competency Standards for**  
**Tourism Professionals**

<p><b>1. Hotel Services</b></p> <p><b>Front Office</b></p> <p>Front Office Manager          Front Office Supervisor          Receptionist          Telephone Operator          Bell Boy</p> <p><b>House Keeping</b></p> <p>Executive Housekeeper          Laundry Manager          Floor Supervisor          Laundry Attendant          Room Attendant          Public Area Cleaner</p> <p><b>Food Production</b></p> <p>Executive Chef          Demi Chef          Commis Chef          Chef de Partie          Commis Pastry          Baker          Butcher</p> <p><b>Food and Beverage Service</b></p> <p>F&amp;B Director          F&amp;B Outlet Manager          Head Waiter          Bartender          Waiter</p>	<p><b>2. Travel Services</b></p> <p><b>Travel Agencies</b></p> <p>General Manger          Assistant General Manager          Senior Travel Consultant          Travel Consultant</p> <p><b>Tour Operation</b></p> <p>Product Manager          Sales and Marketing Manager          Credit Manager          Ticketing Manager          Tour Manager</p>
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ASEAN Common Competency Standards for Tourism Professionals							
Division 1 - Hotel Services							
Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards	
HOTEL						<b>Core Competencies</b>	
					1	Work effectively with colleagues and customers	
					2	Work in a socially diverse environment	
					3	Implement occupational health and safety procedures	
					4	Comply with workplace hygiene procedures	
					5	Maintain hospitality industry knowledge	
		1.1	FRONT OFFICE				<b>Generic Competencies</b>
						1	Communicate effectively on the telephone
						2	Promote hospitality products and services
						3	Perform basic clerical procedures
						4	Use common business tools and technology
						5	Access and retrieve computer-based data
					6	Develop and update local knowledge	
					7	Manage and resolve conflict situations	
					8	Speak English at a basic operational level	
					9	Perform basic First Aid procedures	
			HFO.01	Front Office Manager		<b>Functional Competencies</b>	
					1	Establish and maintain a safe and secure workplace	
					2	Manage quality customer/guest services	
					3	Prepare and monitor operational budgets	
					4	Manage financial performance within a budget	
					5	Manage stock purchases and inventories	
					6	Manage legal requirements for business compliance	
					7	Establish and maintain a business relationship	

ASEAN Common Competency Standards for Tourism Professionals						
Division 1 - Hotel Services						
Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					8	Monitor and manage workplace relations and diversity
					9	Manage the effective use of human resources
					10	Recruit and select staff
					11	Monitor staff performance standards
					12	Conduct a staff performance assessment process
					13	Prepare and deliver training sessions
					14	Conduct training for a small group
					15	Monitor and evaluate the effectiveness of training outcomes
					16	Plan, manage and conduct meetings
					17	Maintain financial standards and records
					18	Plan and conduct an evacuation of premises
					19	Plan and establish systems and procedures
					20	Read and write English at an advanced level
			HFO.02	Front Office Supervisor	Functional Competencies	
					1	Provide accommodation services
					2	Receive and process reservations
					3	Operate a computerised reservation system
					4	Process a financial transaction for services rendered
					5	Maintain a paper-based filing and retrieval system
					6	Process transactions for purchase of goods or services
					7	Maintain guests' financial records
					8	Prepare routine financial statements
					9	Establish and maintain a safe and secure workplace
					10	Manage quality customer/guest services
					11	Receive and securely store in-coming goods
					12	Monitor and manage workplace relations and diversity
					13	Roster staff



## ASEAN Common Competency Standards for Tourism Professionals

### Division 1 - Hotel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					14	Monitor routine workplace operations
					15	Coach others in job skills
					16	Provide for the safety of VIPs
					17	Manage intoxicated persons
					18	Conduct a night audit
					19	Maintain financial standards and records
			HFO.03	<b>Receptionist</b>	<b>Functional Competencies</b>	
				<i>Front Office Attendant</i>	1	Provide accommodation services
					2	Receive and process reservations
					3	Process a financial transaction for services rendered
					4	Maintain a paper-based filing and retrieval system
					5	Process transactions for purchase of goods or services
					6	Maintain guests' financial records
					7	Prepare routine financial statements
			HFO.04	<b>Telephone Operator</b>	<b>Functional Competencies</b>	
				<i>Telephonist</i>	1	Operate a (PABX) switchboard
				<i>Switchboard Operator</i>	2	Receive and place in-coming phone calls
					3	Facilitate out-going phone calls
					4	Provide information about in-house services
					5	Provide international (IDD) service information
			HFO.05	<b>Bell Boy</b>	<b>Functional Competencies</b>	
				<i>Porter</i>	1	Provide Bell Boy / Porter services
				<i>Concierge</i>	2	Provide a lost and found facility
				<i>Bellhop</i>	3	Escort, carry and store valuable items

ASEAN Common Competency Standards for Tourism Professionals							
Division 1 - Hotel Services							
Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards	
HOTEL						<b>Core Competencies</b>	
					1	Work effectively with colleagues and customers	
					2	Work in a socially diverse environment	
					3	Implement occupational health and safety procedures	
					4	Comply with workplace hygiene procedures	
					5	Maintain hospitality industry knowledge	
	1.2	HOUSEKEEPING					<b>Generic Competencies</b>
						1	Communicate effectively on the telephone
						2	Perform basic clerical procedures
						3	Use common business tools and technology
					4	Promote hospitality products and services	
					5	Manage and resolve conflict situations	
					6	Speak English at a basic operational level	
			HHK.01	<b>Executive Housekeeper</b> <i>Housekeeping Manager</i>		<b>Functional Competencies</b>	
					1	Manage physical assets and infrastructure	
					2	Prepare and monitor operational budgets	
					3	Manage financial performance within a budget	
					4	Manage physical assets and infrastructure	
					5	Manage legal requirements for business compliance	
					6	Manage the effective use of human resources	
					7	Recruit and select staff	
					8	Conduct a staff performance assessment process	
					9	Prepare and deliver training sessions	
					10	Conduct training for a small group	

ASEAN Common Competency Standards for Tourism Professionals						
Division 1 - Hotel Services						
Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					11	Monitor and evaluate the effectiveness of training outcomes
					12	Access and retrieve computer-based data
					13	Start conversations and develop good relations with guests
					14	Read and write English at an advanced level
			HHK.02	Laundry Manager	<b>Functional Competencies</b>	
					1	Establish and maintain a safe and secure workplace
					2	Manage quality customer/guest services
					3	Prepare and monitor operational budgets
					4	Manage stock purchases and inventories
					5	Monitor, control and order new stock
					6	Receive and securely store in-coming goods
					7	Manage legal requirements for business compliance
					8	Monitor and manage workplace relations and diversity
					9	Manage the effective use of human resources
					10	Recruit and select staff
					11	Roster staff
					12	Monitor routine workplace operations
					13	Monitor staff performance standards
					14	Conduct a staff performance assessment process
					15	Prepare and deliver training sessions
					16	Coach others in job skills
					17	Conduct training for a small group
					18	Monitor and evaluate the effectiveness of training outcomes
					19	Access and retrieve computer-based data
					20	Plan, manage and conduct meetings
					21	Read and write English at an advanced level
					22	Perform basic First Aid procedures

