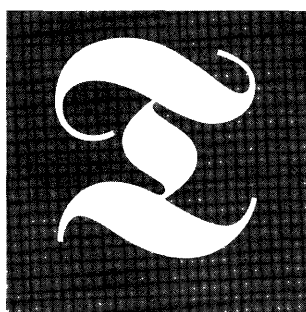
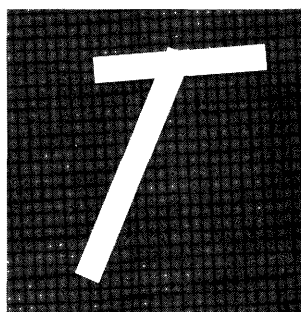
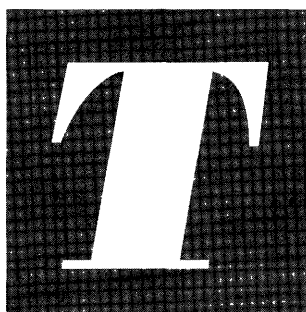
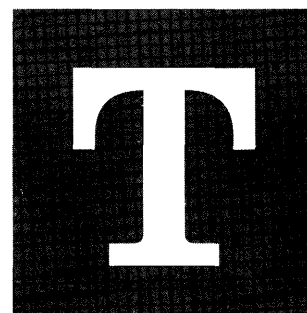
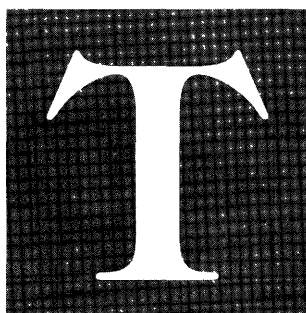
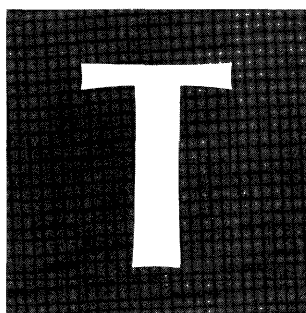
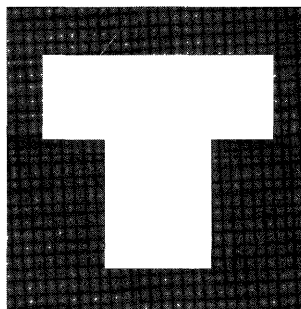
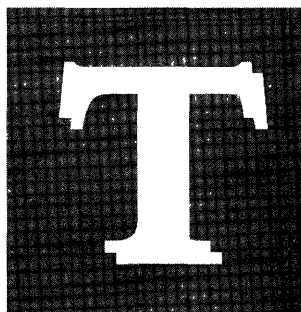




Occupations in the tourist sector



A comparative
analysis in
nine
Community
States

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A comparative analysis in nine
Community States

Duccio Guerra

Giovanni Peroni

CEDEFOP/78

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Occupations in the tourist sector

**A comparative analysis in nine
Community States**

Section I: Report

Section II:

Occupational profile forms

1. Hotel/catering sub-sector
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3. Public/professional sub-sector

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Occupations in the tourist sector

**A comparative analysis in nine
Community States**

Section I: Report

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Introduction

This survey of occupations in the tourist and hotel industry is part of a broad experimental project launched by CEDEFOP in 1990, which is now in its final phase.

The purpose of the project, whose title is "Community Directory of Occupational Profiles", is to test out a methodology for international comparisons of occupations. The experimental work has covered the tourist and hotel, electronics and audio-visual industries.

In the tourist sector, the preliminary phase of the experiment was in 1991, when six Community Member States were involved. The provisional findings from that first phase were set out in a report published in 1992.¹

This report sets out the findings of the second and last phase of the experiment, in which the methodology was updated and the field extended to cover nine EC Member States: Belgium, Denmark, France, Germany, Greece, Italy, Portugal, Spain and the United Kingdom.

Cooperating in the experiment were also eminent national research centres², specializing in tourism and research on occupations. This survey is to a great extent based on their findings.

The forms for the 23 occupational profiles covered by the research are offered mainly as a starting point on which a more detailed analysis may be based.

It should be pointed out that, in view of the purely experimental nature of the project, the social partners involved have essentially acted as technical advisors. If it is decided to make the project fully operational, the social partners will play the predominating role.

Lastly, the reader's attention is drawn to the term "Directory", which we have used in the sense of a reference instrument for a transparent identification of certain occupational profiles rather than a comprehensive list of all the occupations in the tourist industry within the Community, for that would be beyond our capacity and, more important, of little practical value.

¹ CEDEFOP: occupations in the tourist and hotel sector: a comparative analysis. Duccio Guerra, Giovanni Peroni (ISBN 92-826-2987-2)

² For the bodies cooperating with the experiment, see page 57

The structures, scope and configuration of the tourist industry in each of the countries surveyed

For a better understanding of the problems tackled in this report and the occupational profiles it describes, the reader should be familiar with the essential statistics relating to the socio-economic and occupational profile of the industry under study.

Those statistics delineate the context in which each practitioner works and performs her or her tasks.

This vital framework of reference also gives a better understanding of the reasons why CEDEFOP has made this specific sector the priority and why the Community authorities need to devote particular attention to the problems of employment and job qualifications in the world of tourism, an industry with such a vital role in spearheading the Community's economic and social development.

1. The role and incidence of tourism in the world and in the European Economic Community

It is this need to clarify the importance of tourism and its problems in the world and, more particularly, within the European Community that makes it appropriate to describe here some of the main indicators clearly demonstrating the enormous impact of the sector both on employment and on the economy and society.

According to estimates by the *World Travel and Tourism Council (WTTC)* for 1990, the travel and tourist industry generated a worldwide turnover of US\$2,900 billion, and consumer spending on travel and tourism amounted to US\$1,847 billion, 12.3% of total consumer spending throughout the globe. Worldwide, the tourist industry provides direct employment for 118 million people. In 1990 alone, it created 5.7 million new jobs, accounting for 6.5% of world employment. This means that one out of 15 people in employment throughout the world works in the tourist sector.

According to the same source, the added value of the travel and tourist industry amounted to US\$1,449 billion in 1990, equivalent to 5.9% of the world's gross national product. Capital investment amounted to US\$351 million, 6.7% of total world investment.

All these figures relate to the sector's own direct activities, but there is also the indirect and spin-off employment which, because of the high "multiplying effect" inherent in this sector of the economy, increases its total impact to over 400 million jobs and its global turnover to US\$10.000 billion at world level.

While tourism accounts for an extremely high proportion of the economy at world level, this proportion is even greater within our own continent and in the European Community. Within the EC, the added value generated by the travel and tourist industry accounts for 6.1% of gross national product (compared with the world average of 5.9%). An even greater contribution is that made by tourism to employment. In the European Community, one person out of 10 in employment works in tourism whereas, as we have seen, the ratio is one out of 15 worldwide.

In the same way, spending on travel and tourism amounts to US\$571 billion in the Community, 15.86% of total consumer spending, compared with 12.34% at the world level.

The greater incidence of tourism in the European Community is also testified by the breakdown of tourist movements by major geographical areas. Of the 444 million international tourist arrivals worldwide in 1990 (source: World Tourist Organization - WTO), 275 million were in Europe (61.97% of the total) and 179 million in the European Community (40.35% of the total). According to WTTC estimates, this has meant that the turnover produced by the European tourist and travel industry has been US\$1.184 billion, \$745 billion of which arose in EC countries. These figures represent respectively 40.81% and 25.66% of the global amounts at world level.

With this turnover, the employment it provides and its share of private consumer spending and the gross national product, the tourist and travel industry is of extreme importance to the economy of our continent. It is, however, a sector which - as clearly evidenced by the percentage market shares shown in the first column in the table on the following page - is constantly losing ground, faced with the vigorous development of African countries and above all those of the Far East in the Pacific. These figures, which we have based on WTO sources, call for an incisive economic policy that can both sustain and relaunch the image of Europe as a centre for tourism as well as improving the functional qualities, competitiveness and quality of services in the European hospitality industry. Having been one of the first to come into existence, that industry now needs to modernize its own structures, management and service philosophies, introducing concepts and profiles of occupational skills genuinely geared to the needs of tourism in the year 2000. It is with this in mind that the purpose of this research is to provide a comprehensive information base as a basis for solving the problems of the human factor's mobility and skills, *whose solution is so vital to the renewal and modernization* of this vital sector of the Community's economy and society.

