



OCCUPATIONAL FRAMEWORK TRAVEL INDUSTRY



JABATAN PEMBANGUNAN KEMAHIRAN
KEMENTERIAN SUMBER MANUSIA

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Travel Industry
Occupational Framework



OCCUPATIONAL FRAMEWORK
TRAVEL INDUSTRY

2018



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**JABATAN PEMBANGUNAN KEMAHIRAN
KEMENTERIAN SUMBER MANUSIA**

Department of Skills Development
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ABSTRACT

The Department of Skills Development (*Jabatan Pembangunan Kemahiran* (JPK)) under the Ministry of Human Resources, in collaboration with the Malaysian Association of Tour and Travel Agents (MATTA), has taken the initiative to develop the Occupational Framework (OF) for the Travel Industry. As an Industry Lead Body (ILB) appointed by JPK, MATTA is responsible for guiding the overall human capital development of the Travel Industry in regards to Skills training under JPK. An OF is the outcome of the analysis conducted in identifying the work scope of the occupational areas in terms of competencies. It is used to analyse skilled human resource competency requirements for the industry. The development of the occupational structure is a preliminary process in developing the relevant National Occupational Skills Standard (NOSS). The NOSS will be used as the basis to conduct Skills training and certification of competent personnel. This document is divided into several chapters, the first two chapters include standard definitions of terminology used in the JPK Skills training system and documentation, industry overview highlighting the definitions and scope of the industry, the current travel industry and its Skilled workers requirements, government bodies and development plans supporting the growth of the industry. The third chapter will explain the methodology used in OF development such as qualitative analysis through brain storming sessions. Chapter 4 will discuss the findings of the focus groups that will be translated into the Occupational Structure, Occupational Description and Skills in Demand. Ultimately Chapter 5 recommends the development of the National Occupational Skills Standard (NOSS) and National Competency Standards (NCS) documents for job areas in demand. The NOSS will serve not only as a reference of Skills standards for certification but also as a guide to develop the Skills training curriculum.

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GLOSSARY

Civil law	Situations where individuals or organizations take action against another person or organization for breaching statutory law
Competency standard	Requirements applying to the performance of a workplace task; may be referred to as a 'competency', 'standard' or a (competency) 'unit'
Contingency plan	Plan B: a plan setting out action to take in the event normal action cannot be taken
Data	Individual facts, statistics, or items of information
Database	A collection of information that is organized so that it can easily be accessed, managed, and updated
Feasibility	An assessment of the practicality of a proposed plan or method
Focus group	Group of people from selected backgrounds brought together so they can be asked questions on set topics
Information systems	Software package that is used to collect data and translate it into useful information
Outbound	Travelers leaving a country
Qualitative data	Tries to find out the reasoning behind certain actions, procedures, activities or ways of thought
Research group	Group of people commissioned to undertake the preliminary ground work as a basis for the workings of the focus group
Secondary research data	Data, information, statistics gained from existing sources
Skills analysis	Formal processes to determine the Skills which are required by the workplace
Software	General term for the various kinds of programs used to operate

computers and related devices

Stakeholders	Anyone/any organization with a stake in what is being discussed – such as staff, management, government agencies, head office, the owner of the business
Supplier	Also known as operator. Any organization that provides travel related products or services.
Teamwork	Teamwork is classified as the collective actions towards a number of people towards a collective goal
Tourism	The activity or practice of touring, especially for pleasure; the business or industry of providing information, accommodations, transportation, and other services to tourists; the promotion of tourist travel, especially for commercial purposes

ABBREVIATION

CBT	Competency Based Training
CRS	Computerised Reservations System
DACUM	Development of A Curriculum
DESCUM	Develop Standard and Curriculum
FIT	Free Independent Travellers
GST	Goods and Services Tax
ILB	Industry Lead Body
JPK	<i>Jabatan Pembangunan Kemahiran</i>
MICE	Meetings, Incentives, Conferences, Exhibitions
MOSQF	Malaysian Occupational Skills Qualification Framework
MQA	Malaysian Qualification Agency
MQF	Malaysian Qualifications Framework
NCS	National Competency Standards
NKEA	National Key Economic Areas
NOSS	National Occupational Skills Standard
OA	Occupational Analysis
OD	Occupational Description
OF	Occupational Framework
OS	Occupational Structure
TNA	Training Needs Analysis

CHAPTER 1: INTRODUCTION

1.1 CHAPTER INTRODUCTION

This chapter will explain the objectives, scope and justification for the development of the Occupational Framework (OF) for the Travel Industry. The concept of the OF and its function in Skills training and curriculum development is also elaborated in this chapter.

There have been several National Occupational Skills Standard (NOSS) documents developed specifically for the travel industry. However, a complete analysis on the Occupational Structure (OS) of the Travel Industry has not been undertaken by *Jabatan Pembangunan Kemahiran* (JPK) before this. Therefore, in order to identify the overall structure and the available career paths in the industry, the OF must be done on the Travel Industry.

Below are descriptions of important elements of the research.

i. **National Skills Development Act 2006 (Act 652)**

The National Skills Development Act 2006 (Act 652) came into effect on 1st September 2006 after it was officially gazetted on 29th June 2006, with the mandate of promoting, through Skills training, the development and improvement of a person's abilities, which are needed for vocation, and to provide for other matters connected therewith. The Act 652 is significant because for the first time in the history of Skills training in Malaysia, a national legislation has been enacted solely and exclusively for Skills training and development. In addition, the meaning and scope of Skills training has been clarified and given a statutory interpretation that can be used to distinguish it from other components of the country's national education and training system. The Act 652 also provides for the implementation of a Malaysian Skills Certification System, leading to the award of

five (5) levels of national Skills qualification, namely Malaysian Skills Certificate Level 1, 2 and 3; Malaysian Skills Diploma; and Malaysian Skills Advanced Diploma.

ii. Malaysia Qualification Framework (MQF)

The Malaysia Qualification Framework refers to the policy framework that satisfies both the national and international recognized qualifications. It comprises of titles and guidelines, together with principles and protocols covering articulation and issuance of qualifications and statements of attainment. Element of qualification framework indicate the achievement for each qualification title. It will also provide progression routes for all the graduates in the respective occupational fields.

The MQF has eight levels of qualification in three sectors and supported by lifelong education pathways as shown in Figure 1.1. JPK governs the Skills sector, in which there are five (5) levels of Skills qualification. The definition for each level of Skills qualification is specified in Malaysian Occupational Skills Qualification Framework (MOSQF).

MQF Levels	Sectors			Lifelong Learning
	Skills	Vocational and Technical	Higher Education	
8			Doctoral Degree	Accreditation of Prior Experiential Learning (APEL)
7			Masters Degree	
6			Bachelors Degree	
5	Malaysian Advanced Skills Diploma	Advanced Diploma	Advanced Diploma	
4	Malaysian Skills Diploma	Diploma	Diploma	
3	Malaysian Skills Certificate 3	Vocational and Technical Certificate	Certificate	
2	Malaysian Skills Certificate 2			
1	Malaysian Skills Certificate 1			

Figure 1.1: MQF Chart
(Source: Jabatan Pembangunan Kemahiran (JPK))

iii. National Occupational Skills Standard (NOSS)

The National Occupational Skills Standard (NOSS) is defined as a specification of the competencies expected of a skilled worker who is gainfully employed in Malaysia for an occupational area, level and pathway to achieve the competencies and is gazetted in Part IV of National Skills Development Act 652. The NOSS is developed by industry experts based on the needs of the industry and is utilized as the main tool in the implementation of Malaysian Skills Certification System in which the performance of existing industry workers and trainees are assessed based on the NOSS for awarding of Malaysian Skills Certificates.

iv. Competency Based Training (CBT)

Competency Based Training (CBT) is an approach to vocational training which emphasizes on what a person can do in a work place as a result of education and training obtained. CBT is based on performance standards which are set by the industry focusing on measuring the performance of an individual while taking into account knowledge and attitude rather than the duration taken to complete the course. CBT is a learner-centric; outcome-based approach to training which allows each individual to develop Skills at their own pace for a similar outcome, thus meaning training practices can be customized for each individual to achieve a similar outcome. CBT concept is the basis of the Malaysian Skills Certification system which is coordinated by JPK.

v. Occupational Framework (OF)

The Occupational Framework (OF) is the outcome of the occupational analysis process to identify the occupational structure of an industry. The OF which was previously known as Occupational Analysis (OA) consists of Occupational Structure (OS), Occupation Description (OD) and Skills in Demand.

The development of the OF is a preliminary process in developing relevant NOSS. Once developed, the NOSS can be used as the basis to conduct Skills training and Skills certification of competent personnel.

1.2 OBJECTIVE OF STUDY

The objectives of the study are as below:

- To produce OS from data analysis, interviews, site visits and focus group;
- To determine OD of job titles in the OS; and
- To investigate the Skills in demand in the industry.

1.3 SCOPE OF STUDY

The scope of work for the study to develop occupational framework are listed below:

- To conduct brain storming sessions amongst focus groups in the travel industry;
- To consult with relevant industry experts to obtain input;
- To engage with industry players, conduct research and field trips.

1.4 JUSTIFICATION FOR THE TRAVEL INDUSTRY OCCUPATIONAL FRAMEWORK DEVELOPMENT

BACKGROUND OF THE TRAVEL INDUSTRY IN MALAYSIA

The travel industry is the cornerstone of the tourism business. It's key players are travel agencies who act as agents for airlines and hotels; and tour operators who develop packaged tours incorporating a wide range of products including but not limited to sightseeing tours, meals, transportation and other leisure activities.

Many inbound and domestic tour operators own and operate tour buses and vans to safely and comfortably ferry passengers while on tour while some tour operators have also ventured into the car rental business.

Both travel agencies and tour operators are a crucial component to other related industries foremost amongst them the Meetings, Incentives, Conventions and Exhibitions (MICE) and cruise industries.

The travel industry also rides on the cutting-edge of technology; travel agencies and tour operators are interconnected globally through a vast digital network linking them to complex procurement and distribution systems and are often first-movers and early-adopters of digital innovation.

At the very heart of it all, travel agencies and tour operators are an indispensable component of the travel industry serving not only as travel facilitators but as professional service providers and expert-consultants; developing new value-added travel products and customizing travel arrangements for individuals, families and groups, corporate entities for both business and leisure.

The local tour and travel industry is best defined as businesses licensed by the Ministry of Tourism and Culture under the Tour Operating Business and Travel Agency Business (TOBTAB) guidelines, which was introduced in 1987.

The three main categories of licenses are: -

i. Travel Agency Business

A licensed travel agency provides travel and related services primarily making reservations and issuing tickets on behalf of airlines and other transportation providers.

ii. Outbound

Outbound license holders are permitted to promote, organize and conduct tours to destinations outside Malaysia. This includes making detailed arrangements for flights, insurance and visas and must be familiar with the laws, customs and peculiarities of the foreign destinations they promote.

iii. Inbound

Inbound license holders are permitted to promote, organize and conduct tour packages to destinations within Malaysia. They must be familiar with local transportation services, laws and customs and the peculiarities of their clients

based on market segment. Inbound license holders are also allowed to operate tourist vehicles and car rental services.

1.5 CHAPTER CONCLUSION

The disparity is great in the Travel Industry as entry barriers are low. The minimum paid-up capital to apply for an Inbound license is RM50,000 and all three – Outbound, Inbound and Travel Agency Business, for RM200,000.

Many people set up travel agencies or tour companies with little idea of what risks are involved. Applicants granted new licenses are required to attend a 2-day Travel Management Course (TTMC) and the eight modules cover Legal aspects of travel agency & tour operator business, licensing of road-based tourism vehicles, responsibilities in managing travel and tour operations, innovative tourism product packaging and strategies, best practices in inbound travel business, best practices in outbound travel business, new trends in Reservations & ticketing, and tourism market segments & their potentials.

Those renewing Outbound, Inbound and Travel Agency Business licenses are required to attend the 1-day Travel Enhancement Course (TTEC) and the five modules cover promoting Malaysia as top destination, avoiding common licensing offences, travel business law and best practices, safety and security of tourist, and best practices in the tourism industry.

The NOSS for tourist guides is the only NOSS developed for the Travel Industry that has been continuously used for more than 15 years by Tourism Training Institutes (ILPs) licensed by the Ministry of Tourism and Culture and JPK Accredited Centres (*Pusat Bertauliah*). Other than tourist guides, the other Travel industry staff are not formally trained for their jobs.

The knowledge and Skills for those who have worked in the same jobs for a long time may differ according to their exposure and performance. To separate the wheat from the chaff, experienced personnel could have their expertise recognized through the Accreditation of Prior Achievement (APA) programme, also known as *PPT*, without having to attend training or the need to sit for exams in order to obtain a Malaysian Skills Certificate (SKM).

Apart from recognition, satisfaction and motivation, the SKM can also help in career advancement or mobility within ASEAN under the Mutual Recognition Arrangement (MRA).