## ASEAN Common Competency Standards for Tourism Professionals

### Division 1 - Hotel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
			HHK.03	<b>Floor Supervisor</b>		<b>Functional Competencies</b>
				<i>Housekeeping Supervisor</i>	1	Establish and maintain a safe and secure workplace
				<i>Room Inspector</i>	2	Manage quality customer/guest services
				<i>Shift Leader</i>	3	Monitor, control and order new stock
					4	Receive and securely store in-coming goods
					5	Monitor and manage workplace relations and diversity
					6	Monitor routine workplace operations
					7	Roster staff
					8	Monitor staff performance standards
					9	Conduct a staff performance assessment process
					10	Coach others in job skills
					11	Plan, manage and conduct meetings
					12	Perform basic First Aid procedures
			HHK.04	<b>Laundry Attendant</b>		<b>Functional Competencies</b>
				<i>Checker</i>	1	Maintain and operate an industrial laundry facility
				<i>Washer</i>	2	Clean and maintain industrial work area and equipment
				<i>Ironer</i>	3	Launder linen and guests' clothes
				<i>Valet</i>	4	Provide a lost and found facility
				<i>Dry Clean Attendant</i>		
			HHK.05	<b>Room Attendant</b>		<b>Functional Competencies</b>
				<i>Room Assistant</i>	1	Provide housekeeping services to guests
				<i>Housekeeping Attendant</i>	2	Clean and prepare rooms for in-coming guests
				<i>Room Steward</i>	3	Provide a lost and found facility
					4	Develop and update local knowledge

ASEAN Common Competency Standards for Tourism Professionals						
Division 1 - Hotel Services						
Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
			HHK.06	Public Area Cleaner		
				<i>Cleaner</i>	1	Provide housekeeping services to guests
				<i>Public Area Attendant</i>	2	Clean public areas, facilities and equipment
					3	Provide a lost and found facility
					4	Clean and maintain industrial work area and equipment

**ASEAN Common Competency Standards for Tourism Professionals**  
**Division 1 - Hotel Services - Front Office and Housekeeping**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
<b>CLUSTER 1</b>	<b>COMMON CORE COMPETENCIES</b>
D1.HOT.CL1.01	Work effectively with colleagues and customers
D1.HOT.CL1.02	Work in a socially diverse environment
D1.HOT.CL1.03	Implement occupational health and safety procedures
D1.HOT.CL1.04	Comply with workplace hygiene procedures
D1.HOT.CL1.05	Perform basic clerical procedures
D1.HOT.CL1.06	Access and retrieve computer-based data
D1.LAN.CL1.01	Speak English at a basic operational level
D1.HOT.CL1.07	Communicate effectively on the telephone
D1.HOT.CL1.08	Maintain hospitality industry knowledge
D1.HOT.CL1.09	Develop and update local knowledge
D1.HOT.CL1.10	Promote hospitality products and services
D1.HOT.CL1.11	Manage and resolve conflict situations
D1.HOT.CL1.12	Perform basic First Aid procedures
<b>CLUSTER 2</b>	<b>HOTEL FRONT OFFICE</b>
D1.HFO.CL2.01	Receive and process reservations
D1.HFO.CL2.02	Operate a computerised reservation system
D1.HFO.CL2.03	Provide accommodation services
D1.HFO.CL2.04	Maintain guests' financial records
D1.HFO.CL2.05	Process a financial sale transaction
D1.HFO.CL2.06	Conduct a night audit
D1.HFO.CL2.07	Provide Bell Boy / Porter services
D1.HFO.CL2.08	Operate a (PABX) switchboard
D1.HFO.CL2.09	Receive and place in-coming phone calls
D1.HFO.CL2.10	Facilitate out-going phone calls
D1.HFO.CL2.11	Provide information about in-house services
D1.HFO.CL2.12	Provide international (IDD) service information

**ASEAN Common Competency Standards for Tourism Professionals  
Division 1 - Hotel Services - Front Office and Housekeeping**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
<b>CLUSTER 3</b>	<b>HOUSEKEEPING</b>
D1.HHK.CL3.01	Provide housekeeping services to guests
D1.HHK.CL3.02	Clean public areas, facilities and equipment
D1.HHK.CL3.03	Clean and prepare rooms for in-coming guests
D1.HHK.CL3.04	Maintain and operate an industrial laundry facility
D1.HHK.CL3.05	Launder linen and guests' clothes
D1.HHK.CL3.06	Provide valet services to guests
D1.HHK.CL3.07	Clean and maintain industrial work area and equipment
<b>CLUSTER 4</b>	<b>SECURITY SERVICES</b>
D1.HSS.CL4.01	Establish and maintain a safe and secure workplace
D1.HSS.CL4.02	Maintain the security of premises and property
D1.HSS.CL4.03	Operate basic security equipment
D1.HSS.CL4.04	Maintain the safety of premises and personnel
D1.HSS.CL4.05	Observe and monitor people
D1.HSS.CL4.06	Provide for the safety of VIPs
D1.HSS.CL4.07	Manage intoxicated persons
D1.HSS.CL4.08	Escort, carry and store valuable items
D1.HSS.CL4.09	Provide a lost and found facility
D1.HSS.CL4.10	Plan and conduct an evacuation of premises
<b>CLUSTER 5</b>	<b>CUSTOMER SERVICE, SALES AND MARKETING</b>
D1.HSM.CL5.01	Organise functions
D1.HSM.CL5.02	Plan and implement sales activities or campaigns
D1.HSM.CL5.03	Coordinate a marketing strategy and activities
D1.HSM.CL5.04	Develop and update local knowledge
D1.HSM.CL5.05	Prepare and deliver a presentation
D1.HSM.CL5.06	Establish and maintain a business relationship
D1.HSM.CL5.07	Develop and implement a business plan

**ASEAN Common Competency Standards for Tourism Professionals  
Division 1 - Hotel Services - Front Office and Housekeeping**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
<b>CLUSTER 6</b>	<b>GENERAL ADMINISTRATION</b>
D1.HGA.CL6.01	Plan and establish systems and procedures
D1.HGA.CL6.02	Work cooperatively in a general administration environment
D1.HGA.CL6.03	Maintain a paper-based filing and retrieval system
D1.HGA.CL6.04	Gather and present product information
D1.HGA.CL6.05	Plan, manage and conduct meetings
D1.HGA.CL6.06	Prepare business documents
D1.HGA.CL6.07	Produce various types of form documents on a computer
D1.HGA.CL6.08	Design, prepare and present various types of reports
D1.HGA.CL6.09	Monitor, control and order new stock
D1.HGA.CL6.10	Receive and securely store in-coming goods
D1.HGA.CL6.11	Manage and implement small projects
D1.HGA.CL6.12	Use common business tools and technology
<b>CLUSTER 7</b>	<b>FINANCIAL ADMINISTRATION</b>
D1.HFA.CL7.01	Process a financial transaction for services rendered
D1.HFA.CL7.02	Process transactions for purchase of goods or services
D1.HFA.CL7.03	Maintain financial standards and records
D1.HFA.CL7.04	Prepare routine financial statements
D1.HFA.CL7.05	Audit financial procedures
D1.HFA.CL7.06	Manage payroll records
D1.HFA.CL7.07	Prepare and monitor operational budgets
D1.HFA.CL7.08	Manage financial performance within a budget
<b>CLUSTER 8</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>
D1.HHR.CL8.01	Develop performance assessment procedures
D1.HHR.CL8.02	Plan a staff performance review
D1.HHR.CL8.03	Conduct a staff performance assessment process
D1.HHR.CL8.04	Evaluate a staff performance assessment
D1.HHR.CL8.05	Conduct a training needs analysis
D1.HHR.CL8.06	Coach others in job skills
D1.HHR.CL8.07	Prepare and deliver training sessions
D1.HHR.CL8.08	Conduct training for a small group