**1950 - 1989: historic trends in international tourist arrivals at frontiers
Breakdown by major destination areas (percentage)**

Year	Europe	North America	Central and Southern America and the Caribbean	Africa	Eastern and South-East Asia and Oceania	Southern Asia	Western Asia	World total
1950	66.48	24.44	5.16	2.07	0.75	0.19	0.90	100.00
1960	72.32	20.20	3.90	1.49	0.98	0.26	0.84	100.00
1961	71.29	20.78	3.71	1.56	1.18	0.29	1.18	100.00
1962	71.79	20.15	3.72	1.56	1.18	0.30	1.30	100.00
1963	72.97	18.28	3.61	1.64	1.43	0.36	1.71	100.00
1964	74.84	17.07	3.15	1.81	1.18	0.29	1.66	100.00
1965	73.67	17.17	3.43	1.74	1.42	0.35	2.21	100.00
1966	70.76	18.51	4.42	1.65	1.67	0.42	2.56	100.00
1967	68.96	19.99	5.46	1.38	2.04	0.43	1.75	100.00
1968	69.97	17.40	6.04	1.72	2.40	0.52	1.94	100.00
1969	69.89	17.55	6.07	1.79	2.69	0.53	1.47	100.00
1970	70.14	17.16	5.79	1.78	3.04	0.57	1.52	100.00
1971	70.08	16.60	5.89	1.99	2.96	0.58	1.89	100.00
1972	70.42	14.90	6.05	2.26	3.05	0.60	2.71	100.00
1973	70.71	14.90	5.82	2.25	3.29	0.66	2.37	100.00
1974	70.09	14.15	6.14	2.47	3.86	0.66	2.62	100.00
1975	70.73	13.70	6.35	2.55	3.64	0.73	2.21	100.00
1976	70.33	13.83	6.26	2.52	3.91	0.78	2.37	100.00
1977	70.17	13.90	6.71	2.38	4.34	0.86	2.45	100.00
1978	70.20	12.66	6.90	2.38	4.72	0.87	2.27	100.00
1979	69.39	12.02	6.80	2.64	5.88	0.79	2.47	100.00
1980	67.97	12.42	6.43	2.97	7.02	0.79	2.40	100.00
1981	66.72	12.43	6.08	3.31	8.13	0.83	2.50	100.00
1982	68.07	11.89	5.82	3.27	7.01	0.83	3.10	100.00
1983	66.83	11.59	6.38	3.44	7.87	0.86	3.02	100.00
1984	65.34	12.77	6.24	3.39	8.51	0.78	2.97	100.00
1985	64.89	12.01	6.29	3.52	9.17	0.78	3.34	100.00
1986	64.18	12.38	6.64	3.26	9.85	0.81	2.89	100.00
1987	63.53	12.51	6.55	3.28	10.58	0.75	2.80	100.00
1988	61.44	13.01	6.63	3.79	11.50	0.75	2.88	100.00
1989	62.74	12.44	6.50	3.95	10.70	0.73	2.92	100.00
1990	61.97	12.40	6.39	3.99	11.53	0.71	3.01	100.00

**1950 - 1989: historic trends in international tourist arrivals at frontiers
Breakdown by major destination areas (percentage)**

2. Structure of the sector

Having described the importance of the sector to world and Community policy and the role that this research could play in its modernization, we should now discuss in greater detail the structure of the supply system in the tourist and travel industry in each of the countries covered by our survey. We have drawn on two sources for this picture, if only in outline. First, we have taken the facts and figures that individual national experts have included in their reports, to give the reader a realistic picture of how the system operates and the general conditions under which tourism practitioners work. Then we have taken the statistics - restating them so that they are more homogeneous - provided by the main international bodies concerned with the sector such as OECD, WTO, WTTC and Eurostat. Because several sources have been used, there are inevitably divergences in the figures quoted, often due to the use of differing statistical criteria and on occasions to the fact that the figures refer to different periods of observation. The significance of the figures cited, however, is so clear and unequivocal as to leave no doubt as to the direction being taken by the sectors in question or their impact.

2.1 Economic dimension of the sector

The figures on the breakdown by major geographical area listed and briefly described in the previous section are reflected by similar information on each of the countries surveyed. The volume of tourism in each of those countries may be assessed by using the indicators constructed annually by OECD for this purpose and by drawing on WTTC sources.

In evaluating the contribution of tourism to individual national economies, OECD suggests four indicators: the ratio between "foreign travel" earnings in the balance of payments (in other words tourist balance earnings) and the gross domestic product, the ratio between tourist balance outgoings and private end consumption and the ratios between tourist balance incomings and outgoings and, respectively, exports and imports of goods and services.

The indicators for the countries surveyed are set out in the table on the following page. The figures in that table can be used in a detailed assessment of the differing impact of tourism on the economy of each of the countries surveyed.

The information whose source is the OECD can be supplemented by an analysis of the figures produced by WTTC which, as has been done on the aggregate level, has estimated the main economic impact of the travel and tourism industry in individual OECD member countries.

The table on the following page provides a summary picture of those findings. Of particular significance for analytical purposes are columns 4 and 6, which show the added value produced by tourism compared with the full gross national product and tourist spending, and consumption by comparison with total consumption.

**Summary table of economic indicators for the role and impact of
tourism in the economy of each of the countries surveyed
- 1989 - Source: WTTC**

Country (1)	Turnover in US\$ billion (2)	Tourism added value		Total tourist spending	
		Absolute value US\$ billion (3)	% of GDP (4)	US\$ billion (5)	% of total consumption (6)
Belgium	31.10	14.80	9.85	14.30	15.20
Luxembourg	1.00	0.50	0.32	0.80	0.84
Denmark	11.80	5.60	5.28	8.30	14.80
France	98.90	47.10	4.92	80.80	14.12
Germany	155.50	74.10	6.22	99.40	15.41
Italy	123.30	58.70	7.06	80.30	15.56
Netherlands	31.30	14.90	6.66	17.70	13.29
Spain	45.50	21.70	5.68	51.10	21.16
United Kingdom	87.50	41.70	4.99	90.60	16.90
EEC	745.00	370.00	6.14	571.00	15.86
Europe	1,184.00	591.00	5.21	795.00	12.44
World	2,901.00	1,449.00	5.86	1,847.00	12.34

**Summary table of economic indicators for the role and incidence of
tourism in the economy of each of the countries surveyed - 1989**

Source: OECD

Country	Ratio between tourist balance earnings and gross domestic product (%)	Ratio between tourist balance outgoings and private end consumption (%)	Ratio between tourist balance earnings and exports of goods and services (%)	Ratio between tourist balance outgoings and imports of goods and services (%)
Belgium/Luxembourg	2.00	4.60	1.90	2.70
Denmark	2.20	5.20	5.30	6.70
France	1.70	1.70	5.90	3.70
Germany	0.70	3.70	2.10	6.80
Greece	3.70	2.10	17.70	4.60
Ireland	3.10	5.10	4.40	3.90
Italy	1.40	1.30	6.40	3.40
Netherlands	1.40	4.90	2.10	4.70
Portugal	6.00	2.00	15.50	2.70
Spain	4.30	1.30	22.50	3.50
United Kingdom	1.40	2.90	3.50	4.40

In interpreting the figures in the two tables (the source of one is the OECD and the other the WTTC), it should be borne in mind that they are not comparable, in that the indicators for the economic weight of tourism are in both cases arrived by the use of different economic aggregates. The figures from the OECD source are based on the official national accounting statistics from the various member countries, whereas those from the WTTC source are based on estimates which, although carefully considered and formulated by high-level experts and practitioners, are not derived from an analysis of individual national accounts.

These figures should be supplemented by, and interpreted in the light of, the figures contained in the reports drawn up by individual national experts.

The Belgian report shows that the global economic impact of tourism in that country may be assessed at approximately BEF 216 billion a year (estimated by OPT at BEF 281 billion). Based on these values, the report continues, in Belgium the tourist industry is larger than many other industrial sectors to which far greater attention, resources and priorities are given. Among these the report cites *metallurgy, iron and steel and non-ferrous metals*, whose global economic impact is BEF 109.2 bn, *agriculture, forestry and fishing*, with a total of BEF 124.3 bn, the group of *chemical and allied industries*, with BEF 157.6 bn, the *energy sector as a whole*, with BEF 198.9 bn and many others besides.

In Denmark the tourist industry's total turnover in 1991 has been estimated at about DK 45 bn, counting both domestic tourism and tourism by foreigners visiting the country who brought about DK 25 bn foreign currency into the country.

The UK report does not provide figures from the country's national accounts, but it shows the major impact of the exceptional growth in tourism. It points out that in the United Kingdom the total sales of *package holidays abroad* has risen from 2 million in 1970 to 6 million in 1980 and 12 million in 1988.

In Greece the ratio is provided by the national accounting figures, showing that currency earnings from tourism account for more than 2/3 of national exports (this proportion is expected to be 68.2% in 1992). The tourist sector as a whole (in other words also including domestic tourism) accounts for about 14% of Greece's gross domestic product. This percentage is expected to amount to 13.8% in 1992.

In France, tourist industry turnover in 1992 was FF 172 bn, whereas in Germany it was DM 87.5 bn (1991), of which DM 56.6 bn was from catering establishments, DM 27.2 bn from hotels and other accommodation and the remainder from other tourist enterprises.

In general, again according to the national report produced by that country's experts, services to tourism contributed 4.6% to the German gross domestic product. (WTTC figures are higher.)

In any interpretation of the figures and comparison with the statistics provided by OECD and WTTC, it should be borne in mind that each source provides information for different purposes. The figures given by individual national experts are based on tourism definitions and configurations existing in that country, whereas the international bodies process those definitions (and the assessments related to them) in order to arrive at a common denominator so that appropriate comparisons can be made among the various countries.

2.2 The social dimension of tourism

Although it is important, the economic dimension of tourism is not enough on its own fully to define the role of those activities within each country. At least one indicator that expresses the basic value of the sector should also be provided. On the social level this indicator is normally the percentage of the population in each country who in practice are tourists and take holidays. Unfortunately the figures are not entirely comparable and not very recent. Nevertheless, according to the reports published by the OECD over the past decade on *Tourist policy and international tourism in member countries of the Organization*, in 1985 48% of the Belgian population engaged in tourist and holiday activities, 60% of Danes, 50% of the French and 57.1% of Germans, 46% of Italians, 60.3% of the Dutch, 41% of Portuguese and 44.1% of Spaniards. Within this "touristically active" group, the percentage travelling abroad was: 62.5% of Belgian tourists, 50% of Danes, 15.3% of French, 65.5% of Germans, 9.9% of Italians, 58% of Dutch, 7% of Portuguese and 10% of Spaniards.