CHAPTER 2: LITERATURE REVIEW

2.1 CHAPTER INTRODUCTION

This chapter provides a brief overview of the Travel industry in Malaysia, its regulatory framework, its existing landscape, the key government initiatives and policies for the industry, and industry intelligence.

Findings in this chapter were obtained primarily through brain storming sessions amongst focus groups in the Travel industry, consultation with relevant industry experts to obtain input, engagement with industry players, conducting research and visits.

2.2 INTRODUCTION TO THE TRAVEL INDUSTRY

There is much confusion over the terms used in the tourism industry, including the Travel Industry. For example, tertiary institutions are fond of offering tourism and hospitality courses, giving the impression that hospitality is part of travel which factually it is not. The fact is Travel industry is an industry by itself.

Tourism is a big word like engineering, which can range from civil, chemical, electrical, mechanical or structural. As such, university students would have to select one and not study all together.

For the travel industry, there is great disparity between the big and small size travel and tour companies in terms of job-scopes and requirements

Newcomers who work under seniors with the right expertise may learn quickly, while those under incompetent superiors will remain as weak. Other than tourist guides who must possess a certificate (SKM Level 2 or 3) from JPK and license from Ministry of Tourism and Culture, travel industry personnel are not formally trained for their jobs,

except for a few with the International Air Transport Association (IATA) qualification or equivalent.

As such, there is much trial and error in the travel industry, which can be reduced by formal training. Therefore, adopting the correct National Occupational Skills Standard (NOSS) in accordance to the requirements of the industry will improve the industry in overcoming the shortage of skilled manpower.

This is because travel industry jobs cannot be simulated in a Skills centre as it requires real time interaction with colleagues, customers and suppliers. On the job learning should be more systematic with a proper structure, which is currently grossly lacking.

As such, the National Dual Training System (NDTS), popularly known as *Sistem Latihan Dual Nasional* (SLDN) is suitable not only for those who wish to join the travel industry but also for those lacking all-round knowledge and Skills.

2.3 TRAVEL INDUSTRY STAKEHOLDERS

The major stakeholders in the travel industry are discussed below.

2.3.1 GOVERNMENT AGENCIES

i. Ministry of Tourism and Culture

Initially, tourism matters were handled by the Department of Tourism, which was first set up under the Ministry of Trade in 1959. The inclusion of the principal objectives of tourism into the country's 2nd Malaysia Plan 1971-1975 further emphasized the role of tourism in the economy.

Later, the Tourist Development Corporation of Malaysia (TDC) was established on 10 August 1972 as an agency under the Ministry of Trade and Industry by an Act of Parliament.

With the inception of the Ministry of Culture, Arts and Tourism on 20 May 1987, TDC was moved to this new ministry; and became the Malaysia Tourism Promotion Board (MTPB) through the Malaysia Tourism Promotion Board Act 1992. Popularly known as Tourism Malaysia, its full focus is on promoting Malaysia domestically and internationally.

On 20 May 1992, the Ministry of Culture and Tourism was renamed Ministry of Culture, Arts and Tourism or MoCAT.

In April 2004, MoCAT was split to facilitate the establishment of a separate ministry i.e the Ministry of Tourism (MoTour) which was responsible solely for matters related to tourism. This development reflected the government's seriousness in promoting tourism as one of the key major income earners for the country.

On 15 May 2013, MoTour was transformed to Ministry of Tourism and Culture (MOTAC) after the 13th General Election. This is to serve the close connection between tourism and culture in efforts to promote Malaysia as a top-of-the-mind destination, in line with its ever popular tagline "Malaysia, Truly Asia".

To obtain a license from the Ministry of Tourism and Culture, evidence must be provided to show the new company meets all the basic requirements, such as a respectable office which it can operate and will be inspected by a licensing officer. It can then apply for tourism vehicles permits if it is licensed for Inbound.

The Ministry of Tourism and Culture enforces the following acts and regulations:

- a) Tourism Industry Act 1992;
- b) Tourism Industry (Tour Operating Business and Travel Agency Business) Regulations 1992;
- c) Tourism Industry (Licensing and Control of Tourist Guides) Regulations 1992;
- d) Tourism Industry (Licensing of Tourism Training Institutions) Regulations 1994;
- e) Tourism Industry (Compounding of Offences) Regulations 1992;
- f) Tourism Vehicles Licensing Act 1999; and
- g) Tourism Vehicles (Licensing and Control of Tourism Vehicles) Regulations 2000.
- h) Standard Terms and Conditions for Outbound Tour Packages of the Tourism Industry (Tour Operating Business and Travel Agency Business) Regulations 1992'

ii. Land Public Transport Commission (SPAD)

The Land Public Transport Commission (SPAD) was established on 3rd June 2010, following the passing of the *Suruhanjaya Pengangkutan Awam Darat Act 2010* by the Parliament in May 2010. The Commission gained its full authority on 31st January 2011 with the gazetting of the Land Public Transport Act 2010.

As the central authority for managing all aspects of public transport, the Commission which is directly under the purview of the Prime Minister Department is responsible for drawing up public transport policies, plans and regulations covering all aspects of land public transport.

SPAD's responsibility is first and foremost to the citizen. Since its establishment, the Commission has injected a new impetus into public transport planning by introducing public transport master plans for both the country as well as for localized regions. The master plans comprehensively detail the Commission and Government's goals and vision for public transport, while at the same time specifying accompanying initiatives designed to raise the overall level of service and safety standards of public transport. This includes enforcement initiatives, which not only cover public transport operators, but also commercial vehicles on the road.

Following the enactment of Land Public Transport Act 2010, SPAD took over the functions of the Commercial Vehicle Licensing Board, Department of Railways and the tourism vehicles licensing function of the Ministry of Tourism in Peninsular Malaysia. At present, the Commercial Vehicle Licensing Board (CVLB), Department of Railways and the Ministry of Tourism continue to exercise their role of authority in Sabah and Sarawak.

As such, licensed travel agents operating tour buses and vans licensed under *Bas Persiaran*, tour cars licensed under *Teksi Mewah* and hire and drive vehicles licensed under *Kereta Sewa Pandu* apply and renew these tourism vehicle permits with SPAD in Peninsular Malaysia and the respective CVLB in Sabah and Sarawak.

iii. Consumer Claims Tribunal

The Tribunal for Consumer Claims is an independent body established under Section 85, Part XII of the Consumer Protection Act 1999. The Tribunal operates under the Ministry of Domestic Trade, Co-operatives and Consumerism. The primary objective of establishing the Tribunal is to provide an alternative forum for consumers to file claims in a simple, inexpensive and speedy manner. A consumer

means a person who buys goods and services for his personal use or for domestic or household purpose.

Type of Claims:

A consumer can lodge a claim with the Tribunal claiming for any loss suffered on any matter concerning his interests as a consumer under this Act arising from –

- a) A false or misleading conduct, false representation or unfair practice
- b) Safety of goods and services
- c) The right against a supplier in connection with any of the guarantees implied by the Act
- d) The right against a supplier in connection with any guarantee implied by the Act in relation to services
- e) The right against a manufacturer in connection with any express guarantee on supply of goods
- f) The right against a manufacturer in connection with any guarantee implied by the Act in respect of any good

The term 'consumer' means a person who:

- a) Acquires or uses goods or services of a kind ordinarily acquired for personal, domestic or household purpose, use or consumption; and
- b) Does not acquire or use the goods or services, or hold him out as acquiring or using the goods or services

The term 'services' includes any rights, benefits, privileges or facilities that are or are to be provided, granted or conferred under any contract but does not include rights, benefits or privileges in the form of the supply of goods or the performance of work under a contract of service or any services provided or to be provided by professionals who are regulated by any written law such as doctors, lawyers and architects or health care services provided or to be provided by health

professionals or health care facilities such as medical, dental, nursing, midwifery, pharmacy and ambulance services.

iv. Other Government Agencies

As in any business, the travel industry must comply with a multitude of agencies under the Federal and State Governments plus the local authorities. They will have to start with the registration of a private limited company with the Companies Commission of Malaysia, better known as *Suruhanjaya Syarikat Malaysia* (SSM). While operating, it would have to comply with the Trade Descriptions Act 2011 under the purview of the Ministry of Domestic Trade, Co-operatives & Consumerism.

It will have to comply with labor laws, including submissions to the Employees Provident Fund (EPF), Social Security Organization (SOCSO), and Inland Revenue Board (LHDN). It cannot form or join cartels aimed at price fixing or be hauled up by the Malaysia Competition Commission (MyCC) and air travelers are protected by the Malaysian Aviation Commission (MAVCOM).

Travel agents and tour operators must also be conversant with International Travel Laws starting with those involving Customs, Immigration and Quarantine (CIQ).

2.3.2 INDUSTRIAL ASSOCIATIONS

The Ministry of Tourism and Culture requires all licensed travel and tour companies to be a member of one of the six associations below: -

- a) Malaysian Association of Tour and Travel Agents (MATTA)
- b) Bumiputera Tourism Operators Association of Malaysia (Bumitra)
- c) Malaysian Chinese Tourism Association (MCTA)

- d) Malaysian Indian Tour and Travel Association (MITTA)
- e) Malaysian Inbound Tourism Association (MITA)
- f) Car Rental Association of Malaysia (CRAM)

The Malaysian Association of Tour and Travel Agents (MATTA) is the pre-eminent travel association in Malaysia with more than 3,300 members and 13 state chapters nationwide.

2.3.3 TRAINING PROVIDERS

Tourism Training Institutes (*Institut Latihan Pelancongan*) are also Accredited Centres of JPK. There are a few other technical short courses for the travel industry conducted by others.

2.4 GOVERNMENT INITIATIVES

2.4.1 11TH MALAYSIA PLAN

The Eleventh Malaysia Plan, 2016-2020, is the final leg in the journey towards realizing Vision 2020. Launched in 1991, Vision 2020 envisions Malaysia as a fully developed country along all dimensions - economically, politically, socially, spiritually, psychologically, and culturally - by the year 2020. Emboldened by the great strides made in the last half decade, the Eleventh Plan reaffirms the Government's commitment to a vision of growth that is anchored on the prosperity and wellbeing of its *citizen*. The Eleventh Plan is premised on a progressive and united populace that shares a common commitment towards building a better Malaysia for all Malaysians.

The development of the Eleventh Plan was guided by the Malaysian National Development Strategy (MyNDS), which focuses on rapidly delivering high impact on both the capital and people economies at low cost to the government. The capital economy is about Gross Domestic Product (GDP) growth, big businesses, large investment projects, and financial markets, while the people economy is concerned with what matters most to the people, which includes jobs, small businesses, the cost of living, family wellbeing, and social inclusion.

Accordingly, the Eleventh Plan is a strategic plan that paves the way for Malaysia to deliver the future that the citizen desires and deserves. It represents the Government's commitment to fulfilling the aspirations of the people. The Eleventh Plan, based on the theme "anchoring growth on people", has six strategic thrusts and six game changers that will transform ideas into reality and address the goals set out in Vision 2020, Malaysia will thus be catapulted towards the end state of being an advanced economy and inclusive nation.

The Eleventh Plan is significant as it will be the last five-year plan before Vision 2020 is achieved. It provides a crucial platform to ensure that Malaysia transitions to an advanced economy and inclusive nation. Towards this end, the Eleventh Plan has been formulated with the citizen as the focal point of all development efforts – to enrich their lives, raise their dignity, and enable them to partake in the country's economic prosperity. Six strategic thrusts and six game changers have been defined to break the country out of "business as usual" practices and set Malaysia on an accelerated growth trajectory.

The Eleventh Plan strives for a future that is built on sound macroeconomic policy, inclusiveness so that no Malaysian is left behind, improved wellbeing for all, human capital development that is future-proof, green and sustainable growth, and infrastructure that supports economic expansion and a citizen-centric public

service with high productivity. Collectively, these improvements will ensure that everyone, regardless of gender, ethnicity, socio-economic status and geographic location, can live in a truly harmonious and progressive society that bears the mark of an advanced economy and inclusive nation.