**ASEAN Common Competency Standards for Tourism Professionals  
Division 1 - Hotel Services - Front Office and Housekeeping**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
D1.HHR.CL8.09	Plan and implement a series of training events
D1.HHR.CL8.10	Manage an assessment system for training outcomes
D1.HHR.CL8.11	Monitor and evaluate the effectiveness of training outcomes
D1.HHR.CL8.12	Evaluate the effectiveness of an assessment system
<b>CLUSTER 9</b>	<b>RESOURCE MANAGEMENT</b>
D1.HRM.CL9.01	Manage the effective use of human resources
D1.HRM.CL9.02	Monitor and manage workplace relations and diversity
D1.HRM.CL9.03	Monitor routine workplace operations
D1.HRM.CL9.04	Monitor staff performance standards
D1.HRM.CL9.05	Provide professional support to business colleagues
D1.HRM.CL9.06	Manage quality customer/guest services
D1.HRM.CL9.07	Manage special events
D1.HRM.CL9.08	Develop and supervise operational approaches
D1.HRM.CL9.09	Roster staff
D1.HRM.CL9.10	Recruit and select staff
D1.HRM.CL9.11	Manage physical assets and infrastructure
D1.HRM.CL9.12	Manage stock purchases and inventories
D1.HRM.CL9.13	Manage and maintain a computer system / network
D1.HRM.CL9.14	Manage legal requirements for business compliance
<b>CLUSTER 10</b>	<b>ENGLISH LANGUAGE PROFICIENCY</b>
	<b><i>Speaking and Listening</i></b>
D1.LAN.CL10.01	Converse in English at a basic operational level
D1.LAN.CL10.02	Respond effectively to instructions given in English
D1.LAN.CL10.03	Start conversations and develop good relations with guests
D1.LAN.CL10.04	Communicate effectively in English on a telephone
D1.LAN.CL10.05	Use oral English to convey a complex exchange of ideas
D1.LAN.CL10.06	Deliver a short oral presentation in English
D1.LAN.CL10.07	Read and write English at an advanced level
	<b><i>Reading</i></b>
D1.LAN.CL10.08	Read and interpret basic directions and/or diagrams
D1.LAN.CL10.09	Read general information texts or media

ASEAN Common Competency Standards for Tourism Professionals  
Division 1 - Hotel Services - Front Office and Housekeeping

CODE	COMPETENCY STANDARDS MENU
<i>Writing</i>	
D1.LAN.CL10.10	Write a short message in English
D1.LAN.CL10.11	Prepare a business letter in advanced English

## ASEAN Common Competency Standards for Tourism Professionals

### Division 1 - Hotel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards	
HOTEL					<b>Core Competencies</b>		
					1	Work effectively with colleagues and customers	
					2	Work in a socially diverse environment	
					3	Implement occupational health and safety procedures	
					4	Comply with workplace hygiene procedures	
					5	Maintain hospitality industry knowledge	
		1.3	<b>FOOD PRODUCTION</b>			<b>Generic Competencies</b>	
					1	Communicate effectively on the telephone	
					2	Perform basic clerical procedures	
					3	Promote hospitality products and services	
					4	Clean and maintain kitchen equipment and utensils	
					5	Prepare and store food in a safe and hygienic manner	
					6	Apply basic techniques of commercial cookery	
					7	Apply standard safety procedures for handling foodstuffs	
					8	Organise and prepare food products and meals	
					9	Present and display food products	
				10	Receive and securely store in-coming goods		
				11	Receive and store kitchen supplies and food stock		
				12	Receive and resolve customer complaints		
				13	Read and interpret basic directions and/or diagrams		
				14	Speak English at a basic operational level		
				15	Perform basic First Aid procedures		
			HFP.01	<b>Executive Chef</b>	<b>Functional Competencies</b>		
				<i>Head Chef</i>	1	Establish and maintain a safe and secure workplace	
					2	Manage quality customer/guest services	
					3	Prepare and monitor operational budgets	

## ASEAN Common Competency Standards for Tourism Professionals

### Division 1 - Hotel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					4	Manage financial performance within a budget
					5	Manage stock purchases and inventories
					6	Manage legal requirements for business compliance
					7	Monitor and manage workplace relations and diversity
					8	Manage the effective use of human resources
					9	Recruit and select staff
					10	Roster staff
					11	Conduct a staff performance assessment process
					12	Prepare and deliver training sessions
					13	Conduct training for a small group
					14	Monitor and evaluate the effectiveness of training outcomes
					15	Apply catering control principles and procedures
					16	Develop a marketing strategy and coordinate sales activities
					17	Design meals to meet specific dietary or cultural needs
					18	Design menus to meet specific market requirements
					19	Develop and supervise operational approaches
					20	Establish and maintain quality control in food production
					21	Manage special events
					22	Monitor catering revenue and costs
					23	Monitor and maintain a business computer system
					24	Organise food service operations
					25	Select catering systems
					26	Plan and manage menu-based catering
					27	Provide professional support to business colleagues
					28	Read and write English at an advanced level
					29	Use oral English to convey a complex exchange of ideas

## ASEAN Common Competency Standards for Tourism Professionals

### Division 1 - Hotel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
			HFP.02	Demi Chef		<b>Functional Competencies</b>
					1	Establish and maintain a safe working environment
					2	Establish and maintain quality control in food production
					3	Monitor, control and order new stock
					4	Monitor routine workplace operations
					5	Maintain strategies for safe storage of prepared foods
					6	Plan, prepare and display a buffet service
					7	Prepare soups
					8	Prepare appetizers and salads
					9	Prepare portion-controlled meat cuts
					10	Prepare and cook poultry and game meats
					11	Prepare vegetables, eggs, and farinaceous dishes
					12	Prepare a variety of sandwiches
					13	Prepare and cook seafood
					14	Prepare chocolate-based dishes and confectionery
					15	Prepare hot and cold dessert dishes
					16	Coach others in job skills
			HFP.03	Commis Chef		<b>Functional Competencies</b>
					1	Monitor routine workplace operations
					2	Identify and prepare various meats
					3	Maintain strategies for safe storage of prepared foods
					4	Prepare soups
					5	Prepare vegetables, eggs, and farinaceous dishes
					6	Prepare a variety of sandwiches
					7	Prepare portion-controlled meat cuts
					8	Prepare and cook poultry and game meats
					9	Prepare and cook seafood
					10	Prepare hot and cold dessert dishes

## ASEAN Common Competency Standards for Tourism Professionals

### Division 1 - Hotel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
			HFP.04	<b>Chef de Partie</b>		
				<i>Pastry Chef</i>		
						<b>Functional Competencies</b>
					1	Establish and maintain a safe working environment
					2	Manage quality customer/guest services
					3	Prepare and monitor operational budgets
					4	Manage financial performance within a budget
					5	Manage stock purchases and inventories
					6	Monitor, control and order new stock
					7	Receive and securely store in-coming goods
					8	Roster staff
					9	Monitor routine workplace operations
					10	Monitor staff performance standards
					11	Conduct a staff performance assessment process
					12	Coach others in job skills
					13	Prepare and display petits fours
					14	Prepare and display sugar work
					15	Prepare and model marzipan
					16	Prepare and present chocolate goods
					17	Prepare and present desserts
					18	Prepare and present gateaux, torten and cakes
					19	Prepare and produce cakes and pastries
					20	Prepare and produce yeast goods
					21	Prepare bakery products for patisserie