The national experts did not provide more recent figures on the dissemination of tourism in their respective countries, but it can realistically be assumed that, between 1985 and today, this has increased significantly, especially in countries that have not achieved high levels of development in this sector and whose population has recently enjoyed far higher rates of growth in the spread and frequency of foreign travel.

2.3 Scale of tourist movements

According to figures provided by WTO, in 1990 international arrivals in each of the countries covered by the survey were as follows:

Belgium	3.1 m
Luxembourg	0.8 m
Denmark	1.3 m
France	51.5 m
Germany	17.0 m
Italy	26.7 m
Netherlands	5.8 m
Spain	3.4 m
United Kingdom	18.0 m
Greece	8.9 m
Portugal	8.0 m

The Portuguese report commissioned by CEDEFOP states that of the 25 million foreign tourists crossing the frontiers of Portugal 48.9% came from Spain, 13.2% from the United Kingdom, 7.7% from France, 7.7% from the Federal German Republic, 3.7% from the Netherlands and 2.3% from the United States. In addition to these were a further 10 million day visitors.

The Greek report specifies that, in 1992, the number of foreign tourists visiting that country was close to 10 million; indeed, if domestic tourism is also included, the total number of tourists easily outstrips the resident population. According to the Danish report, on the other hand, the total number of overnight stays by tourists in hotels and other accommodation in Denmark probably exceeded 50 million in 1992, 12 million nights being in hotels, 15 million in campsites and 20 million in holiday homes. In addition to these figures, the report continues, there is the number of overnight stays in youth hostels (approximately 1 million) and other non-hotel facilities, although these do not include bed and breakfast in private homes which are not taken into account in official statistics on tourist movements. Of the total overnight stays, 40% are by Danish tourists and 30% by Germans. The other largest groups of tourists visiting Denmark are from Sweden, Norway, Finland and the Netherlands.

In the Netherlands in 1990, foreign tourists arriving in hotel and other accommodation amounted to 5,426,000, 3,902,800 of whom stayed in hotels and 1,524,000 in non-hotel facilities. The number of overnight stays by foreign visitors, on the other hand, amounted to 16,337,900, about half of whom stayed in hotels (8,103,800). Compared with 1989, arrivals rose by 11.9% and stays by 15.6%. Combining foreign visitors with domestic tourists (domestic tourism) overnight stays in hotels amounted to 14,485 million and in non-hotel accommodation 41,173 million, a total of over 55 million.

The Belgian report also quantifies the flow of tourism in terms of overnight stays. In 1989, it reports, there were 35,967,067 overnight stays, an increase of 3,492,363 over 1988. The report continues by highlighting the fact that most of these overnight stays were in camping sites, which alone accounted for 33%, with hotels accounting for 26%, holiday flats for 20% and social tourism facilities 17%.

Lastly, in Italy there were 60,295,921 arrivals at the frontier in 1990. In 1991, tourists accounted for 51,331,373 arrivals (and 195,918,227 overnight stays) in hotels and 8,266,266 arrivals (equivalent to 73,478,967 overnight stays) in other accommodation (excluding private homes not registered with the REC). Overall, in 1991 tourism accounted for 269,397,194 overnight stays in Italy, 182,033,015 by Italians and 87,364,179 by non-Italians.

Although all these figures confirm the substantial economic and social importance of tourism in each of the countries surveyed, they show that in practice hotels account for only a limited share of overnight stays by tourists. Although they are important as business activities, in their role as a stimulus to the economy and in the services they provide to tourists and travellers, hotels are only one of the various components of the accommodation system, which in turn is one of the many factors in the *tourist system*.

2.4 Structure of the supply system

In its approach to its own survey, CEDEFOP has divided the tourist sector into three sub-sectors: accommodation and catering, travel agencies and the public/professional sub-sector. In its analysis of occupational profiles in the sector, national experts have adopted this breakdown, which has in fact reflected the configuration of the sector except where tourism is also combined with activities specifically designed to promote the enjoyment of recreation by residents as well as tourists. At Belgium's request, this subject was discussed on several occasions in the preliminary technical meetings, but obviously CEDEFOP could only base its choices on the criteria adopted by the majority of the countries taking part in the survey. To avoid misunderstandings, therefore, it decided to keep to the more consolidated statistical and economic definitions which brought together tourist activities and consumer travel where their nature and aims have the same specific goals. This does not of course prevent certain obvious overlapping because, for example, it is obvious that catering activities serve both tourists and residents wishing to eat outside the home. In the same way, certain general services provided mainly for residents are often also used by tourists without departing from their nature or extending the field of the businesses and organizations in this specific sector.

Having stated this, let us now look at how individual national experts have described the structure of the supply system within each of their respective countries, so that the reader can better evaluate the organizational background against which the practitioners work and the relative importance of each individual sub-sector into which the sector is divided.

The German report shows that in 1990 in West Germany alone there were 178,668 catering businesses and 43,003 hotel and accommodation businesses together with 9,180 travel agencies (1987 figures) and a broad network of tourist promotion bodies (public, consortia and associations). The report does not specify their number, but merely explains that they employ more than 6,500 people. Among the catering businesses (which also include bars and cafes) there are 69,389

restaurants, 15,922 fast-food outlets, 65,350 bars and a whole range of other public outlets operating in the field of catering, which go to make up the total number quoted of 178,668 undertakings. Hotels and other hospitality facilities, on the other hand, break down into 9,430 hotels, 18,650 guest houses, 6,543 boarding houses, 4,132 bed and breakfast houses? and other minor types of tourist facilities.

Overall, hotels and other accommodation in Germany, again in 1990, declared a taxable turnover of DM 22,7 billion, a 21% increase over 1988 (i.e. in a period of two years), whereas the total declared taxable turnover of catering facilities in that year amounted to DM 48,5 billion, 16.5% higher than in 1988. In the two-year period 1988-1990, the average overall increase in turnover from the hotel and catering industry amounted to 17.3%.

Turning to the second sub-sector of the industry, again according to the German report, in 1987 there were 9,180 travel agencies in West Germany alone, of which 800 were tour operators or organizers, 1,200 were road transport enterprises (coaches), essentially operating in the travel and tourist sector, and 7,200 were travel agencies in the strict sense of the term.

These did not include the many enterprises which, although they operate in other commercial sectors, are authorized in Germany to retail tourist package holidays arranged by tour operators. The total turnover for German travel agencies in 1991 was about DM 28.6 billion, and their clientele amounted to 18 million people.

The promotion of tourism and the provision of information and technical assistance to tourists breaks down into various levels in Germany: local, district, regional and federal. Of particular importance in this system are the "tourist offices" (public in nature) located in spas, holiday resorts and major towns.

The Spanish report states, on the other hand, that in 1989 the catering trade broke down in 49,168 restaurants proper and 9,883 hotels, of which 4,082 were hotels and 5,801 hostels. The Spanish hotel and the remainder of the hospitality industry offered (1989 figures) 700,000 hotel beds, 210,000 hostel beds and 470,000 places in camping sites. Between 1970 and 1989 the number of Spanish hotel beds rose five-fold, whereas hostel beds rose threefold and places in camping sites multiplied by no less than 18 times.

In Spain there is a total of 4,445 travel agencies, 2,059 of which are the main offices and 2,386 branches. The Spanish tourist system also has 450 tourist offices with the task of promoting tourism at local, regional and international level and informing tourists on the opportunities open to them in the various resorts in the country.

In the Netherlands there are more than 110,000 beds in hotels and other accommodation, whereas in France there are 165,000 accommodation and catering establishments, of which 29,177 are hotels and hotel/restaurants producing a turnover of FF 56.4 billion, 64,451 bar/cafes and bars and soft drink outlets with a total turnover of FF 32 billion, and lastly 71,223 restaurants and cafe restaurants with a turnover of FF 84 billion. In 1991 there were 415 four-star and luxury hotels offering a total of 28,320 rooms, 2,825 three-star hotels with 132,499 rooms, 9,176 two-star hotels with 264,907 rooms and 7,472 one-star hotels with 121,566 rooms; there were also 495 unclassified establishments with 3,554 rooms. In addition to the 550,846 rooms provided by officially approved hotels in France, the non-hotel sector provides approximately 480,000 beds in holiday villages, private homes let to holiday makers, youth hostels, holiday centres and summer camps. In turn the French catering industry breaks down into community catering (company canteens, hospitals, schools, etc.) and contract catering. The latter breaks down into five categories: fast-food, traditional catering, business restaurants, luxury restaurants and mobile catering (on trains, aircraft, etc.). In 1987 community catering accounted for over 60% of the meals served, but the trends are towards a more rapid growth in contract catering.

In France there are 2,250 travel agencies whose structure differs depending upon whether their main business is the production or the retailing of travel.

Also in France there is a comprehensive network for the promotion of tourism and support for tourists which may be public, semi-public or private. There are over 3,000 *tourist offices* and *syndicats d'initiatives* alone in France.

Turning to Greece, the report produced for CEDEFOP states that in 1992 there were 6,680 hotel businesses offering a total of 446,337 beds. The breakdown was:

- 20,485 in luxury hotels;
- 102,531 in category I hotels;
- 130,516 in category II hotels;
- 147,500 in category III hotels;
- 45,305 in category IV hotels.

In addition to these hotels there are the non-hotel facilities which, according to the report, provide a substantial number of beds, approximately 600,000, most of them bed-and-breakfast rooms. In general, non-hotel facilities in Greece account for about 60% of all overnight stays by tourists in the country.