2.4.2 THIRD INDUSTRIAL MASTER PLAN (IMP 3)

TOURISM SERVICES

1. To realize the optimal potential of tourism services as an important source of growth, in terms of foreign exchange earnings, entrepreneur development and employment generation, efforts will be focused on the development, promotion and marketing of innovative tourism products and services. Assistance will be continued to expand and upgrade domestic tourism services. In addition, efforts will be undertaken to provide greater comfort, safety and well-being of tourists.
2. Malaysia will focus on niche and high value tourism products, such as leisure, sports and business related activities, and targeted markets to attract long stay and high spending tourists. Measures to enhance high value tourism products and services include:
 - encouraging the development and marketing of niche thematic or activity based products, such as eco-tourism, agro-tourism, cultural and heritage tourism and other specialized tourism products;
 - diversifying into high value business related tourism products, such as meetings, incentives, conferences and exhibitions tourism; edu-tourism and health tourism. The Government will collaborate with the private sector in hosting major conferences, seminars and exhibitions to attract high volume and quality business travelers to Malaysia;

- encouraging the diversification to niche markets, including West Asia and the EU, and emerging markets, such as India and the People's Republic of China;
 - setting key performance indicators for each of the tourism products; and
 - supporting and promoting Research and Development (R&D) efforts.
3. The present equity policy in the tourism and travel related services subsector will be reviewed, to attract foreign expertise in developing and implementing the tourism packages. Greater foreign participation will enhance efficiency and productivity, and provide access to international tourism markets. The Government will undertake a comprehensive review of, among others, the present incentive package for hotel and tourism projects. The review will include the scope of activities, incentives (type and eligibility criteria) and equity structure.
 4. To attract more tourists to Malaysia, visa requirements will be simplified and tourism services will be further enhanced through initiatives in TFP. A greater demand for tourism services will be encouraged to optimize the present tourism infrastructure, facilities and resources through new tour packages, such as eco-tourism, agro-tourism, health-tourism and home-stay programmes. More focused marketing strategies, for example, e-tourism, which is targeted at both short-haul and long-haul markets, will be adopted to further promote the sub-sector. Promotion efforts to be undertaken include making available accurate and timely information on tourism products and services. More multi-skilled employees will be made available, who are able to communicate effectively, provide current and relevant information, are innovative and creative, and able to enhance the service delivery. Tourism related personnel, including tour guides and operators of facilities, will also be mobilized to provide more comprehensive and integrated tourism products and services.

2.4.3 GOVERNMENT TRANSFORMATION PLAN (GTP)

GTP Overview:

With every passing moment, Malaysia comes ever closer to the year 2020, the deadline it has set for itself to become a developed, high-income nation.

To the point, our country now has less than a decade left to raise its game, or risk falling further behind its regional peers to the detriment of its citizen that are eagerly awaiting a brighter future.

Fortunately, Malaysia has already embarked on a plan to effect just such a transformation. At the heart of the plan is the Government Transformation Programme (GTP), an ambitious, broad-based programme of change to fundamentally transform the Government into an efficient and citizen-centric institution.

The GTP's Structure:

The GTP's structure is intuitive: identify the areas that need the most attention, and focus said attention on those areas. Through extensive consultation with key stakeholders, from the Ministries to the *citizen*, the Government has come up with seven pressure points that it has designated National Key Results Areas (NKRAs). Moreover, the GTP also contains a Ministerial Key Results Area (MKRA) component, which addresses developmental goals not covered by the NKRAs.

Following the completion of the implementation of the first horizon of changes – otherwise known as GTP 1.0 – each NKRA has reported significant changes in their respective sectors. Yet, it is too soon to rest on our laurels for there is a long way yet ahead of the country for its transformation story. The results of the initiatives are readily available in this website and other publications, and hence is a testament to the Government's commitment of transparency and accountability.

2.4.4 ECONOMIC TRANSFORMATION PLAN (ETP)

The tourism industry is a significant contributor to Malaysia's GDP, maintaining an average growth rate of 12% per annum since 2004.

Through the Tourism NKEA, collaborative efforts between the Ministry of Tourism and Culture, other Government agencies, and the private sector, have been enhanced to help secure Malaysia's position as a leading tourist destination, focusing on leisure and business tourism. Twelve EPPs, clustered under the five themes of affordable luxury, nature adventure, family fun, events, entertainment and business tourism, were introduced in this NKEA to help meet the country's targets by 2020.

List of EPPs

Tourism – No – EPPs - 2020 GNI (millions) – Jobs – Location - Status

- | | | | | |
|-------|---|----------|--------|--------------|
| EPP 1 | <u>Positioning Malaysia as a Duty-Free Shopping Destination</u> | 7,838.3m | 64,294 | Nationwide |
| EPP 2 | <u>Designating Bukit Bintang-Kuala Lumpur City Centre Area as a Vibrant Shopping Precinct in Malaysia</u> | 1,159.2m | 14,546 | Kuala Lumpur |
| EPP 3 | <u>Establishing Premium Outlets in Malaysia</u> | 875.2m | 1,500 | Nationwide |
| EPP 4 | <u>Establishing Malaysia Mega Biodiversity Hub (MMBH)</u> | 1,486.9m | 2,919 | Nationwide |
| EPP 5 | <u>Developing an Eco-Nature Integrated Resorts</u> | 706.6m | 7,733 | Sabah |
| EPP 6 | <u>Developing Cruise Tourism</u> | 1,758.2m | 9,713 | Nationwide |
| EPP 7 | <u>Targeting More International Events</u> | 426.7m | 8,036 | Nationwide |

- EPP 8 Establishing Dedicated Entertainment Zones (DEZ) 740.4m
5,614 Nationwide
- EPP 9a Developing Local Expertise and Better Regulating the Spa Industry
374.1m 3,540 Nationwide
- EPP 9b Golf Tourism 147.2m 1,220 Nationwide
- EPP 10 Establishing Malaysia as a Leading Business Tourism Destination
3,94716,720 Nationwide
- EPP 11 Enhancing Connectivity to Priority Medium Haul Markets 3,310.5m 13,402
Nationwide
- EPP 12 Improving Rates, Mix and Quality of Hotels 5,528.7m
64,424 Nationwide

2.4.5 OTHER RELATED INITIATIVES - MALAYSIA TOURISM TRANSFORMATION PLAN (MTTP)

The target is to achieve 36 million visitor arrivals and RM168 billion tourism receipt by the year 2020 (MTTP 36:168:2020).

2.5 INDUSTRY AND MARKET INTELLIGENCE

2.5.1 REGULATORY CHALLENGES

'Travel' is a global industry and is therefore highly sensitive to change especially those that are regulatory in nature. Travel agencies and tour operators consolidate services that span multiple industries and must therefore take great care to ensure compliance as part of their modus operandi.

Local regulatory bodies that have a direct effect on travel agencies and tour operators include (but are not limited to) the Ministry of Tourism and Culture (MoTaC), the Land Transportation Commission (SPAD), the Malaysian Aviation Commission (MAVCOM) and the Road Transportation Department of Malaysia (JPJ).

At regional level, travel agencies and tour operators have to consider the Mutual Recognition Arrangement (MRA) on Tourism Professionals that was adopted by the ASEAN Tourism Ministers (ATM) in 2009 as a key ASEAN tourism initiative to support the establishment of the ASEAN Economic Community 2015. The MRA seeks to facilitate the mobility of certified ASEAN Tourism Professionals (ATPs) across the ASEAN Member States (AMSs).

Locally the travel industry has also been identified as one of the industries that is required to comply with the Personal Data Protection Act 2010. At international level travel agencies and tour operators with business dealings with the European Union must now comply with the EU General Data Protection Regulation (GDPR).

In addition travel agencies who are accredited agents of the International Air Transport Association (IATA) and who are members of other trade associations also have to comply with the various codes and practices of these organizations.

2.5.2 TECHNOLOGICAL CHALLENGES

Technological advancement plays a crucial role in the travel industry with recent advancements in the areas of mobile applications and online reservations empowering global tourists with the flexibility and freedom to explore travel options on their own.

New payment methods (and the emergence of new online payment gateways and services) has altered market behavior dramatically and also exposed travel agencies and tour operators to new security threats and operational difficulties.

Travel agencies and tour operators also have to reposition themselves and tailor their marketing strategies to capitalize in the rise of new media; an essential move that will open up access to new market segments globally.

Consistent evolution in technology will continue to force travel agencies and tour operators to emulate and adapt.

2.5.3 EMERGING MARKETS AND NEW PRODUCTS

The travel industry is very dynamic and those in the travel sector must be equally flexible and in-tune with market trends. Travel agencies and tour operators must be able to grasp opportunities which are often transient; some trends last longer than others but often require a dramatic shift in thinking to cater to very specialized customer requirements and products that are constantly evolving to meet those requirements.

These new products and services include (but are not limited to) cruise, *halal*, rail, space and sport tourism. These trends are also highly dependent on the discovery and promotion of new and uncharted destinations, unique cultural events and the constantly evolving business seascape influenced by global policies and development.

2.6 OCCUPATIONAL STRUCTURE OVERVIEW

The following job groups require various levels, as in JPK Level 1 to 8.

1. Inbound

2. Outbound
3. Group Escort
4. Air Transportation
5. Land Transportation
6. Umrah
7. Cruise
8. Guiding
9. Sales & Marketing

2.7 CHAPTER CONCLUSION

There is great disparity in the travel industry. While those involved with airline ticketing must learn and conform to standardized operating systems, there may be no common language or method, particularly among tour vehicle operators. Raising professionalism requires formal training for industry practitioners and those with proven expertise should be recognized through APA to encourage formal qualifications thereby establishing a minimum level of professionalism necessary in ensuring the continued growth of the industry to meet the ever changing needs and demands of an increasingly well-traveled global consumer base.

CHAPTER 3: METHODOLOGY

3.1 CHAPTER INTRODUCTION

This chapter describes the methodology to be used in the occupational analysis process for the purpose of developing the Occupational Framework (OF) for the travel industry.

3.2 RESEARCH METHODOLOGY

Brainstorming was selected as the main method of obtaining the necessary input in view of the setup of the Travel Industry and the types and sources of information required to develop the occupational framework. The investigations were on the what, where, when, and also on the why and how of the decision making process.

The process uses a combination of these methods to gather information: analysis of documents, participant observation, and discussion workshops.

The methodology as elaborated below sets out the development process of the OF for the Travel Industry:

Step 1: Information Gathering

In this process, books, scholarly articles, news and articles published by the government, regulatory and professional bodies, and any other sources relevant to the background information of the industry, its current landscape and manpower requirements are surveyed and examined.

Step 2: Industry Engagement

Facts obtained during the literature review were discussed and presented to the Development Panel members, comprising representatives from the industry, in focus group workshop sessions for their review and confirmation. The confirmed information was then included in Chapter 2, and used as the basis of the analysis process.

The scope of analysis is centered on the following key areas:

- Industry background;
- Occupational structure and description; and
- Jobs and Skills in demand.

Step 3: Focus Group Meeting of the Development Panel

The brainstorming workshop containing the information highlighted in Step 2 were presented to the Development Panel for their review and confirmation. Therefore, the Development Panel proceeded with the development of the Occupational Structure (OS) and Occupational Description (OD). The technique of OS development is described in section 3.2.1 while the OD development technique is mentioned in section 3.2.2.

Step 4: Review of the final draft OF Document by Review Panel

The final draft of the OF Document was presented to the Review Panel at the Occupational Framework Technical Evaluation Committee meeting for their comments and approval before it is to be submitted to JPK.

The details of the workshop sessions involving the Development Panel and the Review Panel are as below:

Table 3.1: List of Industry Engagement Sessions

Date	Venue	Activity
16 th & 17 th April 2018	Malaysia Association Of Tour And Travel Agents (MATTA)	Review of findings and information gathering.
24 th & 25 th April 2018	Grand Millennium Hotel, Kuala Lumpur	Phase 1 Workshop: Focus Group Meeting of the Development Panel <ul style="list-style-type: none"> • Industry Engagement • Development Workshop • Brainstorming on industry scope and background
15 th & 16 th May 2018	Grand Millennium Hotel, Kuala Lumpur	Review of the final draft OF Document by Review Panel
22 th May 2018	Malaysia Association Of Tour And Travel Agents (MATTA)	Final draft preparation. Review of Occupational Structure and Occupational Description.
7 th June 2018	Bilik Pahang, PWTC, KL	1 st Technical Evaluation Meeting
		2 nd Technical Evaluation Meeting. Handover Meeting of Travel Industry Occupational Framework

3.2.1 OCCUPATIONAL STRUCTURE (OS) DEVELOPMENT

The OS is developed based on the following processes:

- i. **Identification of industry scope and boundaries with other relevant industries**

The identification of the industry scope is important so that when identifying the relevant sub-sectors and areas under the industry, it will define the segmentation of the particular industry. This will eliminate the possibility of duplication between common areas. The rule of thumb is to avoid duplicating the organization chart as this will include other areas such as marketing, administration, human resources and public relations. These areas are common across various industries and have a different set of Skills sets. Grouping and segmentation based on similar Skills sets in terms of technical abilities that are unique to the particular industry is a determining factor. The MSIC and existing OS in the JPK NOSS Registry were also used as a point of reference.

ii. Identification of Section/Division/Group/Area

The coverage of a division should be able to accommodate a number of areas and sub-areas where applicable. Job Groups are identified as being components of an industry and can be clustered in terms of classification, segmentation or process driven.

iii. Identification of Job Titles

In order to identify job titles, it is important to obtain consensus from expert panel members that the job titles is easily accepted by practitioners in the industry.

iv. Identification of Levelling

Levelling of an occupational title is done based on the level of competency required to be deemed competent at a specific designation. The level

descriptors in Annex 1 are used as reference when determining the different levels relevant to a specific occupational title.