## ASEAN Common Competency Standards for Tourism Professionals

### Division 1 - Hotel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
			HFP.05	Commis Pastry		<b>Functional Competencies</b>
					1	Prepare and display petits fours
					2	Prepare and display sugar work
					3	Prepare and model marzipan
					4	Prepare and present chocolate goods
					5	Prepare and present desserts
					6	Prepare and present gateaux, torten and cakes
					7	Prepare and produce cakes and pastries
			HFP.06	Baker		<b>Functional Competencies</b>
					1	Prepare and produce yeast goods
					2	Prepare bakery products for patisserie
			HFP.07	Butcher		<b>Functional Competencies</b>
					1	Identify and prepare various meats
					2	Prepare portion-controlled meat cuts

**ASEAN Common Competency Standards for Tourism Professionals**

**Division 1 - Hotel Services**

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
<b>HOTEL</b>						<b>Core Competencies</b>
					1	Work effectively with colleagues and customers
					2	Work in a socially diverse environment
					3	Implement occupational health and safety procedures
					4	Comply with workplace hygiene procedures
					5	Maintain hospitality industry knowledge
	1.4	<b>FOOD &amp; BEVERAGE SERVICE</b>				<b>Generic Competencies</b>
					1	Communicate effectively on the telephone
					2	Perform basic clerical procedures
					3	Promote hospitality products and services
					4	Receive and securely store in-coming goods
					5	Process a financial transaction for services rendered
					6	Provide a link between kitchen and service area
					7	Provide food and beverage services
					8	Develop and maintain food & beverage product knowledge
					9	Receive and resolve customer complaints
					10	Speak English at a basic operational level
			HFBS.01	<b>F &amp; B Director</b>		<b>Functional Competencies</b>
					1	Manage physical assets and infrastructure
					2	Prepare and monitor operational budgets
					3	Manage financial performance within a budget
					4	Prepare routine financial statements
					5	Maintain financial standards and records
					6	Audit financial procedures
					7	Develop and implement a business plan or campaign
					8	Develop a marketing strategy and coordinate sales activities
					9	Establish and maintain a business relationship



**ASEAN Common Competency Standards for Tourism Professionals**

**Division 1 - Hotel Services**

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					10	Manage legal requirements for business compliance
					11	Develop and supervise operational approaches
					12	Lead and manage people
					13	Recruit and select staff
					14	Prepare and deliver training sessions
					15	Monitor and evaluate the effectiveness of training outcomes
					16	Monitor staff performance standards
					17	Plan a staff performance review
					18	Conduct staff performance assessment processes
					19	Work cooperatively in a general administration environment
					20	Design, prepare and present various types of reports
					21	Maintain a paper-based filing and retrieval system
					22	Gather and present product information
					23	Read and write English at an advanced level
			HFBS.02	<b>F &amp; B Outlet Manager</b>	<b>Functional Competencies</b>	
				<i>Restaurant Manager</i>	1	Establish and maintain a safe working environment
				<i>Outlet Manager</i>	2	Manage quality customer service
					3	Manage physical assets and infrastructure
					4	Prepare and monitor operational budgets
					5	Manage financial performance within a budget
					6	Manage stock purchases and inventories
					7	Monitor catering revenue and costs
					8	Prepare routine financial statements
					9	Develop and implement a business plan or campaign
					10	Develop a marketing strategy and coordinate sales activities
					11	Establish and maintain a business relationship
					12	Manage legal requirements for business compliance
					13	Manage and operate a coffee shop

**ASEAN Common Competency Standards for Tourism Professionals**

**Division 1 - Hotel Services**

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					14	Organise functions at a hotel or restaurant
					15	Monitor and manage workplace relations and diversity
					16	Manage the effective use of human resources
					17	Manage special events
					18	Lead and manage people
					19	Coach others in job skills
					20	Monitor routine workplace operations
					21	Monitor staff performance standards
					22	Conduct staff performance assessment processes
					23	Plan and implement a series of training events
					24	Monitor and evaluate the effectiveness of training outcomes
					25	Recruit and select staff
					26	Roster staff
					27	Use oral English to convey a complex exchange of ideas
					28	Read and write English at an advanced level
					29	Perform basic First Aid procedures
			HFBS.03	<b>Head Waiter</b>		<b>Functional Competencies</b>
				<i>Captain</i>	1	Establish and maintain a safe working environment
				<i>Restaurant Supervisor</i>	2	Manage quality customer service
				<i>Asst. Rest. Manager</i>	3	Provide gueridon service
				<i>Shift Leader</i>	4	Provide silver service
				<i>Team Leader</i>	5	Serve a range of wine products
					6	Prepare and serve cocktails
					7	Coach others in job skills
					8	Monitor staff performance standards
					9	Monitor routine workplace operations
					10	Roster staff
					11	Start conversations and develop good relations with guests

**ASEAN Common Competency Standards for Tourism Professionals**

**Division 1 - Hotel Services**

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
			HFBS.04	<b>Bar Tender</b>		<b>Functional Competencies</b>
				<i>Barmaid</i>	1	Clean and tidy bar and food service areas
				<i>Barman</i>	2	Operate a bar facility
				<i>Bar Person</i>	3	Operate a cellar system
					4	Prepare and serve cocktails
					5	Serve a range of wine products
					6	Process liquor sales at a bar facility
					7	Manage responsible service of alcohol
					8	Prepare and serve non-alcoholic beverages
			HFBS.05	<b>Waiter</b>		<b>Functional Competencies</b>
				<i>Server</i>	1	Take food orders and provide courteous table service
				<i>Restaurant Steward</i>	2	Provide advice to patrons on food and beverage services
				<i>Waitress</i>	3	Process transactions for purchase of goods or services
				<i>Wait Person</i>	4	Prepare and serve non-alcoholic beverages
					5	Clean and tidy bar and food service areas
					6	Provide room service

**ASEAN Common Competency Standards for Tourism Professionals  
Division 1 - Hotel Services - Restaurant Services**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
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<b>CLUSTER 1</b>	<b>RESTAURANT SERVICES - COMMON CORE</b>
D1.HRS.CL1.01	Access and retrieve computer-based data
D1.HRS.CL1.02	Apply standard safety procedures for handling foodstuffs
D1.HRS.CL1.03	Clean and maintain kitchen equipment and utensils
D1.HRS.CL1.04	Communicate effectively on the telephone
D1.HRS.CL1.05	Comply with workplace hygiene procedures
D1.HRS.CL1.06	Develop and update local knowledge
D1.HRS.CL1.07	Implement occupational health and safety procedures
D1.HRS.CL1.08	Maintain hospitality industry knowledge
D1.HRS.CL1.09	Manage and resolve conflict situations
D1.HRS.CL1.10	Organise and prepare food products and meals
D1.HRS.CL1.11	Perform basic clerical procedures
D1.HRS.CL1.12	Perform basic First Aid procedures
D1.HRS.CL1.13	Promote hospitality products and services
D1.HRS.CL1.14	Read and interpret basic directions and/or diagrams
D1.HRS.CL1.15	Receive and resolve customer complaints
D1.HRS.CL1.16	Receive and store kitchen supplies and food stock
D1.HRS.CL1.17	Speak English at a basic operational level
D1.HRS.CL1.18	Work effectively with colleagues and customers
D1.HRS.CL1.19	Work in a socially diverse environment

<b>CLUSTER 2</b>	<b>COMMERCIAL COOKERY</b>
D1.HCC.CL2.01	Apply basic techniques of commercial cookery
D1.HCC.CL2.02	Establish and maintain quality control in food production
D1.HCC.CL2.03	Identify and prepare various meats
D1.HCC.CL2.04	Maintain strategies for safe storage of prepared foods
D1.HCC.CL2.05	Organise food service operations
D1.HCC.CL2.06	Plan and manage menu-based catering
D1.HCC.CL2.07	Plan, prepare and display a buffet service
D1.HCC.CL2.08	Prepare a variety of sandwiches
D1.HCC.CL2.09	Prepare and cook poultry and game meats