In addition to the hotel facilities, in Greece there are 6,200 travel agencies in two categories: *general tourist agencies* and *domestic tourism agencies*, depending on the requirements and the operating licences they hold.

The Portuguese report does not give figures on the structure of the hospitality industry but states that in 1991 the total number of beds provided by hotels was approximately 190,000; according to OECD, a further 272,000 beds were available in non-hotel facilities, almost exclusively in the form of camping sites.

The Belgian report has no special data on the structure of the sector, although it could be deduced indirectly from the breakdown of overnight stays given in the previous paragraph. According to OECD, however, the Belgian hotel sector has a capacity of 93,700 beds (figures for 1990) a 1.3% increase over the 1989 figures. Again according to OECD, the capacity of the Belgian hotel industry was exceeded in 1990 by the Danish industry, which totalled 99,100 beds in that same year. Not even that increase of 16.6% over 1989, however, brings it up to the size of the Netherlands hotel industry where the number of beds reported in the same year was 110,300.

In Italy, in 1990 there were 1,703,542 beds in the hotel industry and 1,557,356 in the non-hotel sector, providing a total capability of over 3,200,000 beds. There are over 4,000 travel agencies and more than 550 public tourist promotion and information offices.

2.5 Size of businesses

Unfortunately, no comprehensive or truly comparable figures are available giving a precise breakdown of the sector by size of business. Part of the reason for this shortcoming is that classifications and size parameters often differ from country to country. Nevertheless, from the information provided by the experts and from the statistics available, it is clear that the great majority of tourist facilities are run by small and medium-sized businesses, which often tend to be fragmented into a true system of micro-businesses concentrated in tourist areas but also scattered around the rest of the country. This particular morphology - which also has a marked influence on the structure of ownership (self-employment) and on the level of education and skills of those working in the sector - is to be found in all the countries surveyed, even if the pattern differs slightly.

The preponderance of small and very small businesses is a point made in all the national reports. In Germany, only 6% of the hotels offer more than 100 beds, whereas almost half (46%) of them offer a capacity of even fewer than 20 beds. This finding is reflected by the fact that 25% of those employed in the tourist industry in Germany are the owners of the concerns in which they work.

This great fragmentation is not found in the travel agency sector, or in particular among tour operators and travel organizers, which are highly concentrated. Out of the 18 million people going to German travel operators, no fewer than 11 million use the services provided by the four leading companies in the sector and the 16 other large travel concerns that follow them. In financial terms, of the DM 18 billion total turnover of German travel organizers, DM 11.2 billion was produced by the 36 largest companies. In addition to this figure, however, it should be pointed out that 80% of the total turnover was placed on the market intermediaries, the retailing travel agents.

Tourist concerns in the retail trade are of course neither as concentrated nor as large as the tour operators. Of the total 9,180 German travel agencies, 75% employ fewer than five people and 24% have a salaried staff of only one person. Agencies with a workforce of over 50 account for no more than 0.5% of the total. Compared with the total number of salaried staff working in the agency sector, 50% work in small firms, 36.2% in medium-sized firms and only 8.9% in large concerns.

No statistics have been given on the size of firms in Portugal, but figures are cited in the report analyzing the industry in terms of the breakdown of employment in the hotel and catering industry (in 1990). This approach reveals that 41.1% of the labour force in the sector during that year had jobs in firms with fewer than 10 employees, 15.7% in firms with a workforce of 10 to 19, 12.3% in firms employing 20 to 49 people, 7.3% in firms with a workforce of 50 to 99, 5.4% in firms with a workforce of 100 to 199, 7.0% in firms with a workforce of 200 to 499 and 11.2% in concerns employing more than 500 people.

The Portuguese report points out that hotel and catering businesses employing fewer than 50 people account for 98.6% of the total in Portugal, whereas those with fewer than 10 employees account for 86.1% of concerns operating in the sector. The Greek report states that the 6,991 official hotels that existed in 1991 offered a total of 243,950 rooms and 459,297 beds, which means that the average number of rooms offered by Greek hotels was 35, and the average number of beds 66. Again, by cross-referencing the figures provided by this report it can be calculated that the average number of permanent staff (i.e. not counting seasonal workers) employed by the hotels in question was 5.7.

Turning to the agency sector, we find that the average number of permanent staff employed by Greek travel agencies is 3.2, inclusive of the owners in that they are self-employed.

In France too, when the total number of jobs in the hotel and catering industry is divided by the number of businesses, the average size is 4.75 jobs per unit, including the owner. On an average, French hotels have 27 rooms, although the size of individual hotels varies considerably depending on the category. One-star hotels have an average of 16 rooms, two-star 29 rooms, three-star 47 rooms and

four-star (or luxury) hotels have 68 rooms. No salaried staff are employed by 26.7% of French hotels and 47.7% of restaurants; 28.2% of hotels and 26.4% of restaurants have one or more employees; 22.2% of hotels and 14.2% of hotels with restaurants have three to five employees; 12.9% of hotels and 7.1% of hotels with restaurants have six to nine employees; 7.1% of hotels and 3.2% of hotels with restaurants have 10 to 19 employees; 2.3% of hotels and 1% of hotels with restaurants have 20 to 49 employees. Only 0.6% of hotels and 0.35% of hotels with restaurants employ more than 50 people.

The structure of the catering trade is equally fragmented, with 37.2% of restaurants and cafe restaurants, 69.3% of bars and 27.1% of canteens having no salaried staff in France. 30.9% of restaurants and cafe restaurants, 20.7% of bars and 21.4% of canteens have one or two employees, and 17.3% of restaurants and cafe restaurants, 7.1% of bars and 18.2% of canteens have a workforce of three to five. Of those employed in the hotel and catering industry in France, 34% have an entrepreneurial status and manage the business. This percentage is only 5% in the agency sector: 58% of French travel agencies employ fewer than five people and 10% employ over 20. Here again, however, there are marked structural differences between firms organizing travel and those whose main business is the retail sale of travel to the public. Local tourist promotion offices in France employ an average of two people (tourist offices and *syndicats d'initiatives*).

In Italy the size parameter used in classifying hotels varies according to their category, determined in the light of complex business management research. Among luxury and five-star hotels, 36.5% are classified as small (fewer than 126 beds), 37.5% as average sized (127 to 252 beds) and 26% as large (over 252 beds).

Among three-star hotels, 31.5% are classified as small (fewer than 60 beds), 60.3% as average (61 to 165 beds) and 8.2% as large (over 166 beds).

Among two-star hotels, 27% are small (fewer than 35 beds), 66% are average (from 36 to 90 beds) and 7% are large (over 91 beds).

Among one-star hotels, 48% are small (fewer than 25 beds), 49% are average sized (from 26 to 65 beds) and 3% are large (over 60 beds).

In the field of travel agencies, 76.5% employ one to five people, 13.3% six to nine people, 7.1% ten to 19 people, 2.3% 20 to 49 people and only 0.55% employ over 50 people.

These figures confirm the point made at the start of this chapter, i.e. that there is a concentration of small and medium-sized businesses in the structure of this sector. As explained in greater detail below (in chapter 2.7, on trends), however, there is a slow but steady change in structure and above all in management. On

the structural level, there is a perceivable growth in the size of businesses (especially catering); in terms of management structure there is a clear tendency for firms to aggregate, whether by voluntary grouping and mergers or through the various franchising arrangements to be found in practice.

2.6 The structure and volume of employment in the sector

The fragmentation of the industry that has been described can be attributed mainly to the need for a comprehensive network throughout the country. At the same time, however, there is considerable management and organizational fluidity (among businesses and even more internally within businesses) in the industry, whose overall contribution towards the supply of jobs is substantial. This factor is characteristic of the service sector, particularly those businesses based on the provision of personal service to individuals. Although the situation naturally differs from country to country, tourism provides direct employment for 14 million people in the European Community, 10.16% of the labour force employed in the area.

According to the **United Kingdom** report, in 1990 hotel and catering businesses provided employment for about 2,400,000 people, twice as many as the building industry. This report probably refers to direct and indirect employment, since the OECD figures are considerably lower: for 1990, OECD reports 300,700 employees in hotels (61.1% of them women), 302,900 employees in catering (58.8% women) and 844,400 employees in other outlets (60.5% women), i.e. pubs, bars, night clubs, clubs, libraries, museums, art galleries, summer establishments, etc.

The **Belgian** report provides no information on the number of employees working in the sector, but the OECD states that in 1989 there were 13,032 employees in hotels (52.3% women), 59,891 in catering (52.1% women), 4,099 in travel agencies (65.2% women), 10,607 in national tourist authorities, libraries, public archives, museums, etc. (50.3% women) and 5,747 in other types of firm in this sector (64.8% women).

In the **Netherlands** in 1988 the hotel and catering industry provided employment for 71,400 people, 22,100 of them in hotels and 49,300 in the catering sector. Dutch travel agencies employed 8,300 people, and over 46,900 people were employed in the other types of firms and organizations in the sector. In other words, this sector provides employment for approximately 130,000 people in the Netherlands, without counting the indirect and spin-off employment it generates.

The report commissioned by CEDEFOP shows that, according to estimates by the Secretariat-General for Tourism, the tourist industry in **Spain** generated 821,000 direct jobs in 1989, as well as 552,000 indirect jobs, a total of 1,373,000. In other words, it provided jobs for 11% of the total population in employment and 9.3% of

the active population. According to the same report, in 1990 employment directly provided by the industry amounted to 853,800 jobs since, despite slackening growth in employment in the country as a whole (an increase of only 2.6%), there was a 4.1% rise in tourist industry employment over the previous year.