3.2.2 OCCUPATIONAL DESCRIPTION DEVELOPMENT

The OD is the general description of the main job scope of a particular job. The OD is developed using a combination of brainstorming sessions with panel members and then the OD would be compared to other available descriptions of the same job. Below are the main steps in producing an OD for the respective occupation titles:

- a) Determine the main areas and sub-areas in the job group;
- b) Identify the occupational titles; and
- c) Identify the job scope.

To describe the OD clearly, the statement must consist of a **Verb**, **Object** and **Qualifier**. The rationale of determining the description attributes is to facilitate NOSS development especially in job and competency analysis.

a) **Object**

The object is determined first before the verb and qualifier as it is the main determinant that distinguish one occupation from another. The objects are acquired from the industry experts during a brainstorming session and written on Develop Standard and Curriculum (DESCUM) cards so that all the experts can see the objects identified. Objects of those in the related sub-sector or areas are determined as in the example below:

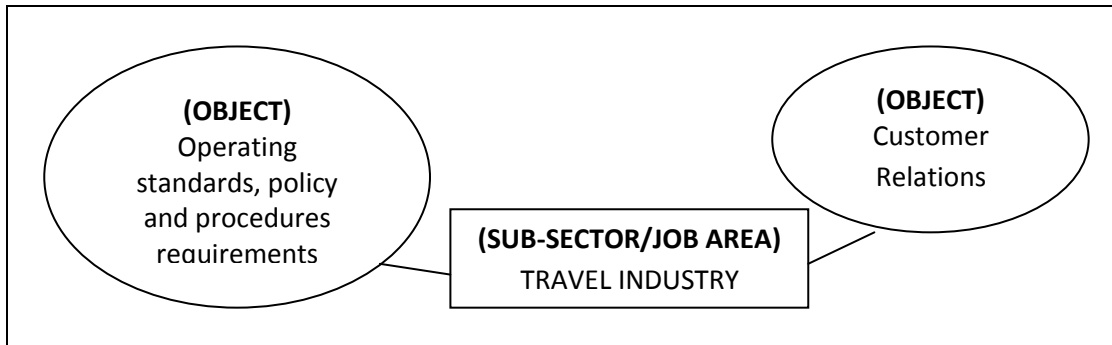


Figure 3.1: Example of Identifying Objects

b) Verb

The verb is then determined based on the level of difficulty of the identified job titles, such as below:

- ✓ **Object: Customer Relations**
- ✓ **Verb for Level 4: Perform**
- ✓ **Verb for Level 5: Coordinate**
- ✓ **Verb for Level 6: Manage**

Hence, the contents of the OD will be as below:

- Senior Manager (Level 6)
 - ✓ **Manage** customer relational + (qualifier)
- Manager (Level 5)
 - ✓ **Coordinate** customer relations + (qualifier)
- Executive (Level 4)
 - ✓ **Perform** customer relations + (qualifier)

c) Qualifier

Based on the example above, the statement is not clear as there is no qualifier for the object, therefore a qualifier must be added to further clarify it.

Below is an example:

- ✓ ***Coordinate*** customer relations ***to achieve the expected quality of services provided to the organization's customers***

3.3 CHAPTER CONCLUSION

This chapter sets out the methodology used in the development of the OF for the Travel Industry. The findings of this study, i.e. the OS, OD and the Skills in demand are presented in the next chapter, Chapter 4, Findings.

CHAPTER 4: FINDINGS

4.1 CHAPTER INTRODUCTION

This Chapter focuses on the tabulation and analysis of the findings, both from the Focus Group and the industry survey carried out. The objective is to develop the Occupational Structure (OS), develop the Occupational Description and to analyse jobs-in-demand, Skills-in-demand and recommendations suggested by the respondents and Focus Group panel members.

Based on the discussions with panel members during the focus group and brain storming workshops, the segmentation of the travel industry is adopted as the nine (9) job groups of the industry.

1. Inbound
2. Outbound
3. Group Escort
4. Air Transportation
5. Land Transportation
6. Umrah
7. Cruise
8. Guiding
9. Sales & Marketing

The Occupational Framework (OF) analysis is therefore focused on these 9 groups. The scope of the analysis is on 3 key areas, i.e. (a) the Occupational Structure (OS), (b) the Occupational Description (OD), and (c) jobs and skills in demand. This chapter therefore highlights the findings gathered on these key areas. The survey findings which include the OS, OD and Skills-in-demand are elaborated below.

4.2 OCCUPATIONAL STRUCTURE (OS)

Section	N 79 – Administrative and Support Service Activities		
Division	N 791 – Travel Agency and Tour Operator Activities		
Group	Inbound	Outbound	Group Escort
Job Area	Inbound Operation	Outbound Operation	Tour Leading
Level 8	NA	NA	NA
Level 7	NA	NA	NA
Level 6	NA	NA	NA
Level 5	Inbound Operations Manager	Outbound Operations Manager	NA
Level 4	Inbound Operations Executive	Outbound Operations Executive	NA
Level 3	Inbound Operations Supervisor	Outbound Operations Supervisor	Tour Leader
Level 2	Inbound Operations Senior Assistant	Outbound Operations Senior Assistant	NA
Level 1	Inbound Operations Assistant	Outbound Operations Assistant	NA

Section	N 79 – Administrative and Support Service Activities			
Division	N 791 – Travel Agency and Tour Operator Activities			
Group	Air Transportation	Land Transportation		
Job Area	Reservations & Ticketing	Land Transportation Operation	Car Rental	Vehicle Handling
Level 8	NA	NA	NA	NA
Level 7	NA	NA	NA	NA
Level 6	NA	NA	NA	NA
Level 5	Reservations & Ticketing Manager	Fleet Operations Manager		NA
Level 4	Reservations & Ticketing Executive	Fleet Operations Executive		NA
Level 3	Reservations & Ticketing Supervisor	Land Transportation Operations Supervisor	Car Rental Operations Supervisor	NA
Level 2	Reservations & Ticketing Senior Assistant	Land Transportation Operations Senior Assistant	Car Rental Operations Senior Assistant	Driver
Level 1	Reservations & Ticketing Assistant	Land Transportation Operations Assistant	Car Rental Operations Assistant	NA

Section	N 79 – Administrative and Support Service Activities			
Division	N 791 – Travel Agency and Tour Operator Activities			
Group	Umrah		Cruise	
Job Area	Operations	Guiding	Operations	Chartered Cruise Operations
Level 8	NA	NA	NA	NA
Level 7	NA	NA	NA	NA
Level 6	NA	NA	NA	NA
Level 5	Umrah Operations Manager	NA	Cruise Sales Operations Manager	Chartered Operations Manager
Level 4	Umrah Operations Executive	Senior Mutawif	Cruise Sales Operations Executive	
Level 3	Umrah Operations Supervisor	Mutawif	Cruise Sales Operations Supervisor	
Level 2	Umrah Operations Senior Assistant	NA	Cruise Sales Operations Assistant	
Level 1	Umrah Operations Assistant	NA	NA	NA

Section	N 79 – Administrative and Support Service Activities			
Division	N 791 – Travel Agency and Tour Operator Activities			
Group	Guiding			Sales & Marketing
Job Area	Nature Guide	City Guide	Region Specific Tour Guide	Travel Sales & Marketing
Level 8	NA	NA	NA	NA
Level 7	NA	NA	NA	NA
Level 6	NA	NA	NA	NA
Level 5	NA	NA	NA	Sales & Marketing Manager
Level 4	NA	NA	NA	Sales & Marketing Executive
Level 3	Nature Guide	City Guide	Region Specific Tour Guide	Sales & Marketing Supervisor
Level 2	Localized Nature Guide	NA	NA	Sales & Marketing Senior Assistant
Level 1	NA	NA	NA	Sales & Marketing Assistant

4.3 JOB TITLES SUMMARY TABLE FOR TRAVEL INDUSTRY

Group	Area	LEVEL								NO OF JOB TITLES IDENTIFIED
		L1	L2	L3	L4	L5	L6	L7	L8	
Inbound	Inbound Operation	1	1	1	1	1	0	0	0	5
Outbound	Outbound Operation	1	1	1	1	1	0	0	0	5
Group Escort	Tour Leading	0	0	1	0	0	0	0	0	1
Air Transportation	Reservations & Ticketing	1	1	1	1	1	0	0	0	5
Land Transportation	Land Transportation Operation	1	1	1	1	1	0	0	0	3 L4, 5 = 2
	Car Rental	1	1	1			0	0	0	3
	Vehicle Handling	0	1	0	0	0	0	0	0	1
Umrah	Operation	1	1	1	1	1	0	0	0	5
	Guiding	0	0	1	1	0	0	0	0	2
Cruise	Operation	0	1	1	1	1	0	0	0	1 L2, 3, 4 = 3
	Chartered Cruise Operation	0				1	0	0	0	1
Guiding	Nature Guide	0	1	1	0	0	0	0	0	2
	City Guide	0	0	1	0	0	0	0	0	1

	Region Specific Tour Guide	0	0	1	0	0	0	0	0	1
Sales & Marketing	Travel & Tour Sales Marketing	1	1	1	1	1	0	0	0	5
TOTAL NO. OF JOB TITLES IDENTIFIED		7	10	13	8	8	0	0	0	46

4.4 SKILLS IN DEMAND

Skills in Demand	Rationale, Challenges and Issues	Potential Strategies and Proposed Solutions
Shortages of Workforce (Job Title)		
Inbound Operations Personnel	To meet increase of tourist arrival to Malaysia.	Apprenticeship in NDTS (SLDN) training.
Outbound Operations Personnel	Requires experienced personnel who are people oriented and pro-active	To train personnel in conducting research and site or destination visits.
Reservation & Ticketing Personnel	Requires special knowledge and skill	Apprenticeship in NDTS (SLDN) training.
Umrah Operations Personnel	Current workforce unskilled.	To be trained in specific area such as visa processing and standard processes of carrying them out and in-depth knowledge on services and religious rites.
Cruise Sales Operations Personnel	Current changing niche in the industry	To be trained in specific area such as hospitality and standard processes of carrying them out and in-depth knowledge on services of a cruise ship.

Skills gaps in existing workforce		
Airlines Reservation and Ticketing Technical Skills	<ul style="list-style-type: none"> • Airlines flight schedules • Flight Reservation and Ticketing • E-Business 	ILB and Accredited Centres need to have a close relationship with GDS providers i.e. Amadeus, Travelport and Sabre to provide the initial technical practical training.
Technology in Travel	Online Travel Agent (OTA)	Technology savvy personnel to manage graphic designing, database and booking platform in providing instant booking confirmation. More professional technology qualified personnel to be involved in the travel industry.
Problem solving and Analytical Skills	<ul style="list-style-type: none"> • Challenging and competitive global business • Fast changing technology 	Travel Industry requires personnel who are strong in lateral, critical and analytical thinking. Also, one who are intellectually curious to create new packages as well as when dealing with a situation or disaster. Problem solving and Analytical Skills needs to be embedded in Level 4 and 5 for the travel industry.
Emerging Skills needs		
Sustainable Tourism	<ul style="list-style-type: none"> • Impact on environment • Transportation • Mobility 	Develop competency standard with a solid understanding of the main aspects of sustainability together with the Ministry of Tourism and Culture, Malaysia.

4.5 CHAPTER CONCLUSION

The findings identified travel industry personnel are engaged in the arrangement or provision of tourism services in nine groups, which have been categorized for adoption as industry's terminology. Travel industry personnel discovered that designations printed in their name cards may not necessarily describe their actual occupations. Adding to the complication was many personnel are required to be multi-skilled in several groups when providing service to the same customer.

The Occupational Structure (OS) was grouped in accordance to the various travel services provided by industry players to customers. As such, some office-based occupations are grouped with associated field occupations such as drivers and guides under the same groups. All field occupations could not be lumped together on their own as such skills are in demand by different groups.

Out of the nine job groups and 15 job areas in the travel industry, 46 job titles have been identified ranging from Level 1 (7), Level 2 (10), Level 3 (13), Level 4 (8) and Level 5 (8), with none from Levels 6 – 8. Competencies needed to perform in each of the 46 job titles, which are specified in Job Description (JD), will be used to set the scope for the development of NOSS.

Tabulation of these nine job groups, 15 job areas and 46 job titles with respective skill levels have encapsulated the entire travel industry in one page. Seeing the big picture is crucial in planning and developing human capital for the entire industry.

Skills in demand are mostly for Levels 2 and 3 and applicable in all nine job groups, as these are the operations personnel that get most of the work done in their companies. Demand for Level 1 skills are lower as they could be picked up easily on-the-job by new entrants to the industry. Levels 4 and 5 skills are sought after by companies when their management staff leaves or retire, or when setting up new divisions or branches to tap the growth of existing businesses or emerging markets.