**ASEAN Common Competency Standards for Tourism Professionals  
Division 1 - Hotel Services - Restaurant Services**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
D1.HCC.CL2.10	Prepare and cook seafood
D1.HCC.CL2.11	Prepare and store food in a safe and hygienic manner
D1.HCC.CL2.12	Prepare appetizers and salads
D1.HCC.CL2.13	Prepare chocolate-based dishes and confectionery
D1.HCC.CL2.14	Prepare hot and cold dessert dishes
D1.HCC.CL2.15	Prepare portion-controlled meat cuts
D1.HCC.CL2.16	Prepare soups
D1.HCC.CL2.17	Prepare stock and sauces
D1.HCC.CL2.18	Prepare vegetables, eggs, and farinaceous dishes
D1.HCC.CL2.19	Present and display food products
D1.HCC.CL2.20	Select, prepare and serve special cuisines
D1.HCC.CL2.21	Store, prepare and serve various cheeses
<b>CLUSTER 3</b>	<b>COMMERCIAL CATERING</b>
D1.HCA.CL3.01	Apply catering control principles and procedures
D1.HCA.CL3.02	Design a concept for a major event or function
D1.HCA.CL3.03	Design meals to meet specific dietary or cultural needs
D1.HCA.CL3.04	Design menus to meet specific market requirements
D1.HCA.CL3.05	Operate a fast food outlet
D1.HCA.CL3.06	Prepare tenders for catering contracts
D1.HCA.CL3.07	Select catering systems
<b>CLUSTER 4</b>	<b>PÂTISSERIE</b>
D1.HPA.CL4.01	Manage and operate a coffee shop
D1.HPA.CL4.02	Prepare and display petits fours
D1.HPA.CL4.03	Prepare and display sugar work
D1.HPA.CL4.04	Prepare and model marzipan
D1.HPA.CL4.05	Prepare and present chocolate goods
D1.HPA.CL4.06	Prepare and present desserts
D1.HPA.CL4.07	Prepare and present gateaux, torten and cakes
D1.HPA.CL4.08	Prepare and produce cakes and pastries
D1.HPA.CL4.09	Prepare and produce yeast goods
D1.HPA.CL4.10	Prepare bakery products for patisserie

**ASEAN Common Competency Standards for Tourism Professionals  
Division 1 - Hotel Services - Restaurant Services**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
<b>CLUSTER 5</b>	<b>FOOD AND BEVERAGE SERVICE</b>
D1.HBS.CL5.01	Clean and tidy bar and food service areas
D1.HBS.CL5.02	Develop and maintain food & beverage product knowledge
D1.HBS.CL5.03	Manage responsible service of alcohol
D1.HBS.CL5.04	Operate a bar facility
D1.HBS.CL5.05	Operate a cellar system
D1.HBS.CL5.06	Prepare and serve cocktails
D1.HBS.CL5.07	Prepare and serve non-alcoholic beverages
D1.HBS.CL5.08	Process liquor sales at a bar facility
D1.HBS.CL5.09	Provide a link between kitchen and service area
D1.HBS.CL5.10	Provide advice to patrons on food and beverage services
D1.HBS.CL5.11	Provide gueridon service
D1.HBS.CL5.12	Provide food and beverage services
D1.HBS.CL5.13	Provide room service
D1.HBS.CL5.14	Provide silver service
D1.HBS.CL5.15	Serve a range of wine products
D1.HBS.CL5.16	Take food orders and provide courteous table service
<b>CLUSTER 6</b>	<b>CUSTOMER SERVICE, SALES AND MARKETING</b>
D1.HCS.CL6.01	Develop a marketing strategy and coordinate sales activities
D1.HCS.CL6.02	Develop and update local knowledge
D1.HCS.CL6.03	Establish and maintain a business relationship
D1.HCS.CL6.04	Manage quality customer service
D1.HCS.CL6.05	Organise functions at a hotel or restaurant
D1.HCS.CL6.06	Develop and implement a business plan or campaign
D1.HCS.CL6.07	Prepare and deliver a marketing presentation

**ASEAN Common Competency Standards for Tourism Professionals**  
**Division 1 - Hotel Services - Restaurant Services**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
<b>CLUSTER 7</b>	
<b>GENERAL ADMINISTRATION</b>	
D1.HGE.CL7.01	Design, prepare and present various types of reports
D1.HGE.CL7.02	Gather and present product information
D1.HGE.CL7.03	Maintain a paper-based filing and retrieval system
D1.HGE.CL7.04	Manage and implement small projects
D1.HGE.CL7.05	Monitor and maintain a business computer system
D1.HGE.CL7.06	Monitor, control and order new stock
D1.HGE.CL7.07	Plan and establish systems and procedures
D1.HGE.CL7.08	Plan, manage and conduct meetings
D1.HGE.CL7.09	Prepare business documents
D1.HGE.CL7.10	Produce various types of form documents on a computer
D1.HGE.CL7.11	Receive and securely store in-coming goods
D1.HGE.CL7.12	Use common business tools and technology
D1.HGE.CL7.13	Work cooperatively in a general administration environment
<b>CLUSTER 8</b>	
<b>FINANCIAL ADMINISTRATION</b>	
D1.HFI.CL8.01	Audit financial procedures
D1.HFI.CL8.02	Maintain financial standards and records
D1.HFI.CL8.03	Manage financial performance within a budget
D1.HFI.CL8.04	Manage payroll records
D1.HFI.CL8.05	Prepare and monitor operational budgets
D1.HFI.CL8.06	Prepare routine financial statements
D1.HFI.CL8.07	Process a financial transaction for services rendered
D1.HFI.CL8.08	Process transactions for purchase of goods or services
D1.HFI.CL8.09	Monitor catering revenue and costs
<b>CLUSTER 9</b>	
<b>HUMAN RESOURCE DEVELOPMENT</b>	
D1.HRD.CL9.01	Coach others in job skills
D1.HRD.CL9.02	Conduct staff performance assessment processes
D1.HRD.CL9.03	Conduct a training needs analysis
D1.HRD.CL9.04	Conduct training for a small group
D1.HRD.CL9.05	Develop performance assessment procedures

**ASEAN Common Competency Standards for Tourism Professionals  
Division 1 - Hotel Services - Restaurant Services**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
D1.HRD.CL9.06	Evaluate staff performance assessment
D1.HRD.CL9.07	Evaluate the effectiveness of an assessment system
D1.HRD.CL9.08	Manage an assessment system for training outcomes
D1.HRD.CL9.09	Monitor and evaluate the effectiveness of training outcomes
D1.HRD.CL9.10	Plan a staff performance review
D1.HRD.CL9.11	Plan and implement a series of training events
D1.HRD.CL9.12	Prepare and deliver training sessions
<b>CLUSTER 10</b>	<b>MANAGEMENT AND LEADERSHIP (HRM)</b>
D1.HML.CL10.01	Develop and supervise operational approaches
D1.HML.CL10.02	Establish and maintain a safe working environment
D1.HML.CL10.03	Lead and manage people
D1.HML.CL10.04	Manage and maintain a computer system / network
D1.HML.CL10.05	Manage legal requirements for business compliance
D1.HML.CL10.06	Manage physical assets and infrastructure
D1.HML.CL10.07	Manage quality customer/guest services
D1.HML.CL10.08	Manage special events
D1.HML.CL10.09	Manage stock purchases and inventories
D1.HML.CL10.10	Manage the effective use of human resources
D1.HML.CL10.11	Monitor and manage workplace relations and diversity
D1.HML.CL10.12	Monitor routine workplace operations
D1.HML.CL10.13	Monitor staff performance standards
D1.HML.CL10.14	Provide professional support to business colleagues
D1.HML.CL10.15	Recruit and select staff
D1.HML.CL10.16	Roster staff