In **Italy** the hotel and catering industry provides work for 959,300 people, of whom 443,200 are self-employed and 517,100 are employees. The total employment directly or indirectly generated by the industry is estimated at about one and a half million jobs.

As stated in the **French** report, the hotel and catering industry creates 785,000 direct jobs in France. From 1980 to 1990 there was a 35% overall growth in employment, at a time when the employment opportunities in the economy in general were stagnant. Only 68% of those working in the hotel and catering trades are in fact employees since, as pointed in the previous section, many people are owners and managers. Half the workforce are waiters or kitchen and dining room staff; 29% of waiters and 20% of hotel and kitchen workers are under 24, compared with 9% in the active population as a whole. Women account for 53% of managers, 62% of waiting staff and 86% of hotel employees. The French report points out that the level of training in these occupational categories is not very high. More than half of owner/managers, waiters and hotel employees have no diploma; the category with the highest percentage of holders of vocational training diplomas is that of kitchen staff (56%). Nevertheless, there is a slow but steady improvement in the level of training. Of those working in the hotel and catering trades, 20% are employed on a temporary basis.

The travel agency sector is quite different from the hotel and catering trades. In France, it employs 26,817 people, a number that rose by 37% between 1982 and 1990. Of this total, 1,300 are retailers or entrepreneurs, 4,360 freelance operators or managers, 6,264 middle-rank executives, 12,805 clerical workers and 2,088 blue-collar workers. There is a higher percentage of clerical workers (48%) than the average for the tourist sector (42%). In the same way, there is a far higher percentage of middle-rank executives (23%), who account for no more than 10% in the sector as a whole. In addition to these employees there are the people who work in what is known as "social and family tourism", which provides 103,700 jobs, 59% of them for women and 41% for men. Lastly, the sector providing tourism training and also information and technical support for tourists employs some 6,000 people and approximately 700 at management level. There are also approximately 1,000 managers working within agencies and organizations that are not in themselves in the tourist industry but are concerned with the development and promotion of that industry.

The **Greek** report states that the tourist sector provides work for 8% of the active population, not counting spin-off jobs. In essence there are approximately 120,000 jobs in all in hotels (80,000 of them seasonal), 130,000 in restaurants (65,000 seasonal), 32,000 in travel agencies (12,000 seasonal). The total is 282,000 jobs, although no fewer than 157,000 of those are seasonal. The Greek report goes on to point out that over the past few years there has been a decline in the demand for certain traditional occupations such as hotel waiters, receptionists and room waiters. At the same time, cooks and patissiers are in strong demand. Lastly, there is a certain lack of new tourist industry occupations in Greece, especially in the fields of wine-waiting, conference organization, the organization of leisure activities and production management in travel agencies.

According to the **Portuguese** report, the total number of people employed in the tourist sector in that country (excluding its islands) is about 133,000 in the tourist season, corresponding to about 4% of the population in employment. Of those people, approximately 94% work in the hotel and catering trades, 2.9% in agencies and 3.1% in the public and professional sub-sector. This means that in Portugal the hotel and catering trades offer work to approximately 125,000 people, the agency sector about 3,850 and the public/professional sub-sector 4,120 people. In the hotel and catering industry, 21.4% of employees are apprentices, 7.8% are unskilled, 31.1% are semi-skilled, 31.6% are skilled, 0.8% are highly skilled and 2.4% are managers or owners, 1.3% are middle-ranking executives and 0.6% are senior executives. In substance, 60.3% of that personnel can be regarded as *low skilled*, 31.6% can be regarded as *skilled* and the remaining 5% as *highly skilled*. The latter group, however, also includes people who are not employed by others but work as managers or as heads of enterprise. Referring to the general working conditions in the sector, the Portuguese report points out that 90% of the personnel employed full time work for over 40 hours a week and 13% may work for even more than 45 hours a week. The average monthly wage in the hotel and catering industry is 30% lower than the general average.

The **German** report also describes in detail the structure and conditions of employment in the sector. In Germany (here the figures refer consistently to the former German Federal Republic alone), in 1991 the hotel and catering industry provided employment for approximately 977,000 people, approximately 691,000 of whom worked in catering (including canteens and mobile catering) and 279,000 in the hotel industry. In German hotels, about 50% of personnel held only the school-leaving certificate from the end of compulsory schooling, 25% had a diploma of lower secondary education and 15% to 20% had a higher secondary education. Among those employed in guest houses? the percentage holding no higher than the minimum school leaving age certificate is as high as 75%, those holding a lower secondary education certificate only 20% and those with a certificate of upper secondary education only 5%. The percentage of people working in guest houses who have no certificate of education at all is also 5%. The latter category accounts for 18% of employees among those employed in bed and breakfast establishments.

On the catering side, 77% of employees hold no more than the minimum school-leaving age certificate, and among those employed by bars, special types of restaurants, coffee and ice cream outlets the range is 63% to 73%. The German report, however, points out that the percentage of people with a certificate of upper secondary education is 13% of employees in bars and in special types of restaurants, is twice the proportion of those encountered in other catering establishments.

2.7 The trends

The individual national reports describe the many trends that can be discerned on both the supply and the demand side of the market. Here we shall of course mention only those of greater significance in terms of vocational qualifications and the profile of the tasks and skills of those employed at every level in the sector.

On the demand side, of particular note is a general move towards ever more segmented and diversified markets. Among today's tourists, the concept of holidays, patterns of consumption and behaviour, the demands and the motivations for decisions are becoming ever more diversified. With this growing sophistication and segmentation on the consumer market, service providers are having to tailor their approach, quality, choice and range to the demand from broader consumer groups who share certain expectations and experience of tourism and the forms it may take. In other words, both the number of tourist concerns and their financial returns are continually shrinking, the management assumption being that they should be *offering all things to all men*. At the same time, in both the hotel and catering industry and in the agency sector, many more firms are specializing and upgrading the services they offer, in order to meet the expectations of a very specific, clearly identified *target market*, made up of one or more consumer groups with similar demands and behaviour patterns, or at least those groups for which the firms are organizationally flexible enough to cater economically. On the marketing side, this solution - and it is relatively new in the world of tourism - means that the needs of a client sub-set within the target market can be met. In terms of business organization, *management-by-rules* is feasible, this being the only way in which tourist enterprises can continue to compete in a demand-driven market where the aim is increasing diversification and within a supply system that must learn to live with the high taxes and heavy labour costs imposed by the socio-economic mechanisms of the *post-industrial economy*.

This specialization also means that increasingly skilled personnel must be available: they must be able to respond to more sophisticated and specific demands from consumers, but they must also be able to implement management policies, organizational solutions and working methods compatible with the demands of rational operation and cost control in the service industry.

Besides a growing sophistication and structuring of the consumer market, consumers are becoming far more *price-conscious*, partly because the tourist market is broadening to include user groups with less purchasing power. Efforts to improve quality, therefore, must be reconciled with the need to maintain prices at a competitive level. The prospects for the relaunching and success of tourist enterprises in fact depend on whether they can offer ever greater *value for money*.

This explains the general tendency towards an upgrade in the services provided, as reported by almost every national survey. It also indicates why some of those reports make the point that this upgrading of skills implies not only more businesses moving up into the top echelon categories, but also - and above all - an improvement in the performance and level of services offered by tourist enterprises operating in the "*lower end*" of the market.

In attempting to achieve these higher quality standards, keep prices down and implement marketing strategies that also make use of "brand image" techniques, there is a clear-cut tendency for enterprises to aggregate, a point that is made in the French and the German reports in particular. The trend may take the form of *voluntary grouping, chains* (in which ownership is relinquished) or especially *franchising*. In this respect, the German report observes that the large travel agency chains have increased both their turnover and the number of their passengers, whereas the small and medium-sized independent agencies are finding it increasingly hard to maintain their market position. The French report stresses that only about 50% of French hotel capacity is entirely independently owned and managed. *Voluntary chains* account for 25% of hotel accommodation in France, *integrated chains* for the remaining 25%. To consolidate and develop these processes, there is a need for new vocational skills and for new managerial attitudes to be incorporated into existing skills; today these are still seen as too closely rooted in the type of rules and financial attitudes more appropriate to independently managed concerns.

Besides these trends among the providers of services, the reports in question look at the tendencies towards an increase in the size of enterprises and the spread of information and communications technologies on the supply side, and -and on the demand side - the greater fragmentation of holiday periods, and the importance of culture and the natural environment as the motivation for travel.

The provision of vocational training

The type of tourist product and the pattern and structure of production of tourism services in EC Member States are fairly similar in many ways. This is not the case, however, with the provision of tourist training, which obviously reproduces all the diversities inherent in national vocational training systems.

There may of course be specific features of the job profiles of a cook, a receptionist or a waiter in individual Member States that are peculiar to their individual national traditions, ways of working and national characteristics, but there are also many affinities in these occupations, however different the routes and methods of training, just as there are different ways to achieve common goals.