Unfortunately, more than 70% of the company in the travel industry are small scale travel agency; with an average of 10 staffs. Besides, new entrance (employee) holding with a degree or diploma qualification are lacking the necessary skill required in(by) the Travel Industry. Thus, the necessity for skill training up to Level 5 is the most desirable.

Having been in the travel industry for a few years and gained sufficient essential experience and skills required, those degree and/or diploma graduates generally prefer to set up their own business and becomes their own boss/employer, resulting in the high numbers of small scale travel agency in the Travel Industry.

In view of the above, the requirement for Level 6 to 8 therefore is not required and/or applicable.

CHAPTER 5: DISCUSSION, RECOMMENDATION & CONCLUSION

5.1 DISCUSSION

Other than Reservations & Ticketing under Air Transportation, there are few authoritative literature and manuals available for the other nine groups in the travel industry.

Thanks to the International Air Transport Association (IATA) and Global Distribution Systems (GDS), airlines and travel agents are communicating using common systems, practices and terminologies. Founded in 1945, IATA has been developing standard practices and procedures for the airline industry with huge amount of publications available for reference.

As for tours and road transportation, there are no standardized manuals for these sub-sectors and therefore industry practices can vary greatly among operators. Internal standard operating procedures, if any, were developed over time through mostly trial and error, sometimes with dire consequences.

With little published documents available and varying interpretations by industry players, crafting the Occupational Framework could only be carried out through interviews and discussions with experienced personnel and industry experts, and also through brainstorming sessions among focus groups.

5.2 RECOMMENDATION

The existing NOSS for the travel industry has adequately covered job area groups. Unfortunately, the job areas were not structured according to industry practice and requirements. Hence, the existing NOSS needs to be revisited and revised as follows:

NOSS Development and Review

- a) To break up or extract Inbound Tour Operations from Travel Consultant of **HT-101-3:2014** and combine it with Tourism Transportation of **HT-060-1**, **HT-060-2** and **HT-060-3** to become Inbound Tour Operations covering Inbound Operations and Land Transportation Operations in this OF presentation.
- b) The balance from **HT-101-3:2014** i.e. Reservation & Ticketing to be combined with **HT-022-1**, **HT-022-2** and **HT-022-3** (Outbound Tour Operations) to cover Reservation & Ticketing and Outbound Operations in this OF Presentation. These needs to be reviewed immediately as the **HT-101-3:2014** has now been disrupted.
- c) A new or revised NOSS needs to be developed for UMRAH as it currently only covers *BIMBINGAN UMRAH & ZIARAH* (MUTAWIF) (**N-791-001-3:2016**) which is on guiding only. As the number of Bumiputera travel agents are quite sizeable and most supply UMRAH packages, there is an urgent need to develop this NOSS as no structured training is available currently as reflected in this OF. As of today, there are 335 special licence holders for Umrah operators (*Lesen Khas Umrah*) issued by the Ministry of Tourism and Culture, to signify the special niche in the travel industry.
- d) Cruise is another sector in the travel industry that is gaining in popularity and demand. As with UMRAH, this sector warrants urgent attention too. Cruise Tourism momentum has picked up significantly in the last five years. The rapidly developing cruise market justifies immediate action.
- e) The NOSS **HT-024-3** (Tour Leader) is also due for review as the last review was in 2009 i.e. already nine years old. With the anticipation that local Tourist Guides may no longer be made compulsory in time to come, and to provide alternative employment, this NOSS need urgent review too. It will be a switch of job function

from being an Inbound Tourist Guide to Outbound Tour Leader. Also, there is no need for any special or particular license for this type of tour leading as compared with the local guiding.

5.3 CONCLUSION

The production of this OF and its Occupational Structure (OS) as reflected in this report, by industry experts comprising a wide cross section of the travel industry, lead by the national travel association i.e. Malaysian Association of Tour and Travel Agents (MATTA); concludes the following:

- i. Skills in demand are mostly for Levels 2 and 3 and applicable in all nine groups as these are the operations personnel that get most of the work done in their companies.
- ii. Apprentice training (National Dual Training System – NDTS) is the way forward as it allows trainees to be trained in an actual work environment; acquiring skills and work experience while being trained. As the travel industry is very much a “hands on” industry, NDTS is the most appropriate type of training approach. With reference to the Skills in Demand on page 39, the skills gap on Technology in Travel and Problem Solving and Analytical Skills will be fulfilled by this NDTS approach. Thus the Travel Industry NOSS for Level 4 and 5 need to be reviewed to cater for the gaps.
- iii. Currently MATTA’s membership comprises of more than 3,300 travel companies employing more than 33,000 employees. Most of them are without a proper travel industry skill certification. In this aspect, the Accreditation of Prior Achievement (APA) will play a major role in certifying and introducing of standardization in certification for the travel industry.

The travel industry is an ever-evolving industry and is moving at a very high pace due to technological advances. As it is highly dependent on technology, the industry not only requires skills, it also requires innovative and creative thinking. Such is the future of the travel industry.

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ANNEX I

MOSQF LEVEL DESCRIPTORS

MALAYSIAN OCCUPATIONAL SKILLS QUALIFICATIONS FRAMEWORK (MOSQF)

Level	Level Description
1	Achievement at this level reflects the ability to use relevant knowledge, Skills and procedures to complete routine and predictable tasks that include responsibility for completing tasks and procedures subject to direction or guidance .
2	Achievement at this level reflects the ability to select and use relevant knowledge, ideas , Skills and procedures to complete well-defined tasks and address straightforward problem . It includes taking responsibility for completing tasks and procedures, and exercising autonomy and judgment subject to overall direction or guidance.
3	Achievement at this level reflects the ability to identify and use relevant understanding , methods and Skills to complete task and address problems that are well defined with a measure of complexity . It includes taking responsibility for initiating and completing tasks and procedures as well as exercising autonomy and judgments within limited parameter . It also reflects awareness of different perspectives or approaches within an area of study or work.
4	Achievement at this level reflects the ability to identify and use relevant understanding, methods and Skills to address problems that are well defined but complex and non-routine . It includes taking responsibility for overall courses of action as well as exercising autonomy and judgment within fairly broad parameters. It also reflects under-standing of different perspective or approaches within an area of study or work.
5	Achievement at this level reflects the ability to identify and use relevant understanding, methods and Skills to address broadly-defined, complex problems . It includes taking responsibility for planning and developing courses of action as well as exercising autonomy and judgment within broad parameters. It also reflects understanding of different perspectives, approaches or schools of thought and the reasoning behind them .
6	Achievement at this level reflects the ability to refine and use relevant understanding, methods and Skills to address complex problems that have limited definition . It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgment . It also reflects an understanding of different perspectives, approaches of schools of thought and the theories that underpin them .

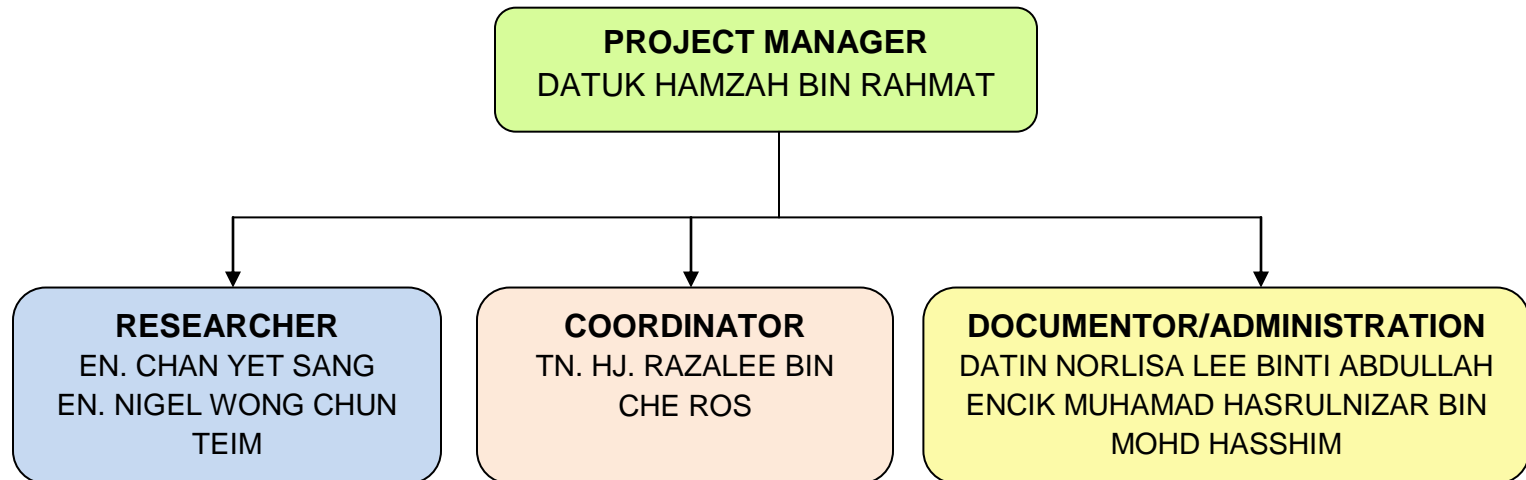
7	Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of theoretical and relevant methodological perspectives, and how they affect their area of study or work.
8	Achievement at this level reflects the ability to develop original understanding and extend an area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complexes, interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for the development of a field of work or knowledge, or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work.

ANNEX II

WORK GROUP

**LIST OF THE TRAVEL INDUSTRY
OCCUPATIONAL FRAMEWORK EXECUTION TEAM**

ANNEX II



ANNEX III

LIST OF THE CONTRIBUTORS

LIST OF THE TRAVEL INDUSTRY OCCUPATIONAL FRAMEWORK DEVELOPMENT EXPERTS

NO	NAME	POSITION	EXPERTISE	ORGANISATION
1	ABANG AZAHARI BIN ABANG ZAIDAN	DIRECTOR	GUIDING	INTER- CONTINENTAL TRAVEL CENTRE SDN BHD
2	CHAN LAY MING	HR/ADMIN MANAGER	HUMAN RESOURCE	HOLIDAY TOURS & TRAVEL SDN BHD
3	CHUA ENG HAN	PRINCIPAL	GUIDING & TRAINER	HTC INTERNATIONAL ACADEMY
4	CYNTHIA TAN BEE SIM	EXECUTIVE DIRECTOR	TRAVEL & TOURS	ROYSTAR TRAVEL & TOUR SDN BHD
5	DATUK HAMZAH BIN RAHMAT	DIRECTOR	TRAVEL & TOURS	FLIGHT CENTRE TRAVEL GROUP (M) SDN BHD
6	DYG AZIZAH BINTI ABG ZAIDAN	MANAGING DIRECTOR	TRAVEL & TOURS	INTER- CONTINENTAL TRAVEL CENTRE SDN BHD
7	FAZLINA BINTI ABDUL MUTALIB	PERSONAL ASSISTANT	TRAVEL & TOURS	ANDALUSIA TRAVEL & TOURS SDN BHD
8	GOPALAN A/L MARIAPPAN	EXECUTIVE DIRECTOR	INBOUND & LAND TRANSPORT	SANUBARY TRAVEL SDN BHD
9	JOANNA LOH AI WHEI	HR MANAGER	HUMAN RESOURCE	APPLE VACATIONS & CONVENTIONS SDN BHD

10	KENNY CHEONG KEN LEE	EXECUTIVE DIRECTOR	OUTBOUND & CRUISE	HWAJING TRAVEL & TOURS SDN BHD
11	KONG CHUN YEN @ CHRISTINA	DIRECTOR	TRAVEL & TOURS	SENSATIONAL HOLIDAYS (BORNEO) SDN BHD
12	LIM KAM THIM	PRINCIPAL	TRAINER	RISM HOSPITALITY ACADEMY
13	MOHD ALI BIN AB MALEK	DIRECTOR	RESERVATION & TICKETING	NUSANTARA DISCOVERY SDN BHD
14	NIGEL WONG CHUN TEIM	DIRECTOR	INBOUND & TECHNOLOGY	URBAN RHYTHMS TOURS ADVENTURES & TRAVEL SDN BHD
15	PATRICK TAI VUI FOOK	ADVISOR	TRAVEL & TOURS	PST TRAVEL SERVICES SDN BHD
16	SHAHRLNEZAM BIN MOHD DAUD	MANAGING DIRECTOR	OUTBOUND, TICKETING & UMRAH	FALCON TRAVEL & TOURS SDN BHD
17	SHANTI DEVI A/P RETNASAMY	DIRECTOR	TRAVEL & TOURS	ASIANWORLD HOLIDAYS SDN BHD
18	SHAZLI AFFUAT BIN GHAZALI	MANAGING DIRECTOR	TRAVEL & TOURS	LEGEND VACATIONS SDN BHD
19	SHAZWANY BINTI ABU BAKAR	PERSONAL ASSISTANT	HUMAN RESOURCE & UMRAH	ANDALUSIA TRAVEL & TOURS SDN BHD