**ASEAN Common Competency Standards for Tourism Professionals**  
**Division 1 - Hotel Services - Restaurant Services**

CODE	COMPETENCY STANDARDS MENU
<b>CLUSTER 10/11</b>	<b>ENGLISH LANGUAGE PROFICIENCY</b>
<b>Speaking and Listening</b>	
D1.LAN.CL10.01	Converse in English at a basic operational level
D1.LAN.CL10.02	Respond effectively to instructions given in English
D1.LAN.CL10.03	Start conversations and develop good relations with guests
D1.LAN.CL10.04	Communicate effectively in English on a telephone
D1.LAN.CL10.05	Use oral English to convey a complex exchange of ideas
D1.LAN.CL10.06	Deliver a short oral presentation in English
D1.LAN.CL10.07	Read and write English at an advanced level
<b>Reading</b>	
D1.LAN.CL10.08	Read and interpret basic directions and/or diagrams
D1.LAN.CL10.09	Read general information texts or media
<b>Writing</b>	
D1.LAN.CL10.10	Write a short message in English
D1.LAN.CL10.11	Prepare a business letter in advanced English

## ASEAN Common Competency Standards for Tourism Professionals

### Division 2 - Travel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards	
TRAVEL					<b>Core Competencies</b>		
					1	Work effectively with colleagues and customers	
					2	Work in a socially diverse environment	
					3	Implement occupational health and safety procedures	
					4	Follow safety and security procedures	
		5	Develop and update tourism industry knowledge				
	2.1	TRAVEL AGENCIES				<b>Generic Competencies</b>	
						1	Communicate effectively on the telephone
						2	Perform clerical procedures
						3	Use common business tools and technology
						4	Access and retrieve computer-based data
					5	Promote products and services to customers	
					6	Process financial transactions	
					7	Manage and resolve conflict situations	
					8	Speak English at a basic operational level	
			TTA.01	<b>General Manager</b>	<b>Functional Competencies</b>		
				<i>Branch Manager</i>	1	Establish and maintain a safe and secure workplace	
				<i>Travel Manager</i>	2	Manage financial operations within a budget	
					3	Develop and implement a business plan	
					4	Prepare financial statements	
					5	Manage physical assets	
					6	Manage operational risk	
					7	Develop and manage business strategies	
					8	Prepare and deliver presentations	
					9	Develop, implement and evaluate regional tourism plans	
					10	Develop, manage and evaluate local marketing strategies	
					11	Organise and coordinate meetings	

## ASEAN Common Competency Standards for Tourism Professionals

### Division 2 - Travel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					12	Coordinate marketing activities
					13	Establish and maintain a business relationship
					14	Manage innovative tourism projects and programs
					15	Maintain legal knowledge required for business compliance
					16	Provide monitoring support to business colleagues
					17	Recruit and select staff
					18	Manage workplace diversity
					19	Lead and manage people
					20	Implement a training and development program
					21	Implement a staff performance assessment plan
					22	Read and write English at an advanced level
			TTA.02	<b>Assistant General Manager</b>	<b>Functional Competencies</b>	
				<i>Assistant Branch Manager</i>	1	Develop, manage and evaluate local marketing strategies
				<i>Travel Supervisor</i>	2	Manage and monitor tourism programs and projects
					3	Develop and implement operational plans
					4	Implement/monitor event management systems and procedures
					5	Access and interpret product information
					6	Coordinate marketing activities
					7	Coordinate production of brochures and marketing materials
					8	Operate a computerised reservation system
					9	Manage and maintain an operational computer system
					10	Design computer documents, reports and worksheets
					11	Operate an automated information system
					12	Manage, control and order stock
					13	Prepare and submit quotations
					14	Manage and maintain effective workplace relations
					15	Build and maintain a team approach to service delivery
					16	Monitor work operations

## ASEAN Common Competency Standards for Tourism Professionals

### Division 2 - Travel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					17	Monitor staff performance
					18	Coach others in job skills
					19	Roster staff
					20	Minimize theft
					21	Provide First Aid
					22	Read and write English at an advanced level
			TTA.03	<b>Senior Travel Consultant</b>	<b>Functional Competencies</b>	
				<i>Snr. Ticketing Officer</i>	1	Access and interpret product information
				<i>Snr. Travel Advisor</i>	2	Apply advance airfare rules and procedures
					3	Book and coordinate supplier services
					4	Coordinate marketing and promotional activities
					5	Create promotional display stand
					6	Compile and update tourism industry knowledge
					7	Plan and implement sales activities
					8	Read and write English at a basic operational level
			TTA.04	<b>Travel Consultant</b>	<b>Functional Competencies</b>	
				<i>Ticketing Officer</i>	1	Receive and process a reservation
				<i>Reservations Clerk</i>	2	Operate a computerised reservation system
				<i>Ticketing Clerk</i>	3	Construct and ticket domestic airfares
				<i>Travel Advisor</i>	4	Construct and ticket a non-air travel plan
					5	Construct and ticket promotional international airfares
					6	Construct and ticket regular international airfares
					7	Develop and update local knowledge
					8	Source and package tourism products and services
					9	Source and provide destination information and advice

## ASEAN Common Competency Standards for Tourism Professionals

### Division 2 - Travel Services

Primary Labour Division	Item	Secondary Labour Division	Job index Number (JIN)	Job Titles	Item	Competency Standards
<b>TRAVEL</b>	2.2	<b>TOUR OPERATION</b>				
						<b>Generic Competencies</b>
					1	Communicate effectively on the telephone
					2	Perform clerical procedures
					3	Access and retrieve computer-based data
					4	Use common business tools and technology
					5	Promote products and services to customers
					6	Process financial transactions
					7	Manage and resolve conflict situations
					8	Speak English at a basic operational level
			<b>TTO.01</b>	<b>Product Manager</b>		<b>Functional Competencies</b>
				<i>Travel Planner</i>	1	Access and interpret product information
				<i>Product Designer</i>	2	Book and coordinate supplier services
					3	Construct and apply tourism product research
					4	Coordinate marketing activities
					5	Coordinate production of brochures and marketing materials
					6	Create, implement and evaluate strategic product initiatives
					7	Develop, implement and evaluate regional tourism plans
					8	Develop and monitor culturally appropriate tourism activity
					9	Prepare and submit quotations
					10	Manage innovative tourism projects and programs
					11	Manage operational risk
					12	Plan and implement package sales activities
					13	Develop and coordinate appropriate cultural tourism activity
					14	Source and package tourism products and service
					15	Source and provide destination information and advice