This means that there are certain common characteristics in the provision of training within the countries surveyed, and these may be attributed to a more or less shared context:

- it is a universal feature that the developments in the quantity and quality of the demand for tourist services and in production technologies and methods are leading to measures designed to increase the provision of initial and continuing training in the tourist sector and improve its quality.
- the emergence of new types of tourist demand, diverging from the traditional forms ("ecological tourism", for example), creates a need for specialization in existing vocational roles and tasks or for new skills to be created through an adequate provision of initial or continuing training.
- an awareness of the vital role in the development of this sector played by small businesses in all the national contexts in the Community means that the number of training ventures designed to maintain and add to employees' vocational skills is increasing, special attention being devoted to training, especially continuing training, for those running small and medium-sized tourist-hotel concerns.
- in the training of more senior executives and managers, especially in medium and large-sized concerns, there is a shift away from the concept that training for the tourist industry is a specialist course added onto general educational studies (financial, commercial or legal), and towards the creation of specific opportunities to train for the tourist industry at university and post-university level.
- the awareness that training for the tourist industry is bound to perform a strategic role in the development of a tourist enterprise and employment in the sector means that the provision of vocational training is to a growing extent the outcome of consultation and cooperation among the social partners and the authorities, even in those countries having no such tradition.

For a better understanding of the occupational profiles to which the descriptive forms included in the second section refer, the following is a summary description of the provision of training for the tourist and hotel industry in the nine countries covered by our research (for more comprehensive information see the national directories, which are also listed in the bibliography).

Belgium³

The provision of training takes the form of:

- A. Full time instruction**
- B. Other forms of instruction**

A. Full time instruction. This may be in:

- a. *Secondary education,*
- b. *Higher, non-university education,*
- c. *Higher education in the university.*

a. *Secondary education* normally provides vocational education in the seventh year. There are two main secondary education routes:

- technical secondary education, which mainly trains youngsters as multi-skilled technicians in the hotel industry, leading to various job outlets (as management staff in various departments).

Those holding a diploma of technical secondary education may then go on to higher education (for example, a short-cycle higher education course in economics, which leads to the work of hotel or agency management).

- vocational secondary education, which provides training for skilled personnel working in the kitchen and restaurant. By adding another year's study, the specialist skill of barman or wine waiter can be acquired.
- b. *Higher, non-university education* is a two- or three-year course, and therefore leads to diplomas corresponding to "regulated" occupations. There are no special conditions governing the access to this training itinerary.

³ The information refers mainly to the provision of training in the Dutch-speaking regions. There may be differences in the structure of the provision of training in the other regions of Belgium.

c. *University education*, through which a university diploma or a post-graduate master's degree can be obtained.

B. Other forms of training. Apart from full-time training courses, there is a structured provision of training:

- short-courses (training targeted towards employment and the employer);
- courses in training centres for small and medium-sized undertakings (training in company management and for tourist agents, guides, drivers of tourist buses and hostesses);
- a three-year apprenticeship for "Horeca" occupations (in hotels, restaurants and cafes);
- many vocational training courses for "tourist guides" (although this occupation enjoys no recognition or protection).

Access to the labour market may be direct following the secondary education cycle after the seventh (specialist) year, after higher non-university training and after university.

Germany

The provision of vocational training in Germany is highly diversified and targeted towards differing training needs and situations. It ranges from self-directed study to training within the dual system (especially for personnel in the hotel and catering trades). There are technical colleges and university courses, and the opportunities for continuing training are many and varied.

A. Training in the dual system. This is the most common form of initial training, occurring immediately after the certificate taken at the end of the period of compulsory schooling. This training usually lasts for three years, leading to a qualifying diploma which, among other things, allows its holder to sit for State diplomas in "tourist enterprise management" (issued by Chambers of Commerce and Industry). The existing regulated occupations in tourism are:

- three-year courses for hotel management commercial staff, skilled hotel employees, skilled restaurant employees, chefs and skilled tourist agency employees;
- two-year courses for skilled hotel employees and skilled airline, shipping, train and road transport employees.

- B. Specialist colleges.** These colleges provide full-time training and do not usually require a technical diploma for admission, nor is it essential to have specific job experience or training.

The courses lead to:

- a State diploma as a tourist or hotel management assistant (three-year course);
- a State diploma as a management assistant specializing in foreign languages (course duration: 1 year for students having an upper secondary technical education certificate, 2 years for those with a lower secondary education certificate).

- C. Higher colleges.** These colleges provide training for senior management in various sub-sectors in the sector. They may offer:

- a) *technical courses*
- b) *scientific courses*

a) *Technical courses:* for admission the student must have an upper secondary certificate of education in technical subjects. The courses are for four years, one year being spent in a practical placement. Students study for a diploma as a "business manager" specializing in the economics of tourism.

b) *Scientific courses:* the courses are for four and a half years and correspond in all respects to university courses. Students study for diplomas as business managers in the tourist and hotel industry, and there are many specialist options (for example administration, leisure management, conference organization, transport and travel, the economics of tourism, etc.).

- D. Continuing training.** Those who have obtained a qualification in the hotel and catering trades may, after about five years' working experience, sit the *maîtrise* examination (this can also be obtained via the vocational education and apprenticeship routes). Workers having no vocational training diploma, on the other hand, must have ten years' work experience in order to sit the diploma. The *maîtrise* diploma may be for work in the kitchen, restaurant, hotel or bar.

People who have a qualification in a trade in the tourist-hotel industry and at least two years' work experience are eligible to take a State diploma following two years' continuing training.

There is a qualification as "tourism manager" for persons who, having trained as skilled employees in tourism and with at least two years' work experience, attend a specific two-year continuing training course (this training is provided by Chambers of Commerce).

There are also many targeted continuing training opportunities (such as the provision of "*Bildung und Beruf*" by the Federal Office for Employment).

Denmark

A. Public-sector training: Ministry of Education provision

In Denmark, most qualifications are acquired in the State education system. Vocational training can start after the tenth year of school education, i.e. the final year of compulsory education, and usually lasts for three years. After completing the three-year course, a student goes on to a two-year period of alternance training in the school and workplace to acquire job-related knowledge specific to the sub-sector or sub-sector chosen. The training is then certified by a vocational diploma.

Training is the responsibility of the Education Ministry, and diplomas are recognized nationwide. The content of training is determined by agreement between the two sides of industry sitting on vocational committees specific to each trade.

B. Public-sector training: Ministry of Labour

In general this training takes the form of short courses directed at adults and leading to a vocational certificate.

There is a wide variety of very short courses (one week), which do not lead to a vocational certificate.

Continuing training for the tourist industry includes the "*Merkonom*" stream for the marketing and development of tourist services, human resource management and company management.

There is a Danish Office for Tourism which is authorized to offer short courses.

Access to continuing training is conditional on the completion of vocational training or the holding of a diploma of secondary education. All the training provided is alternance: the winter term is devoted to courses on the theory and the summer term to practical placements in tourist enterprises and hotels. Here again, vocational training is certified by a State diploma that is recognized throughout the national territory.

In addition there is a short cycle of vocational training, lasting a year and a half, for occupations in the hotel and catering trades, with opportunities to attend a further training course leading to qualifications as a chef, waiter or receptionist.

C. University training

For access to advanced training, students may attend a commercial school and then go on to specialize, thereby gaining access to a university route leading to a diploma in *tourist economics*.

Spain

In Spain the National Employment Institute has recently launched a series of sector-specific studies designed to reassess vocational qualifications, following the launching of a general campaign to modernize the training system.

One of these sector studies has been on tourism. In our project we have had the benefit of the experience and cooperation of research workers in the National Employment Institute, who have worked on the project.

There are four separate routes in the tourist sector:

- **Vocational education,**
 - **Basic vocational training,**
 - **Technical and specialist training,**
 - **University training.**
-
- **Vocational education:** this is provided by the Education Ministry which is also responsible for university education.
 - **Basic vocational training:** this usually leads to diplomas as auxiliary technicians (kitchen trades, services).
 - **Technical and specialist training:** most courses are in hotel and agency management. The diplomas obtained at the end of this training, however, do not offer access to university training.
 - **University training:** this leads to qualifications in senior management and is provided by the "Escuela Oficial de turismo". Admission to higher education is conditional on holding a secondary education diploma in administration or economics.

An experiment in modular training has recently been launched: completion of that training provides access to higher university education.

France

The routes to tourist and hotel training within the initial training and continuing training system are many and diverse.

- **Initial training for the hotel and catering sub-sector:** training is provided by the public or private sector, vocational lycées or vocational training centres for apprentices.

This training leads to diplomas in:

- skilled kitchen, restaurant, cafe and hotel trades (CAP level V or vocational baccalaureate),
 - middle-rank supervisory kitchen, restaurant and hotel staff (level IV technological hotel trade baccalaureate and level III *Brevet de technicien supérieur* (BTS) for work in hotels and restaurants),
 - executive and management work (courses are also offered by hotel schools and universities) at the higher level (level II - *Maîtrise de science et technique* - MST), or level I, *Magistère* in tourism and front office work.
- **Initial training for the agency sub-sector.** This training leads to various types of diploma:
 - a *brevet de technicien supérieur* (BTS), with qualifications corresponding to middle-rank executive occupations,
 - diploma as a travel agent, leading to authorization for the issue of a travel agent's licence,
 - diplomas providing qualifications as senior executives and business managers, through higher or university education courses: *Diplôme des études supérieures spécialistes* (DESS), *Diplôme des études approfondies* (DEA) and *Diplômes d'études supérieures commerciales administratives des entreprises de tourisme* (ESCAT).
 - **Continuing education:** this is provided by employers' associations, joint management-union bodies and training agencies in the public and private sector.

In other words, the provision of training is highly segmented and diversified, embracing both short and long courses.

Titles and diplomas are, however, awarded in the light of views expressed by ad hoc technical boards; this official recognition is granted for a period of three years and may be renewed.