20	SUHAIMI BIN ABD GHAFER	MANAGING DIRECTOR	INBOUND, OUTBOUND & CRUISE	INTRATAMA TRAVEL CONSULTANT & TOURS (M) SDN BHD
21	THOO CHOY	GENERAL MANAGER	INBOUND & LAND TRANSPORT	PEARL HOLIDAY (M) TRAVEL & TOUR SDN BHD
22	WONG YEW CHOONG	CHIEF EXECUTIVE OFFICER	MICE	MALAYSIA ASSOCIATION OF CONVENTION & EXIHIBITION ORGANISERS & SUPPLIERS
FACILITATOR				
1.	TN. HJ. RAZALEE BIN CHE ROS			MALAYSIA ASSOCIATION OF TOUR AND TRAVEL AGENTS
CO-FACILITATOR AND RECORDER				
2.	DATIN NORLISA LEE BINTI ABDULLAH			MALAYSIA ASSOCIATION OF TOUR AND TRAVEL AGENTS

ANNEX IV
LIST OF
DEVELOPMENT RESEARCHER AND
PROOF-READER

**LIST OF THE TRAVEL INDUSTRY SECTOR OCCUPATIONAL
FRAMEWORK DEVELOPMENT RESEARCHER AND
PROOF-READER**

ENCIK CHAN YET SANG

RESEACHER

MALAYSIAN ASSOCIATION OF TOUR AND TRAVEL AGENTS

ENCIK NIGEL WONG CHUN TEIM

PROOF-READER

MALAYSIAN ASSOCIATION OF TOUR AND TRAVEL AGENTS

ANNEX V

**NOSS AGAINTS OCCUPATIONAL
FRAMEWORK MATRIX**

Annex 4: NOSS AGAINST OCCUPATIONAL FRAMEWORK MATRIX

ANNEX V

Existing NOSS Job Title (OF)	Car Rental	Mutawwif/Umrah & Ziarah Management	Localize Nature Guide	City Guide	Nature Tour Guiding	Region Specific Tourist Guide	Land Based Adventure Tour Guiding	Tour Leader	Outbound Tour Operations	Tourism Transportation	Tour Vehicle Driver	Reservation & Ticketing	Inbound Tour Operation	Sales	Sales & Marketing- Cruise Liner
Inbound Operation							These services are operated by other businesses which are governed by different bodies.								
Outbound Operation															
Tour Leading															
Reservation & Ticketing															
Land Transportation Operation															
Vehicle Handling															
Umrah Operation															
Guiding															
Cruise Operation															
Chartered / Theme Cruise Operation															
Nature Guide															
City Guide															
Region Specific Tour Guide															
Travel & Tour Sales Marketing															

ANNEX VI

JOB DESCRIPTIONS

JOB TITLE: INBOUND OPERATIONS ASSISTANT (LEVEL 1)

This role may also be called: Nil

An Inbound Operations Assistant is responsible for assisting in tour arrangement activities and administrative functions.

Responsibilities may include:

- File tour documents.
- Perform data entry.
- Compile customer information.
- Record customers data.
- Type tour itinerary.
- Prepare Tour Information/Tour Packs.

Knowledge, Skills, Attributes

An Inbound Operations Assistant needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Basic command of English
- Basic computer knowledge
- Attention to details and accuracy
- Ability to follow instruction
- Ability to work well in a Team

JOB TITLE: INBOUND OPERATIONS SENIOR ASSISTANT (LEVEL 2)

This role may also be called: Inbound Operations Officer

An Inbound Operations Senior Assistant is responsible for coordinating tour arrangement activities and performing administrative functions.

Responsibilities may include:

- Arrange tour information.
- Update tour information.
- Confirm flight details.
- Perform liaison work with suppliers.
- Verify tour itinerary.
- Create new tour files.
- Perform ground Reservations.
- Perform meet-and-greet services for arrivals and departures.
- Monitor tours-in-progress and ensure tour itineraries are proceeding as planned.

Knowledge, Skills, Attributes

An Inbound Operations Senior Assistant needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Basic command of English
- Basic computer knowledge
- Attention to details and accuracy
- Ability to follow instruction
- Ability to work well in a Team
- Basic airlines knowledge

JOB TITLE: INBOUND OPERATIONS SUPERVISOR (LEVEL 3)

This role may also be called: Nil

An Inbound Operations Supervisor is responsible for verifying and validating travel and tour documentation and arrangements as well as handling and solving tour operational issues that may arise. Also includes the monitoring and control of product inventory.

Responsibilities may include:

- Supervise team members.
- Verify travel and tour documentation.
- Arrange tour bookings.
- Validate tour information.
- Troubleshoot tour problems.
- Monitor product inventory.
- Finalize tour arrangements.

Knowledge, Skills, Attributes

An Inbound Operations Supervisor needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Good command of English
- Communication Skills
- Good computer knowledge
- Attention to detail and accuracy
- Ability to follow instruction
- Ability to work well in a Team
- Problem solving Skills
- Interpersonal Skills

JOB TITLE: INBOUND OPERATIONS EXECUTIVE (LEVEL 4)

This role may also be called: Nil

An Inbound Operations Executive is responsible for the development of new tour products and handling of tour bookings from overseas agents.

Responsibilities may include:

- Finalize Tour Arrangements.
- Troubleshoot Operational Matters/Tasks for all operation matters.
- Conduct product and site inspections.
- Assess tourism potential of new products.
- Develop new tour products.
- Perform supplier and client liaison activities.

Knowledge, Skills, Attributes

An Inbound Operations Executive needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Good command of English
- Attention to detail and accuracy
- Ability to follow instructions
- Ability to work well in a Team
- Reservations & ticketing knowledge
- Interpersonal Skills
- Accuracy of work
- Initiative and ownership
- Capability of making sound judgement

JOB TITLE: INBOUND OPERATIONS MANAGER (LEVEL 5)

This role may also be called: Nil

An Inbound Operations Manager is responsible for all operational aspects related to the delivery of tour and travel services as well as the competencies of other operations staff directly under his or her purview. Responsibilities also include the approval of payments and reporting to senior management.

Responsibilities may include:

- Plan motivational and training programs.
- Manage duty schedule or roster for the department.
- Present management reports to upper management.
- Develop operational policies.
- Approve payments to vendors upon delivery of agreed services.
- Forecast (budget) business & inventory.

Knowledge, Skills, Attributes

An Inbound Operations Manager needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Good command of English
- Meticulous in day to day operation
- Ability to lead Team
- Reservations & ticketing knowledge
- Initiative and ownership
- Capability of making sound judgement
- Ability to Coach & train
- PR & Presentation Skills
- Decision making on market information
- Strategic and analytical Skills

- Excellent Interpersonal Skills & stress tolerant
- Negotiation Skills

JOB TITLE: OUTBOUND OPERATIONS ASSISTANT (LEVEL 1)

This role may also be called: Nil

An Outbound Operations Assistant is responsible for assisting in tour arrangement activities and administrative functions.

Responsibilities may include:

- File tour documents.
- Perform data entry.
- Compile customer information.
- Record customer data.
- Type tour itinerary.
- Prepare Tour Information/Tour Packs.
- Prepare Visa applications.

Knowledge, Skills, Attributes

An Outbound Operations Assistant needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Basic command of English
- Basic computer knowledge
- Attention to detail and accuracy
- Ability to follow instructions
- Ability to work well in a Team

JOB TITLE: OUTBOUND OPERATIONS SENIOR ASSISTANT (LEVEL 2)

This role may also be called: Outbound Operations Officer

An Outbound Operations Senior Assistant is responsible for coordinating tour arrangement activities and performing administrative functions.

Responsibilities may include:

- Arrange tour information.
- Update tour information.
- Confirm flight details.
- Reconfirm visa application.
- Perform liaison work with suppliers.
- Verify tour itinerary.
- Create new tour files.
- Perform ground Reservations.

Knowledge, Skills, Attributes

An Outbound Operations Senior Assistant needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Basic command of English
- Basic computer knowledge
- Attention to detail and accuracy
- Ability to follow instructions
- Ability to work well in a Team
- Basic ticketing knowledge

JOB TITLE: OUTBOUND OPERATIONS SUPERVISOR (LEVEL 3)

This role may also be called: Nil

An Outbound Operations Supervisor is responsible for verifying and validating travel and tour documentation and arrangements as well as handling and solving tour operational issues that may arise. Also includes the monitoring of team members.

Responsibilities may include:

- Supervise team members
- Verify travel and tour documentation
- Arrange tour bookings.
- Validate tour information
- Monitor product inventory

Knowledge, Skills, Attributes

An Outbound Operations Supervisor needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Good command of English
- Good Communication Skills
- Good computer knowledge
- Attention to detail and accuracy
- Ability to follow instructions
- Ability to work well in a Team
- Reservations & ticketing knowledge
- Good interpersonal Skills

JOB TITLE: OUTBOUND OPERATIONS EXECUTIVE (LEVEL 4)

This role may also be called: Nil

An Outbound Operations Executive is responsible for executing and monitoring tour arrangements and troubleshooting any outbound activity problems.

Responsibilities may include:

- Finalize Tour Arrangements.
- Troubleshoot Operational Matters/Tasks for all operation matters.
- Conduct product and site inspections.
- Assess tourism potential of new products.
- Develop new tour products.
- Perform supplier and client liaison activities.

Knowledge, Skills, Attributes

An Outbound Operations Executive needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Good command of English
- Attention to detail and accuracy
- Ability to follow instructions
- Ability to work well in a Team
- Reservations & ticketing knowledge
- Interpersonal Skills
- Accuracy of work
- Initiative and ownership
- Capability of making sound judgement

JOB TITLE: OUTBOUND OPERATIONS MANAGER (LEVEL 5)

This role may also be called: Nil

An Outbound Operations Manager is responsible all operational aspects related to the delivery of tour and travel services as well as the competencies of other operations staff directly under his or her purview. Responsibilities also include the approval of payments and reporting to senior management.

Responsibilities may include:

- Plan motivational and training programs.
- Manage duty schedule or roster for the department.
- Present management reports to upper management.
- Develop operational policies.
- Approve payments to vendors upon delivery of agreed services.
- Forecast (budget) business & inventory.

Knowledge, Skills, Attributes

An Outbound Operations Manager needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Good command of English
- Meticulous in day to day operation
- Ability to lead Team
- Reservations & ticketing knowledge
- Initiative and ownership
- Capability of making sound judgement
- Ability to Coach& train
- PR & Presentation Skills
- Decision making on market information
- Strategic and analytical Skills

- Excellent Interpersonal Skills & stress tolerant
- Excellent negotiation Skills

JOB TITLE: TOUR LEADER (LEVEL 3)

This role may also be called: Nil

A Tour Leader is responsible for the control of the travel activities, handle the documents and arrangements as well as handling and solving tour operational issues that may arise during the tour. Also includes the monitoring of tour members.

Responsibilities may include:

- Supervise tour members.
- Confirm the travel and tour documentation.
- Arrange pre-tour briefing.
- Perform airport check-in duties.
- Control ground handling.

Knowledge, Skills, Attributes

A Tour Leader needs:

- Good command of English
- Good Communication Skills
- Good computer knowledge
- Attention to details and accuracy
- Ability to follow instruction
- Ability to work well in a Team
- Reservations & ticketing knowledge
- Interpersonal Skills
- Products knowledge

JOB TITLE: RESERVATIONS & TICKETING ASSISTANT (LEVEL 1)

This role may also be called: Junior Ticketing Assistant

A Reservations & Ticketing Assistant is responsible to make Reservations, confirm booking; issue airline tickets through Global Distribution System (GDS).

Responsibilities may include:

- Operates GDS System with guidance.
- Attends to walk-in /phone-in customers and enquiries with guidance.
- Advise Custom, Immigration and Quarantine (CIQ) formalities with guidance.

Knowledge, Skills, Attributes

A Reservations & Ticketing Assistant needs:

- Good Geographical knowledge.
- Good understanding of GDS Functionalities
- Good Communication Skills
- Team player

JOB TITLE: RESERVATIONS & TICKETING SENIOR ASSISTANT (LEVEL 2)

This role may also be called: Senior Travel Assistant

A Reservations & Ticketing Senior Assistant is responsible to make Reservations, confirm booking; issue airline tickets through Global Distribution System (GDS).

Responsibilities may include:

- Operates GDS System.
- Attends to walk-in / phone-in customers and enquiries.
- Prepare itineraries and quotations and advise airline ticketing timeline (TTL)

- Advise Custom, Immigration and Quarantine (CIQ) formalities.
- Update travellers' profile.

Knowledge, Skills, Attributes

A Reservations & Ticketing Senior Assistant needs:

- Good Geographical knowledge.
- Good understanding of GDS Functionalities
- Good Communication Skills
- Team player

JOB TITLE: RESERVATIONS & TICKETING SUPERVISOR (LEVEL 3)

This role may also be called: Travel Officer

A Reservations & Ticketing Supervisor is responsible to handle reservations and issue airline tickets.