## ASEAN Common Competency Standards for Tourism Professionals

### Division 2 - Travel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job-Titles	Item	Competency Standards
					16	Develop host community awareness programs
					17	Develop/monitor ecologically sustainable tourism operations
					18	Develop, implement and evaluate sponsorship plans
					19	Implement/monitor event management systems and procedures
					20	Establish and maintain a safe and secure workplace
					21	Lead and manage a development team
					22	Coach others in job skills
					23	Manage and maintain effective workplace relations
					24	Develop and implement a business plan
					25	Establish and maintain a business relationship
					26	Prepare and monitor budgets
					27	Manage financial operations within a budget
					28	Maintain legal knowledge required for business compliance
					29	Read and write English at a supervisory level
		<b>Management</b>	<b>TTO.02</b>	<b>Contracts Manager</b>	<b>Functional Competencies</b>	
		<i>Option 1</i>		<i>Sales and Marketing Manager</i>	1	Develop, implement and evaluate regional tourism plans
		<i>If the post is attached to Sales and Marketing Dept.</i>			2	Coordinate production of brochures and marketing materials
					3	Create, implement and evaluate strategic product initiatives
					4	Manage and monitor tourism programs and projects
					5	Establish and maintain a business relationship
					6	Maintain legal knowledge required for business compliance
					7	Develop and manage business strategies
					8	Develop and implement a business plan
					9	Manage and control operational costs
					10	Manage financial operations within a budget
					11	Manage contractual agreements/commitments
					12	Organise and coordinate meetings
					13	Prepare business documents

## ASEAN Common Competency Standards for Tourism Professionals

### Division 2 - Travel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					14	Establish and maintain a safe and secure workplace
					15	Lead and manage people
					16	Recruit and select staff
					17	Read and write English at an advanced level
			<b>TTO.03</b>	<b>Contracts Manager</b>		<b>Functional Competencies</b>
		<i>Option 2</i>		<i>Credit Manager</i>	1	Manage contractual agreements/commitments
		<i>If the post is attached to Accounts Dept.</i>			2	Establish and maintain a business relationship
					3	Maintain a secure financial accounting system
					4	Maintain legal knowledge required for business compliance
					5	Manage quality customer service
					6	Establish and maintain a safe and secure workplace
					7	Prepare business documents
					8	Lead and manage people
					9	Recruit and select staff
					10	Read and write English at an advanced level
			<b>TTO.04</b>	<b>Ticketing Manager</b>		<b>Functional Competencies</b>
					1	Administer a billing and settlement plan
					2	Apply advance airfare rules and procedures
					3	Book and coordinate supplier services
					4	Build and maintain a team approach to service delivery
					5	Construct and ticket domestic airfares
					6	Construct and ticket promotional international airfares
					7	Construct and ticket regular international airfares
					8	Construct and ticket a non-air travel plan
					9	Create, implement and evaluate strategic product initiatives
					10	Operate a computerised reservation system

## ASEAN Common Competency Standards for Tourism Professionals

### Division 2 - Travel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					11	Produce travel documentation on a computer
					12	Access and interpret product information
					13	Receive and process a reservation
					14	Source and package tourism products and services
					15	Source and provide destination information and advice
					16	Establish and maintain a safe and secure workplace
					17	Manage and maintain effective workplace relations
					18	Coach others in job skills
					19	Provide monitoring support to business colleagues
					20	Read and write English at a supervisory level
		<b>Inbound Operations</b>	<b>TTO.05</b>	<b>Tour Manager</b>		<b>Functional Competencies</b>
				<i>Ticketing Supervisor</i>	1	Coordinate marketing and promotional activities
				<i>Reservations Manager</i>	2	Develop and implement operational plans
					3	Interpret financial statements and reports
					4	Operate an automated information system
					5	Assess and plan tourism opportunities for local communities
					6	Coordinate and operate a day-tour (or short excursions)
					7	Develop and coordinate appropriate cultural tourism activity
					8	Allocate tour resources
					9	Promote tourism products and services
					10	Source and provide destination information and advice
					11	Establish and maintain a safe and secure workplace
					12	Build and maintain a team approach to service delivery
					13	Lead and manage people
					14	Monitor work operations



## ASEAN Common Competency Standards for Tourism Professionals

### Division 2 - Travel Services

Primary Labour Division	Item	Secondary Labour Division	Job Index Number (JIN)	Job Titles	Item	Competency Standards
					15	Monitor staff performance
					16	Roster staff
					17	Coach others in job skills
					18	Provide camp site catering
					19	Minimize theft
					20	Use English at a supervisory or senior operational level
				<i>For Eco tours or extended excursions to remote areas</i>		
						<b>Functional Competencies</b> (NB: Not for all states)
					E1	Operate tours in remote areas
					E2	Maintain tourism vehicles in safe and clean operational condition
					E3	Operate and maintain a 4WD vehicle in safe working condition

**ASEAN Common Competency Standards for Tourism Professionals  
Division 2 - Travel Services (Travel and Tour)**

CODE	COMPETENCY STANDARDS MENU
<b>CLUSTER 1</b>	<b>COMMON CORE COMPETENCIES</b>
D2.TCC.CL1.01	Work effectively with colleagues and customers
D2.TCC.CL1.02	Work in a socially diverse environment
D2.TCC.CL1.03	Implement occupational health and safety procedures
D2.TCC.CL1.04	Follow safety and security procedures
D2.TCC.CL1.05	Communicate effectively on the telephone
D2.TCC.CL1.06	Manage and resolve conflict situations
D2.TCC.CL1.07	Develop and update tourism industry knowledge
D2.TCC.CL1.08	Promote products and services to customers
D2.TCC.CL1.09	Perform clerical procedures
D2.TCC.CL1.10	Access and retrieve computer-based data
D2.TCC.CL1.11	Speak English at a basic operational level
D2.TCC.CL1.12	Process financial transactions
D2.TCC.CL1.13	Use common business tools and technology
<b>CLUSTER 2</b>	<b>TRAVEL AGENCY - TICKETING</b>
D2.TTA.CL2.01	Access and interpret product information
D2.TTA.CL2.02	Administer a billing and settlement plan
D2.TTA.CL2.03	Apply advance airfare rules and procedures
D2.TTA.CL2.04	Book and coordinate supplier services
D2.TTA.CL2.05	Construct and ticket a non-air travel plan
D2.TTA.CL2.06	Construct and ticket domestic airfares
D2.TTA.CL2.07	Construct and ticket promotional international airfares
D2.TTA.CL2.08	Construct and ticket regular international airfares
D2.TTA.CL2.09	Coordinate marketing and promotional activities
D2.TTA.CL2.10	Create promotional display stand
D2.TTA.CL2.11	Develop and update local knowledge
D2.TTA.CL2.12	Maintain product information inventory
D2.TTA.CL2.13	Operate a computerised reservation system
D2.TTA.CL2.14	Operate an automated information system
D2.TTA.CL2.15	Produce travel documentation on a computer

**ASEAN Common Competency Standards for Tourism Professionals**  
**Division 2 - Travel Services (Travel and Tour)**

CODE	COMPETENCY STANDARDS MENU
D2.TTA.CL2.16	Prepare quotations
D2.TTA.CL2.17	Read/write English at a basic operational level
D2.TTA.CL2.18	Receive and process a reservation
D2.TTA.CL2.19	Source and package tourism products and services
D2.TTA.CL2.20	Source and provide destination information and advice
<b>CLUSTER 3</b>	<b>TOUR GUIDE SERVICES</b>
D2.TTG.CL3.01	Work as a Tour Guide
D2.TTG.CL3.02	Allocate tour resources
D2.TTG.CL3.03	Conduct interpretive activities in the field
D2.TTG.CL3.04	Conduct pre-departure checks
D2.TTG.CL3.05	Coordinate and operate a day-tour (or short excursions)
D2.TTG.CL3.06	Demonstrate/observe respect for indigeneous cultures
D2.TTG.CL3.15	Develop and coordinate appropriate cultural tourism activity