Officially recognized continuing training diplomas may be at five levels:

- level V (*Certificat de formation professionnelle* - CFP): restaurant and community catering chef, restaurant waiter, restaurant-bar waiter, restaurant chef de rang, community catering officer, tourist coach driver and guide, tourist agent;
- level IV (*Brevet professionnel* - BP): chef, restaurant work, wine waiting, hotel receptionist, meal production manager, community catering procurement manager, wine waiter responsible for the wine cellar, hotel housekeeper and multi-skilled tourist technician;
- level III certificates are awarded by the hotel promotion institute (Vannes), the *Institut pour la promotion commerciale* (IPC - Clermont Ferrand, Tarbes and Nancy), certificate from the higher institute for food studies (Institut Pasteur in Lille), qualifying as tourist development assistant, travel agency work and retailing network technician;
- level II: technical assistant in commerce and reception, catering and the computerized management of community and collective facilities.

Greece

Initial and continuing vocational training is provided by many bodies in the public and private sector, which offer three types of training:

- initial, within the general educational system,
- initial, outside the general educational system,
- continuing.

A. Initial training integrated into the general education system. Pupils completing the first cycle of secondary education may go on to the second cycle in *technical and vocational schools (TES)*, for a period of two years, eight months of which are devoted a practical placement arranged by the *State school for tourist professions* (which comes under the Ministry for Tourism). After the first cycle of secondary education, pupils may also opt to continue in the *technical vocational lycée (TEL)*, which comes under the Education Ministry.

- Technical and vocational schools lead to three specialist qualifications: in hotel and catering technology, kitchen work and patisserie. The diplomas provide access to the labour market as "skilled" workers.
- Technical vocational lycées provide standardized training for pupils who have completed the first cycle of secondary education. In this three-year course they can study for the "*apolitirion*" (secondary school leaving certificate), as well as entering the labour market as administrative staff in tourist enterprises and hotels; alternatively they may sit the entrance examination for higher education (TEI, AEI).
- TEIs (institutes for technological education) and AEIs (institutes of higher education) provide advanced training at university level and offer special courses for the tourist industry. These colleges come under the Education Ministry, offering three-year courses of study.

B. Initial and further training: this is the responsibility of vocational training institutes (IEKs), in the public or private sector, which are not part of the general educational system and do not correspond to any level of education. Their courses, of varying duration, lead to vocational training diplomas at different levels.

There are also private schools offering courses that are not State-recognized. It should be borne in mind that the diplomas are not a prerequisite for access to the labour market, except in the case of diplomas for "tourist guides" and "hotel managers".

C. Continuing training: in general this training takes the form of short courses lasting five and a half months, organized by agreement between the social partners and local authorities. Students receive financial support from the Agency for Employment and Manpower (OAED), and are granted training leave by their employers.

The short courses lead to a diploma issued by colleges for tourist industry occupations.

Many seminar-type continuing training projects are also organized by workers' and employers' associations, local authorities and the OAED. Such seminars are usually subsidized by the European Social Fund.

D. Non-university advanced training: this is provided by the advanced college for "tourist guides", and leads to a diploma that is essential to working in the profession.

Italy

Vocational training may be:

- integrated into the general educational system (which comes under the Education Ministry),
- provided as part of the responsibilities of the regional authorities outside the general educational system.

A. Provision of vocational training within the education system. This type of training is provided by:

- *State vocational institutes for commercial and tourist services and by State vocational institutes for hotel services.* The type of training provided is sector-specific, with the emphasis on practical work. The three-year courses lead to a vocational qualification diploma. Diploma-holders may go on to a two-year course, at the end of which they take the upper secondary school leaving certificate that then gives access to university.

Vocational institute diplomas lead to work in tourist and hotel concerns, such as jobs as technical coordinators or department managers.

- *technical institutes for tourism.* Here vocational training is more multi-skilled and leads to the upper secondary school leaving certificate.

B. Vocational training is provided via a whole range of public- and private-sector bodies: the regions, local authorities, Chambers of Commerce, trade unions, employers' associations and employers themselves. In other words, the provision of training is highly fragmented and heterogeneous.

The duration of courses organized by the regions ranges from 400 to 600 hours' instruction. The courses lead to a vocational qualification are funded by a grant from the European Social Fund.

A qualifying diploma is a prerequisite for registration in the official list which gives the right to set up a tourist enterprise or hotel.

C. University training. There is a three-year master's degree course in the economics and technology of tourism (*Centro Italiano studi superiori sul turismo*, Assisi). A degree course offered by the Universities of Perugia and Bologna is in the economics of tourism; this is a four-year course in three streams: catering/front office, agency work and public and professional tourism promotion.

Portugal

A. Initial training. The Ministry of Commerce and Tourism runs a number of courses through the Institute of Tourist Training (INFT), which provides:

- *intermediate level training* (level 2). The one- and two-year courses are directed towards young people who have completed their ninth or eleventh year of school education. They can acquire a diploma qualifying them as receptionists or as chefs and patissiers, or for restaurant or bar work.
- *advanced level training* (level 3). These three-year courses are directed towards young people who have completed their twelfth year of school education. The courses in hotel management and technology, tourist guiding and tourism techniques lead to vocational qualifications at an advanced level.

B. Continuing training. Many courses are organized in various fields of technical and vocational knowledge:

- *specialist courses*. Generally run outside working hours, the courses are directed towards people already employed in the tourist and hotel sector (managers of small tourist enterprises, tourist activity organizers, etc.).
- *refresher courses*, provided by hotel and tourism schools in various trades (kitchen work, restaurant work, purchasing, etc.).
- *refresher courses in languages*, offered by hotel and tourism schools to develop language skills. They are directed towards people already employed in hotel and tourist undertakings.

These vocational training paths lead to diplomas which include "regulated" diplomas for:

- hotel managers,
- technical managers of travel agencies,
- tourist information professionals.

A recent law (May 1992) lays down arrangements for vocational diplomas based on training acquired through continuing training or work experience.

United Kingdom

Our research was conducted at a time when a reform of the vocational qualifications system was being launched in the United Kingdom through the introduction of the National Council for Vocational Qualifications (NCVQ) and the Scottish Council for Vocational Qualifications (SCVQ). For more comprehensive information on this new system of qualifications, see the national report listed in the bibliography.

In the United Kingdom, vocational training for the tourist and hotel industry comes under the Hotel and Catering Training Company, which is also engaged on implementing NVQs (in England, Wales and Northern Ireland) and SVQs (in Scotland).

- A. Training for the hotel trades:** the introduction of the new system of qualifications has increased attendance, especially of courses leading to higher qualifications.

The NVQ/SVQ structure as of this time breaks down into four levels:

- Catering and hotel management (level 4)
- Catering and hotel management (level 3)
- Catering and front office (level 2)
- Catering and hotel work (level 1)

The training curricula and itineraries for the NVQ/SVQ are many and varied.

- B. Training in the tourist trade.** Training for this trade comes under the National Training Board (ABTA), which implements NVQ/SVQs. Here too the qualifications are structured on four levels:

- Travel (level 4: Management, Direction of organized travel, Guiding)
- Travel (level 3: Supervision, local operations)
- Travel (level 2: Supervision, local operations, Guiding)
- Travel (level 1).

- C. Training for the promotion and development of tourism.** This training is provided by public-sector bodies. At the national level there is the British Tourist Authority, with tourist boards in the four regions (England, Scotland, Wales and Northern Ireland). It is planned to adopt NVQ/SVQs for vocational training.

The research: its basis and aspects of its methodology

1. Occupations and the free movement of workers

The free movement of citizens and workers of the European Community within its borders has been a cornerstone for the whole Community structure from its very start. With the introduction of the Single Market, the need has been to identify and eliminate all those obstacles that might hamper the free movement, especially of workers, within the Community area.

In a situation of international mobility, when a worker comes onto the market the problem is to link two poles: *the occupation* for which a given employer in a given Member State seeks an employee, and *the qualification and vocational skills* that the would-be employee, in coming from another Member State, hopes will be recognized so that he has access to the job on offer and can practise his calling.

The direct matching of the demand for and supply of labour, as they are expressed in different countries, means that the vocational skills that a worker has acquired in one national context must be matched with the employment offered in another.

The need, then, is a comparison of vocational qualification systems within the Community in order to set up a framework of reference on labour supply and demand in different national contexts, at the same time defining how vocational qualifications can be transferred from one context to another.

It should be borne in mind here that qualifications derived from vocational training are not always identical to qualifications derived from work (the occupational background).

A qualification, in the sense of the certification of job-related knowledge acquired in the course of training, usually takes the form of a diploma or vocational certificate.

If, then, a vocational diploma is to be the parameter in matching manpower supply and demand in different national contexts, failure to recognize diplomas is an impediment to matching supply and demand and hampers the free movement of workers within the Community market.

This is the reason for the significant commitment by the Commission of the European Communities towards setting up a regulatory system for the recognition of what are known as "regulated occupations"⁴.

Without in any way detracting from the undoubted merits of that regulatory system, it should be pointed out that the problem of comparing diplomas and vocational curricula has not been entirely solved by the regulations, if only because the regulations themselves contain conditions for recognition that imply the verification and comparison of training content and curricula for the occupations to be recognized.

Seen from a more sociological viewpoint, a diploma is generally used by the party offering employment as a device for "coarse- or fine-sifting" the supply of labour. In a period of economic growth, when the demand for labour is buoyant on the market and the supply starts to dry up, the value of a diploma or certificate diminishes. On the other hand, when economic conditions are such as to reduce the demand for manpower from employers, diplomas are used as a means of creaming off the best of the labour available, especially when workers from other countries are competing with the pool of domestic labour. The regulations obviously create a set of objective guarantees to ensure that this "creaming off" process does not turn into "discrimination", although there is still ample scope for interpretation which may complicate the procedures for the reciprocal recognition of diplomas, to say the least.