Responsibilities may include:

- Manage GDS System.
- Manage walk-in / phone-in customers and enquiries.
- Check itineraries and quotations and advise airline ticketing timeline (TTL)
- Assist customer on ticket redemptions.
- Supervise junior staff.

Knowledge, Skills, Attributes

A Reservations & Ticketing Supervisor needs:

- Good geographical knowledge and time zone.
- Good understanding of GDS Functionalities
- Good Communication Skills
- Team player

JOB TITLE: RESERVATIONS & TICKETING EXECUTIVE (LEVEL 4)

This role may also be called: Travel Executive

A Reservations & Ticketing Executive is responsible to monitor reservations and issuance of airline tickets.

Responsibilities may include:

- Supervise and train down line.
- Coordinates customer services
- Verifies quotation.
- Perform trouble shooting.
- Verify Agency Debit Memo(ADMs) / Agency Credit Memo (ACMs)

Knowledge, Skills, Attributes

A Reservations & Ticketing Executive needs:

- Good Communication Skills
- Good leadership Skills
- Problem Solving Skills
- Team player

JOB TITLE: RESERVATIONS & TICKETING MANAGER (LEVEL 5)

This role may also be called: Travel Manager

A Reservations & Ticketing Manager is responsible for all operational aspects related to the delivery of reservations and ticketing services as well as the competencies of other operations staff directly under his or her purview. Responsibilities also include the approval of payments and reporting to senior management.

Responsibilities may include:

- Supervise and train down line.
- Provide frontline support.
- Coordinates customer services.
- Perform troubleshooting.
- Manages customer accounts.
- Conduct Staff meeting.
- Certify Agency Debit Memo (ADMs) / Agency Credit Memo (ACMs).
- Authorise payments.

Knowledge, Skills, Attributes

A Reservations & Ticketing Manager needs:

- Good Communication Skills
- Good Managerial Skills
- Problem Solving Skills
- Team player

JOB TITLE: LAND TRANSPORTATION OPERATIONS ASSISTANT (LEVEL 1)

This role may also be called: Nil

A Land Transportation Operations Assistant is to assist Operations Senior Assistant in coordinating and update drivers' schedule.

Responsibilities may include:

- Check that vehicles are clean and functional before assignments.
- Monitor driver punctuality.
- Monitor drivers' adherence to a company policy.

Knowledge, Skills, Attributes

A Land Transportation Operation Assistant needs:

- Basic knowledge of vehicle maintenance
- Company practices and procedure
- Road transport licensing requirements

**JOB TITLE: LAND TRANSPORTATION OPERATIONS SENIOR ASSISTANT
(LEVEL 2)**

This role may also be called: Nil

A Land Transportation Operations Senior Assistant is responsible to coordinates, control and to ensure that vehicles are maintained and made available to customers.

Responsibilities may include:

- Ensure safety, security and sanitation functions on vehicles are carried out.
- Monitor and coordinate vehicle and driver movements.
- Ensure that vehicles are properly maintained according to company maintenance policies.
- Coordinate with customer on job orders.

Knowledge, Skills, Attributes

A Land Transportation Operations Senior Assistant needs:

- Basic knowledge of vehicle maintenance
- Company practices and procedure
- Road transport licensing requirements
- Liaison with local authorities

JOB TITLE: LAND TRANSPORTATION OPERATIONS SUPERVISOR (LEVEL 3)

This role may also be called: Nil

A Land Transportation Operations Supervisor is responsible for the administration of end-to-end transactions with the customer and ensuring that fleet records are properly filed and managed.

Responsibilities may include:

- Engage with the customer and providing quality customer service
- Perform administrative functions
- Assign job orders to drivers.
- Perform safety and security functions
- Attend to breakdowns, accidents and other emergencies
- Ensure that all transport regulations are adhered to
- Ensure that all vehicle documents, records and files are properly maintained and updated

Knowledge, Skills, Attributes

A Land Transportation Operations Supervisor needs:

- Basic knowledge of vehicle maintenance
- Company practices and procedure
- Road transport licensing requirements
- Liaison with local authorities
- Administrative procedure
- Defensive driving

JOB TITLE: CAR RENTAL OPERATIONS ASSISTANT (LEVEL 1)

This role may also be called: Nil

A Car Rental Operations Assistant is responsible to assist in maintaining rental car conditions.

Responsibilities may include:

- Attend to enquiries online, walk in or call in.
- Record reservations request
- Check out cars on delivery and check in cars when return by customers.
- Send cars for cleaning.

Knowledge, Skills, Attributes:

A Car Rental Operations Assistant needs:

- Possess knowledge and competency in following up with vehicle maintenance
- Perform quality customer service
- Routine maintenance procedure
- Ability to use operations management system for car rental

JOB TITLE: CAR RENTAL OPERATIONS SENIOR ASSISTANT (LEVEL 2)

This role may also be called: Operations Officer

A Car Rental Operations Senior Assistant is responsible to upkeep and maintains car conditions for rental.

Responsibilities may include:

- Attend to enquiries online, walk in or call in.

- Confirm reservations and payments, arrangements for delivery and collection of cars.
- Check out cars on delivery and check in cars when return by customers
- Arrange for car to be cleaned and checked
- Update and report on status of vehicles under rental at station

Knowledge, Skills, Attributes:

A Car Rental Operations Senior Assistant needs:

- Possess knowledge and competency in following up with vehicle maintenance
- Perform quality customer service
- Routine maintenance procedure
- Ability to use operations management system for car rental

JOB TITLE: CAR RENTAL OPERATIONS SUPERVISOR (LEVEL 3)

This role may also be called: Senior Operations Officer

A Car Rental Operations Supervisor is responsible to oversee the operations of car rental department and decision making.

Responsibilities may include:

- Monitor the delivery and return of cars by customers
- Inspect of cleanliness and condition of the cars
- Receive updates and reports on status of vehicle under rental or at the station.

Knowledge, Skills, Attributes:

A Car Rental Operations Supervisor needs:

- Provide quality customer service
- Understanding of management system for car rental
- Leadership quality in the organization

- Good working relationship with team
- Monitoring on reservations and payment online

JOB TITLE: FLEET OPERATIONS EXECUTIVE (LEVEL 4)

This role may also be called: Nil

A Fleet Operations Executive is responsible to assist Operation Manager in planning, administration and implementation of transportation.

Responsibilities may include:

- Schedule maintenance for vehicles.
- Monitor vehicle inventories.
- Monitor vehicle permits renewal.
- Coordinate fleet hiring from vendors.

Knowledge, Skills, Attributes

A Fleet Operations Executive needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Good command of English
- Meticulous in day to day operation
- Ability to lead Team
- Initiative and ownership

JOB TITLE: FLEET OPERATIONS MANAGER (LEVEL 5)

This role may also be called: Nil

A Fleet Operations Manager is responsible to plan and manage the fleet.

Responsibilities may include:

- Implement motivational and training programs for the department.
- Prepare management reports to upper management.
- Plan operational budget and fleet expansion
- Implement operational policy

Knowledge, Skills, Attributes

A Fleet Operations Manager needs:

- Good working knowledge of Word Processing and Spreadsheet software
- Good command of English
- Meticulous in day to day operation
- Ability to lead Team
- Fixed and operational cost
- Logistic planning

JOB TITLE: DRIVER (LEVEL 2)

This role may also be called: Coach Captain

A Driver is responsible to ferry passengers on assigned tour programme for various destinations and places of interest.

Responsibilities may include:

- Ensure the coach is in good condition.
- Maintain cleanliness at all time.
- Ensure safety measures while conducting the assignment.
- Transport passengers to destination

Knowledge, Skills, Attributes:

A Driver needs:

- Basic operational knowledge of the vehicle
- Adhere to the rules and regulations implemented by authority
- Practice courteous
- Routes and geographical terrain
- Defensive driving

JOB TITLE: UMRAH OPERATIONS ASSISTANT (LEVEL 1)

This role may also be called: Umrah & Front Desk Clerk.

An Umrah Operations Assistant is responsible attending walk in customer, receiving phone call, promote product and assist arrangement activities and administrative functions.

Responsibilities may include:

- Product knowledge and operating procedures.
- Attends to walk in customer and inquiry.
- Promote product & prepare quotation & invoice.
- Collect & record all supporting document for Umrah.
- Perform public relation & administration.
- File Umrah documents.
- Perform Umrah data entry.
- Compile customer information.
- Record customers data.
- Prepare Umrah itinerary.
- Prepare Umrah Information/Tour Packs.

Knowledge, Skills, Attributes

An Umrah Operations Assistant needs:

- Good working knowledge of Word Processing and Spreadsheet software.
- Good command of Bahasa Malaysia & Basic Arabic.
- Warm & Friendly.
- Attention to details and accuracy
- Ability to follow instruction
- Ability to work well in a Team

JOB TITLE: UMRAH OPERATIONS SENIOR ASSISTANT (LEVEL 2)

This role may also be called: Umrah Senior Front Desk Clerk

An Umrah Operations Senior Assistant is responsible for attending walks in customer, receiving phone call regarding product, collecting document for Umrah, assist new staff (Umrah Clerk) & Key Summary Sales.

Responsibilities may include:

- Comply with Standard Operating Procedures.
- Attends to walk in customer and inquiry.
- Promote product, prepare quotation & invoice.
- Collect & record all supporting document for Umrah.
- Perform public relation & administration.
- Receiving & Recording incoming mail.
- Key-in summary sales.

Knowledge, Skills, Attributes

An Umrah Operations Senior Assistant needs:

- Product Knowledge

- People Skills
- Friendly

JOB TITLE: UMRAH OPERATIONS SUPERVISOR (LEVEL 3)

This role may also be called: Umrah Supervisor

An Umrah Operations Supervisor is responsible to key Monthly Summary Sales, Assist group, example VVIP Customer, and liaise with Umrah Executive for sales update.

Responsibilities may include:

- Comply with Standard Operating Procedures.
- Attends to walk in group customer and VVIP.
- Promote Product & Prepare quotation & invoice.
- Collect supporting document for Umrah.
- Perform public relation & administration.
- Prepare monthly summary sales.
- Monitor all staff front desk.
- Oversees all the day-to-day tasks.

Knowledge, Skills, Attributes

An Umrah Operations Supervisor needs:

- Very good product Knowledge
- People Skills
- Friendly

JOB TITLE: UMRAH OPERATIONS EXECUTIVE (LEVEL 4)

This role may also be called: Umrah Executive

An Umrah Operations Executive is responsible to ensure all the information customer in order & liaise with airline for arrangement group seat departure, make sure all payment done by customer, liaise with Operation Supervisor.

Responsibilities may include:

- To assist Umrah Supervisor for any outstanding booking & any issue.
- Checking daily registration from account department based on date departure.
- Prepare & send all invitation letter and insurance to all confirm customer.
- Contact all make good public relation and administration with customer for collection document Umrah example Passport, Vaccination Card and other.
- Process application VISA.
- Manage flight ticket & room arrangement at Madinah & Makkah.
- Provide all particular before escorting customer to the airport.
- Liaise with Mutawif

Knowledge, Skills, Attributes

An Umrah Operations Executive needs:

- Very good product Knowledge
- People Skills
- Friendly
- Problem solving Skills

JOB TITLE: UMRAH OPERATIONS MANAGER (LEVEL 5)

This role may also be called: Operation Manager

An Umrah Operations Manager is responsible to supervise Umrah Operation Executive & Umrah Operations Supervisor on their day to day task, create & develop new package Umrah based on season, coordinate with airlines for group seat departure, monitor seat utilization, sharing with subordinate new product knowledge, ensure all staff contribute in the operation company.

Responsibilities may include:

- Update sales performance to Management.
- Maintain good relation & liaise with international ground agent.
- Responsible in financial matters.
- Planning Package Umrah based on confirm date form airline. Ensure brochure update time to time.
- Provide strategic advice, solution, selling ideas & costing.
- Maintains and developing relationship with existing and new supplier.
- Supervise any package cancellation before departure.
- Communicate with Muasasah to confirm for the land arrangement.
- Assigned Mutawif.

Knowledge, Skills, Attributes

An Umrah Operations Manager needs:

- Very good product Knowledge
- People Skills
- Friendly
- Ability to work as part of team.

JOB TITLE: MUTAWIF (LEVEL 3)

This role may also be called: Tour Leader

A Mutawif is responsible to take care & handle Umrah group for the whole program.

Responsibilities may include:

- Ensure all related document in order before departure ensure all passport & Visa in order.
- Liaise with Umrah Operation Executive.
- Ensure name & ticket in order.
- Ensure room arrangement in order.
- Conduct briefing at airport before departure.
- Assist all group members for immigration formality.
- Ensure follow the Umrah program as per itinerary.
- Advise Umrah member be together with the group & advice any changes in itinerary.
- Prepare report every trip.

Knowledge, Skills, Attributes

A Mutawif needs:

- Good product Knowledge
- Good in Arabic language.
- Polite & People Skills
- Friendly
- Ability to work well in a team.