ASEAN Common Competency Standards for Tourism Professionals Division 2 - Travel Services (Travel and Tour)	
CODE	COMPETENCY STANDARDS MENU
<b>CLUSTER 4</b>	<b>TOUR OPERATIONS</b>
D2.TTO.CL4.01	Allocate tour resources
D2.TTO.CL4.02	Carry out vehicle maintenance or minor repairs
D2.TTO.CL4.03	Clean premises and equipment
D2.TTO.CL4.04	Conduct pre-departure checks
D2.TTO.CL4.05	Demonstrate climbing skills at a basic level
D2.TTO.CL4.06	Develop and implement operational plans
D2.TTO.CL4.07	Develop interpretive content for Eco Tourism activities
D2.TTO.CL4.08	Drive large tour buses or coaches
D2.TTO.CL4.09	Manage and execute a detailed tour itinerary
D2.TTO.CL4.10	Follow workplace hygiene procedures
D2.TTO.CL4.11	Manage operational risk
D2.TTO.CL4.12	Monitor tourism operations
D2.TTO.CL4.13	Maintain tourism vehicles in safe and clean operational condition
D2.TTO.CL4.14	Operate and maintain a 4WD vehicle in safe working condition
D2.TTO.CL4.15	Operate tours in remote areas
D2.TTO.CL4.16	Set up and operate a camp site
D2.TTO.CL4.17	Plan and implement package sales activities
D2.TTO.CL4.18	Provide camp site catering
D2.TTO.CL4.19	Provide First Aid
<b>CLUSTER 5</b>	<b>CUSTOMER SERVICE, SALES, AND MARKETING</b>
D2.TCS.CL5.01	Apply point of sale handling techniques
D2.TCS.CL5.02	Assess and plan tourism opportunities for local communities
D2.TCS.CL5.03	Build and maintain a team approach to service delivery
D2.TCS.CL5.04	Compile and update tourism industry knowledge
D2.TCS.CL5.05	Construct and apply tourism product research
D2.TCS.CL5.06	Coordinate marketing activities
D2.TCS.CL5.07	Coordinate production of brochures and marketing materials
D2.TCS.CL5.08	Create, implement and evaluate strategic product initiatives

**ASEAN Common Competency Standards for Tourism Professionals  
Division 2 - Travel Services (Travel and Tour)**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
D2.TCS.CL5.09	Develop and monitor culturally appropriate tourism activity
D2.TCS.CL5.10	Develop conference programs
D2.TCS.CL5.11	Develop host community awareness programs
D2.TCS.CL5.12	Develop, implement and evaluate regional tourism plans
D2.TCS.CL5.13	Develop, implement and evaluate sponsorship plans
D2.TCS.CL5.14	Develop, manage and evaluate local marketing strategies
D2.TCS.CL5.15	Develop/monitor ecologically sustainable tourism operations
D2.TCS.CL5.16	Establish and maintain a business relationship
D2.TCS.CL5.17	Implement/monitor event management systems and procedures
D2.TCS.CL5.18	Manage quality customer service
D2.TCS.CL5.19	Plan and implement sales activities
D2.TCS.CL5.20	Prepare and deliver presentations
D2.TCS.CL5.21	Prepare and submit quotations
D2.TCS.CL5.22	Promote tourism products and services
D2.TCS.CL5.23	Source and package tourism products and service
<b>CLUSTER 6</b>	<b>GENERAL ADMINISTRATION</b>
D2.TGA.CL6.01	Create and update a tourism website
D2.TGA.CL6.02	Design computer documents, reports and worksheets
D2.TGA.CL6.03	Develop and manage business strategies
D2.TGA.CL6.04	Manage and monitor tourism programs and projects
D2.TGA.CL6.05	Manage, control and order stock
D2.TGA.CL6.06	Minimize theft
D2.TGA.CL6.07	Operate an automated information system
D2.TGA.CL6.08	Organise and coordinate meetings
D2.TGA.CL6.09	Plan and establish systems and procedures
D2.TGA.CL6.10	Prepare business documents
D2.TGA.CL6.11	Produce documents on a computer
D2.TGA.CL6.12	Receive and store stock
D2.TGA.CL6.13	Source and present information

**ASEAN Common Competency Standards for Tourism Professionals  
Division 2 - Travel Services (Travel and Tour)**

CODE	COMPETENCY STANDARDS MENU
<b>CLUSTER 7</b>	<b>FINANCIAL ADMINISTRATION</b>
D2.TFA.CL7.01	Audit financial procedures
D2.TFA.CL7.02	Interpret financial statements and reports
D2.TFA.CL7.03	Maintain a secure financial accounting system
D2.TFA.CL7.04	Manage contractual agreements/commitments
D2.TFA.CL7.05	Manage and control operational costs
D2.TFA.CL7.06	Prepare financial statements
D2.TFA.CL7.07	Process financial transactions
<b>CLUSTER 8</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>
D2.TRD.CL8.01	Analyse competency requirements
D2.TRD.CL8.02	Coach others in job skills
D2.TRD.CL8.03	Conduct an individual performance assessment
D2.TRD.CL8.04	Deliver training sessions
D2.TRD.CL8.05	Design and establish a training system
D2.TRD.CL8.06	Design training courses
D2.TRD.CL8.07	Develop assessment tools and procedures
D2.TRD.CL8.08	Establish a performance assessment system
D2.TRD.CL8.09	Implement a staff performance assessment plan
D2.TRD.CL8.10	Implement a training and development program
D2.TRD.CL8.11	Monitor and evaluate a training and development program
D2.TRD.CL8.12	Plan and promote a training program
D2.TRD.CL8.13	Review performance assessment outcomes
D2.TRD.CL8.14	Review training outcomes
D2.TRD.CL8.15	Train selected small groups

**ASEAN Common Competency Standards for Tourism Professionals  
Division 2 - Travel Services (Travel and Tour)**

<b>CODE</b>	<b>COMPETENCY STANDARDS MENU</b>
<b>CLUSTER 9</b>	<b>RESOURCE MANAGEMENT</b>
D2.TRM.CL9.01	Apply industry standards to team supervision
D2.TRM.CL9.02	Develop and implement a business plan
D2.TRM.CL9.03	Develop and implement operational plans
D2.TRM.CL9.04	Develop and manage business strategies
D2.TRM.CL9.05	Establish and maintain a safe and secure workplace
D2.TRM.CL9.06	Lead and manage a development team
D2.TRM.CL9.07	Lead and manage people
D2.TRM.CL9.08	Maintain legal knowledge required for business compliance
D2.TRM.CL9.09	Manage and purchase stocks
D2.TRM.CL9.10	Manage financial operations within a budget
D2.TRM.CL9.11	Manage innovative tourism projects and programs
D2.TRM.CL9.12	Manage physical assets
D2.TRM.CL9.13	Manage quality customer service
D2.TRM.CL9.14	Manage workplace diversity
D2.TRM.CL9.15	Manage and maintain effective workplace relations
D2.TRM.CL9.16	Manage and maintain an operational computer system
D2.TRM.CL9.17	Monitor staff performance
D2.TRM.CL9.18	Monitor work operations
D2.TRM.CL9.19	Prepare and monitor budgets
D2.TRM.CL9.20	Provide monitoring support to business colleagues
D2.TRM.CL9.21	Recruit and select staff
D2.TRM.CL9.22	Roster staff
<b>CLUSTER 10</b>	<b>ENGLISH LANGUAGE PROFICIENCY</b>
D2.LAN.CL10.01	Read and write English at a basic operational level
D2.LAN.CL10.02	Use English effectively at a supervisory level
D2.LAN.CL10.03	Read and write English at a supervisory level
D2.LAN.CL10.04	Use English at a supervisory or senior operational level
D2.LAN.CL10.05	Read and write English at an advanced level