JOB TITLE: SENIOR MUTAWIF (LEVEL 4)

This role may also be called: Tour Leader Manager

A Senior Mutawif is responsible to take care & handle Umrah group for the whole program.

Responsibilities may include:

- Ensure all related document in order before departure ensure all passport & Visa in order.
- Liaise with Umrah Operation Executive.
- Ensure name & ticket in order.
- Ensure room arrangement in order.
- Conduct briefing at airport before departure.
- Assist all group members for immigration formality.
- Ensure follow the Umrah program as per itinerary..
- Train new Mutawif.
- Compile all report every trip & post mortem.

Knowledge, Skills, Attributes

A Senior Mutawif needs:

- Very good product Knowledge
- Very good in Arabic language.
- Polite & People Skills
- Friendly
- Ability to work well in a team.

JOB TITLE: CRUISE SALES OPERATIONS ASSISTANT (LEVEL 2)

This role may also be called: Cruise Coordinator

A Cruise Sales Operation Officer is responsible to prepare cruise itinerary, quotations and performing tour functions done at the highest level or customer service.

Responsibilities may include:

- Establishes good rapport with agents/cruise liners.
- Performs safety and security.
- Prepares cruise itineraries and quotations.
- Performs air/land return transfer and pre and post stay travel arrangements.
- Organises customer services.
- Performs administrative functions.

Knowledge, Skills, Attributes

A Cruise Sales Operation Officer needs:

- to be comfortable working in office, cruise and overseas
- to be safety conscious
- the ability to work as part of a team
- good coordination
- the ability to follow verbal instructions

JOB TITLE: CRUISE SALES OPERATIONS SUPERVISOR (LEVEL 3)

This role may also be called: Cruise Supervisor

A Cruise Sales Operations Supervisor is responsible to plan, lead, control and coordinates the implementation of tour operations and their related vendor services in accordance with industry practices.

Responsibilities may include:

- Plans the use and maintenance of all office equipment.
- Coordinates vendors' services.
- Prepare itineraries and quotations.
- Coordinates reservations.
- Verify final tour documentation and arrangement.
- Performs customer services.
- Prepares billing instruction.
- Research new products and up-grading existing services.
- Performs administrative function.

Knowledge, Skills, Attributes

A Cruise Sales Operation Supervisor needs:

- Comfortable working in office, cruise and overseas
- World-wide cruise liners information
- Safety requirements
- Ability to work well in a team
- Good coordination
- Ability to follow instructions

JOB TITLE: CRUISE SALES OPERATIONS EXECUTIVE (LEVEL 4)

This role may also be called: Cruise Operation Assistant Manager

A Cruise Sales Operations Executive is responsible to assist Cruise Operations Manager in planning, development, promotion, administration and implementation of cruise products.

Responsibilities may include:

- Oversees all day-to-day tasks.
- Supervises, motivates and trains staff.
- Inspect, check and experience cruise ship services first hand before assessing their potential.
- Coordinate with sales and marketing team for promotion activities.
- Develop cruise products.
- Liaises with overseas agents for ground arrangements.

Knowledge, Skills, Attributes

A Cruise Sales Operation Executive needs:

- comfortable working in office, cruise and overseas
- update world-wide cruise liners information
- safety requirements
- ability to work well in a team
- good coordination
- ability to follow instructions

JOB TITLE: CRUISE SALES OPERATIONS MANAGER (LEVEL 5)

This role may also be called: Nil

A Cruise Sales Operations Manager is responsible to plan, develop, promote, administer and implement cruise products.

Responsibilities may include:

- Management of day-to-day sailing schedules and shore excursions.
- Cruise ship inspections, check and experience the services first hand before assessing their potential.
- Coordinate with sales and marketing team for promotion activities.

- Attends walk in customers, telephone and email enquiries for cruise bookings and other related travel arrangement.
- Liaises with overseas agents for ground arrangements from other countries.
- Manage human resources.
- Assist with recruiting and training.
- Quality control and customer relations.
- Assist with reconciling of accounts.

Knowledge, Skills, Attributes

A Cruise Sales Operation Manager needs:

- A strong commonsense approach to problem solving and the ability to handle difficult issues when these arise
- Strong time management, admin and communication Skills
- Good computer Skills and high level of attention to detail.
- The ability to work flexibly, autonomously and under pressure

JOB TITLE: CHARTERED CRUISE OPERATIONS MANAGER (LEVEL 5)

This role may also be called: Nil

A Chartered Cruise Operation Manager is responsible to plan, develop, promote, administer and implement cruise products.

Responsibilities may include:

- Manage chartered itineraries, food & beverage and entertainment.
- Verify cruise inspections
- Manage sales and marketing team for promotion activities
- Liaises with cruise liners.
- Manage human resources.
- Manage recruiting and training.

- Manage Quality control and customer relations.
- Manage event budget.
- Confirm safety solutions.

Knowledge, Skills, Attributes

A Chartered Cruise Operation Manager needs:

- A strong commonsense approach to problem solving and the ability to handle difficult issues when these arise
- Strong time management, admin and communication Skills
- Good computer Skills and high level of attention to detail.
- The ability to work flexibly, autonomously and under pressure

JOB TITLE: LOCALISED NATURE GUIDE (LEVEL 2)

This role may also be called: Nil

A Localized Nature Guide is responsible to plan, organize, supervise, conduct and lead tours and nature activities at designated area only.

Responsibilities may include:

- Organizes tour itinerary, nature activities and guiding evaluation.
- Delivers information on Malaysia culture, history, conservation and tourism products.
- Execute tour/activities.
- Maintain guide equipment
- Handle emergency situations.
- Check logistic arrangements.
- Prepares nature interpretive information.
- Assess nature feasibility of new tour products.

Knowledge, Skills, Attributes

A Localised Nature Guide needs:

- Able to communicate and relate on local products
- Be passionate with ability to deliver and interact
- Knowledge of basic first aid

JOB TITLE: NATURE GUIDE (LEVEL 3)

This role may also be called: Nil

A Nature Guide is responsible to plan, organize, supervise, conduct and lead tours and nature activities in the natural environment nationwide subject to local state law and requirements.

Responsibilities may include:

- Organizes tour itinerary, nature activities and guiding evaluation.
- Delivers information on Malaysia culture, history, conservation and tourism products.
- Execute tour/activities.
- Maintain guide equipment
- Handle emergency situations.
- Check logistic arrangements.
- Prepares nature interpretive information.
- Assess nature feasibility of new tour products.

Knowledge, Skills, Attributes

A Nature Guide needs:

- Possess knowledge on local flora and fauna of the country in general
- Intimate knowledge on local culture and tradition
- Interpret the country's heritage

- Ability to present and explain knowledge
- Ability to interact well with visitors all over the world
- To ensure the integrity of natural sites

JOB TITLE: CITY GUIDE (LEVEL 3)

This role may also be called: Nil

A City Guide is designated to lead a tourist or a group of tourists within Peninsula Malaysia for the purpose of sightseeing excursion business or social and recreational and other activities normally undertaken by a tourist/group of tourist.

Responsibilities may include:

- Demonstrates skills, language and competence.
- Executes tour itineraries.
- Coordinates client's needs desires and requirements
- Safeguards and upholds his/her reputation and professional image.
- Exercises good public relation values.
- Prepare to handle any emergency situation at any one time
- Uphold their ethics and code of conduct at all times
- Uphold his/her reputation and professional image.

Knowledge, Skills, Attributes

A City Guide needs:

- Possess the right attitude, knowledge and Skills to provide service competently and satisfactory
- Execute tour itineraries
- Follow instruction by Tour Company and work closely with tour leader and bus driver
- To display professional conduct in public.

JOB TITLE: REGION SPECIFIC TOUR GUIDE (LEVEL 3)

This role may also be called: Nil

A Region Specific Tour Guide is designated to lead a tourist or a group of tourists to plan, organize, supervise, conduct and lead tours and nature activities in the natural environment and for purpose of sight-seeing excursion business or social and recreational and other activities normally undertaken by a tourist/group of tourist within the specific region.

Responsibilities may include:

- Organizes tour itinerary, nature activities and guiding evaluation
- Delivers information on Malaysia culture, history, conservation and tourism products
- Execute tour/activities
- Maintain guide equipment
- Handle emergency situations.
- Prepares tour interpretive information.
- Assess feasibility of new tour products.
- Ensure tour safety

Knowledge, Skills, Attributes

A Region Specific Tour Guide needs:

- Safeguards and upholds his/her reputation and professional image.
- Uphold their ethics and code of conduct at all times
- Uphold his/her reputation and professional image.
- Knowledge of outdoor food preparation

JOB TITLE: SALES & MARKETING ASSISTANT (LEVEL 1)

This role may also be called: Tour Consultant.

A Sales and Marketing Assistant is responsible for introducing and selling the various tour packages of inbound, outbound, transportation, MICE, Umrah and cruise to the customer.

Responsibilities may include:

- Performs customer service in attending liaise.
- Compiles record, documents and updates.
- Builds good rapport with customers.
- Assist on organization in daily transaction.
- Performs safety security and sanitation function.
- Assists in organizing in daily collection.
- Assists in arranging special request and gather passenger feedback.
- Attends training programmes and briefing.

Knowledge, Skills, Attributes

A Sales and Marketing Assistant needs:

- Good knowledge of travel packages.
- Positive attitude
- Good communication level
- Building good rapport with customers
- Courteous

JOB TITLE: SALES & MARKETING SENIOR ASSISTANT (LEVEL 2)

This role may also be called: Group Sales Leader.

A Sales and Marketing Senior Assistant is responsible in performing administrative functions regarding Sales & Marketing.

Responsibilities may include:

- Performs customer service in handling walk-in customers and FIT/GIT check-ins.
- Assists in preparing tour packages.
- Organizes in daily sales collection.
- Prepares all documents, records and files to be properly maintained and updated.
- Assists in supervisory function.
- Performs and coordinates in arranging special request by customer.
- Participates in training and briefing.
- Follows up on passenger feedback.

Knowledge, Skills, Attributes

A Sales and Marketing Senior Assistant needs:

- Good knowledge of travel packages.
 - Positive attitude
 - Good communication level
 - Building good rapport with customers
- Courteous

JOB TITLE: SALES & MARKETING SUPERVISOR (LEVEL 3)

This role may also be called: Assistant Sales and Marketing Officer.

A Sales and Marketing Supervisor is responsible for selling products and or services identified in the sales and marketing plan of an organization, and must be able to set and achieve goals.

Responsibilities may include:

- Promotes products and services.
- Identifies and solicits new clients or target groups.
- Prepares sales reports and tract activities.
- Estimates or quote prices, credit terms, warranties and delivery dates.
- Prepares sales contracts, process orders and make delivery arrangements.
- Sets direction or guidelines, and assigns or reviews work of others.
- Organizes and conducts sales campaigns.

Knowledge, Skills, Attributes

A Sales and Marketing Supervisor needs:

- Good supervisory skills
- Good knowledge of travel packages.
- Positive attitude
- Good communication level
- Building good rapport with customers
- Courteous

JOB TITLE: SALES & MARKETING EXECUTIVE (LEVEL 4)

This role may also be called: Sales and Marketing Assistant Manager

A Sales and Marketing Executive is responsible for planning, organizing, monitoring, recommending, analyzing, and enforcing all activities involved in the sales department in accordance to the standard set by management.

Responsibilities may include:

- Plans all working activities of sales department.
- Recommends changes to management for the improvement of operating efficiently.
- Monitors and controls operational task.
- Enforces and implements department policy.
- Collects information and assist in market survey.
- Handles special assignment.
- Exercises public relation function.
- Coordinates with other department.
- Planning budget and controlling sales department cost.
- Implements office safety and security.

Knowledge, Skills, Attributes

A Sales and Marketing Executive needs:

- Good managerial Skills
- Good motivational Skills
- Good knowledge of travel packages.
- Positive attitude
- Good communication level
- Building good rapport with customers
- Courteous

JOB TITLE: SALES & MARKETIG MANAGER (LEVEL 5)

This role may also be called: Nil

A Sales and Marketing Manager is responsible for planning, recommending, analyzing, establishing, reviewing, controlling, formulating and executing activities involved in the sales department according to the standard set by establishment.

Responsibilities may include:

- Short and long term planning of the sales and marketing strategies.
- Forecast the sales and marketing trend.
- Analyzes market trend.
- Delegates job function.
- Participates in meeting.
- Reviews staff performance and recommends staff development programmed to uphold competitive productivity.
- Prepares report required by establishment.
- Administers operational tasks.
- Review sales productivity performance.
- Performs managerial function.
- Controls department expenditure and promotional budget.

Knowledge, Skills, Attributes

A Sales and Marketing Manager needs:

- Good market forecast and trend
- Good managerial Skills
- Good motivational Skills
- Good knowledge of travel packages.
- Positive attitude
- Good communication level

- Building good rapport with customers
- Courteous