It should be borne in mind, however, that the normative solution brought in by the EC Commission covers "regulated occupations" only, and does not affect the *other* occupations, which are neither few in number nor insignificant in terms of the number of workers engaged in them.

A system has been devised for those unregulated occupations, based on consultation and negotiation between the social partners and the authorities within the twelve EC Member States⁵.

The system of "correspondence of qualifications" refers to the whole group of second-level occupations by comparison with the Community five-level scale⁶, the aim being to identify the "common core" for each occupation within the Twelve. This

⁴ Council Directive 89/48/EEC of 21.12.1988 on a general system of recognition of diplomas of higher education sanctioning vocational training for a minimum period of three years. O.J. L 19/1989, pp. 16-24.

Council Directive of 18.06.1992 on the second system of recognition of vocational training, supplementing Directive 89/48/EEC. O.J. L 209 of 24.07.1992, pp 25-45.

⁵ Council Decision 85/368/EEC on the correspondence of vocational training qualifications among member states of the European Community. O.J. L 199/1985 pp 56-59.

⁶ Council Decision 85/368/EEC of 16 July 1985.

core is identified by consultation and negotiation among representatives of the authorities and social partners of the Member States.

In this construction, however, no account is taken of two important factors that affects the outcome:

- the legal configuration of the systems of qualifications differs from Member State to State: some qualifications come under a "normative system", while others have been generated by collective agreements and bargaining through a process of continuous updating.

This means that the former are **rigid** systems in the sense that they can only be modified by laws and regulations, whereas the latter are **flexible**. When these two qualification systems were brought together at the negotiating table, the flexible systems are inevitably subordinate to the rigid systems which, as such, leave little or no margin for negotiation. This means, therefore, that the ground rules for consultation and negotiation are often falsified and too narrow a view is taken of the more structured and complex reality of vocational qualifications in Member States.

- an "**occupation**" is a **social construct** deeply rooted in the social, political and cultural system by which it has been produced. An occupation is the end point, with the accumulated sediment of traditions, usages and ways of regarding, practising and organizing a working activity.

If this is true, a method designed to identify the common core of vocational qualifications in the twelve Member States through a direct comparison of "occupations" would certainly be one of the most varied and complex analyses possible.

It may be found, for instance, that certain occupations exist in one country but not in another, or that occupations called by the same name in fact differ in content. There is also the fact that, in using the Community scale of five hierarchical levels of qualifications, it cannot be taken for granted that the same occupations are on the same level in different national contexts.

For these and other reasons, the "correspondence" system demonstrates its limits not so much in terms of working procedures as in the actual assumptions on which it is based.

2. Objective: "transparency"

In planning the project that includes this research on occupations in the tourist and hotel industry, a basic assumption has been the aim of matching corresponding vocational qualifications in Member States in order to identify a common core would be difficult to pursue, and of doubtful value.

The general objective adopted for the project, on the other hand, has been "**transparency**" among the qualification systems in Member States, to promote the free movement of workers within the Community market.

By "transparency" is meant here the ability to find out about the content of a given vocational qualification by comparison with a given job, even when that qualification is part of another Member State's system of qualifications.

The assumption is that both those offering and those seeking employment need a common reference framework, in that it identifies the content of the qualification of a person offering his or her labour and the job profile for which there is a demand among employers.

The "transparency" objective has certain advantages over the objective of "correspondence":

- each Member State's system of occupations and vocational qualifications is regarded as part and parcel of its political, social and cultural reality and is accepted as it stands, in all its diversity;
- a mutual awareness of the content of qualifications and occupations may promote the free movement of workers within the Community, although this would not be the sole objective. Such awareness is in itself a prerequisite for international cooperation and for any initiatives adopted by Member States in an effort to harmonize their goals, if not actual training processes.
- the objective of making systems of qualifications and occupations transparent entails neither negotiating procedures nor the need to relate the qualifications to a common scale of hierarchical levels.

In the final analysis, however, the objective of transparency is valid irrespective of whether the mobility of citizens and workers exists within the Community, in that the transparency of information is a prerequisite for any efforts to mobilize resources within Member States with a view to Community cooperation.

As we have stated, transparency can be said to exist if information on any social reality can be found by the use of a common reference framework.

To do this, the first step is to create a **common language**, a prerequisite for any shared framework for interpretation to which reference can be made.

3. Methodology

"*Occupations*" are probably the analytical sphere in which the highest level of diversity within the social context of the EC Member States is to be found. On the other hand, arguably the *working processes* inherent in the production of goods and services are similar in many ways irrespective of country. Procedures for the organization of work and the optimization of human resources, the division of labour

and the various correlations between vocational skills and working processes are closely bound up with the traditions, usages, regulatory frameworks and training systems, and may therefore differ greatly in individual social contexts. Working processes, on the other hand, are defined in the light of the need to optimize technologies and patterns of behaviour at work and thus attain the results which those processes are designed to achieve.

Because of this externally imposed *logic* it can safely be assumed that production processes are relatively homogeneous even in differing national contexts.

This homogeneity is more evident in production sectors which are inherently "international", such as the tourist and hotel industry.

This is a sector that directs all its services towards consumers who have moved from one place to another for a temporary period. The tourist industry is based on characteristic activities targeted towards satisfying the needs of a particular user group moving from one location to another. Such mobility occurs both within and beyond a country's own territory. This means that the tourist service providers gear the types and quality standards of their products to the expectations of an international clientele that is now opting for those quality standards.

Tourism can be said to be a *culturally international* sector in which the internationalization of the product makes the processes leading to the production of the service within different national contexts relatively homogeneous.

The tourist industry has been chosen as the experimental field for this project because of its inherently international connotation.

4. Structure of the tourist industry

Through a functional analysis of production processes in the tourist and hotel sector, the functions that contribute towards providing the "tourism product" can be identified, as well as the sections within which such functions have their own specific set of characteristics.

A function is an organic set of activities directed towards achieving a specific result. It does not necessarily correspond to a particular organizational segment (an office, for example); indeed, several functions may co-exist in the same segment without forfeiting their own distinctive identity. The size of an undertaking will influence the decision as to whether two or more functions are combined in the same organizational segment, but the specific nature of each function will still be recognizable. (For example, in a small hotel, the front office and management functions are often performed by the same person, but these functions still differ substantially in that the work and the working methods typically have different characteristic aims.)

In our research, we have taken the **function** as the basic field for analysis, because it helps to identify the organic set of activities of which it is composed, providing a key to interpreting the occupational tasks that have to be performed in order to achieve the objective of that function.

A functional analysis of the sector shows that functions do not break down into self-contained units; frequently they are transversal in nature (one example is the "accounting management" function), constituting a "functional field" that may often cut across two or more industries.

This is why we have taken as the subject of our analysis only those **functions typical of the tourist industry**, disregarding others which, although vitally important to the development of the production process as a whole, are not specific to the tourist industry.

In the light of the functional analysis, the sector has been broken down into three sub-sectors:

- **hotel and catering**
- **agency**
- **public**

Other sub-sectors associated with those activities could also have been chosen which, being targeted towards leisure and recreation, are closely related to the tourist industry proper but do not form part of that industry.

- **The hotel and catering sub-sector** includes those activities, including catering-type activities such as those conducted by hotels, boarding houses, inns, tourist villages, camping sites and similar installations that provide board and accommodation for tourists. It also includes restaurants, bars, cafes and other catering outlets operating as businesses in their own right or providing specialist services to larger concerns. Although there may be quite substantial differences among such concerns, they do not significantly affect the vocational skills and tasks of those employed by them. Naturally there are differences and those differences become visible once the skills are analyzed and broken down into detail.

The level of aggregation for the description of vocational tasks in this research has been selected with a view to arriving at a description of job profiles that provides significant information but does not go into specific detail about "ways of working" rather than actual skills and specific training methods.

- **The agency sub-sector** includes all those types of enterprise and organization concerned with packaging services (for example travel, excursions, assistance during journeys, etc.), as well as issuing tickets and retailing their own or other parties' services or travel packages. Of course there are some agencies that specialize as tour operators while for others the issuing of tickets is the main

business, but these differences do not significantly affect the structure of functions in the sub-sector and its characteristic activities. In short, the comments on the hotel and catering sub-sector also apply here.

- **The public/professional sub-sector** includes both tourist offices operating at local or regional level (sometimes in the public sector, sometimes as consortia or associations) and specialists in particular sub-sectors or disciplines who may operate either within tourist offices or agencies or as independent professionals.

The sub-sector also covers all the activities of tourism promotion and development, the provision of assistance for tourists and travel and holiday activities.

By breaking down the tourist industry into sub-sectors, it has been possible to identify the functions attributable to each sub-sector (see diagram on the following page).

A **function**, as already pointed out, is an organic set of activities designed to achieve a given production objective. An analysis of those activities has helped to identify all the "**vocational tasks**" that need to be performed in order to achieve the objectives specific to each function.

Based on the initial assumption that the production processes are relatively homogeneous even in different national contexts, it can realistically be assumed that the ways in which those processes break down are also relatively homogeneous, and that as a consequence so is the organic set of vocational tasks for a given function in different national contexts.

What has been done, therefore, has been to describe vocational tasks, using *descriptive units* that are:

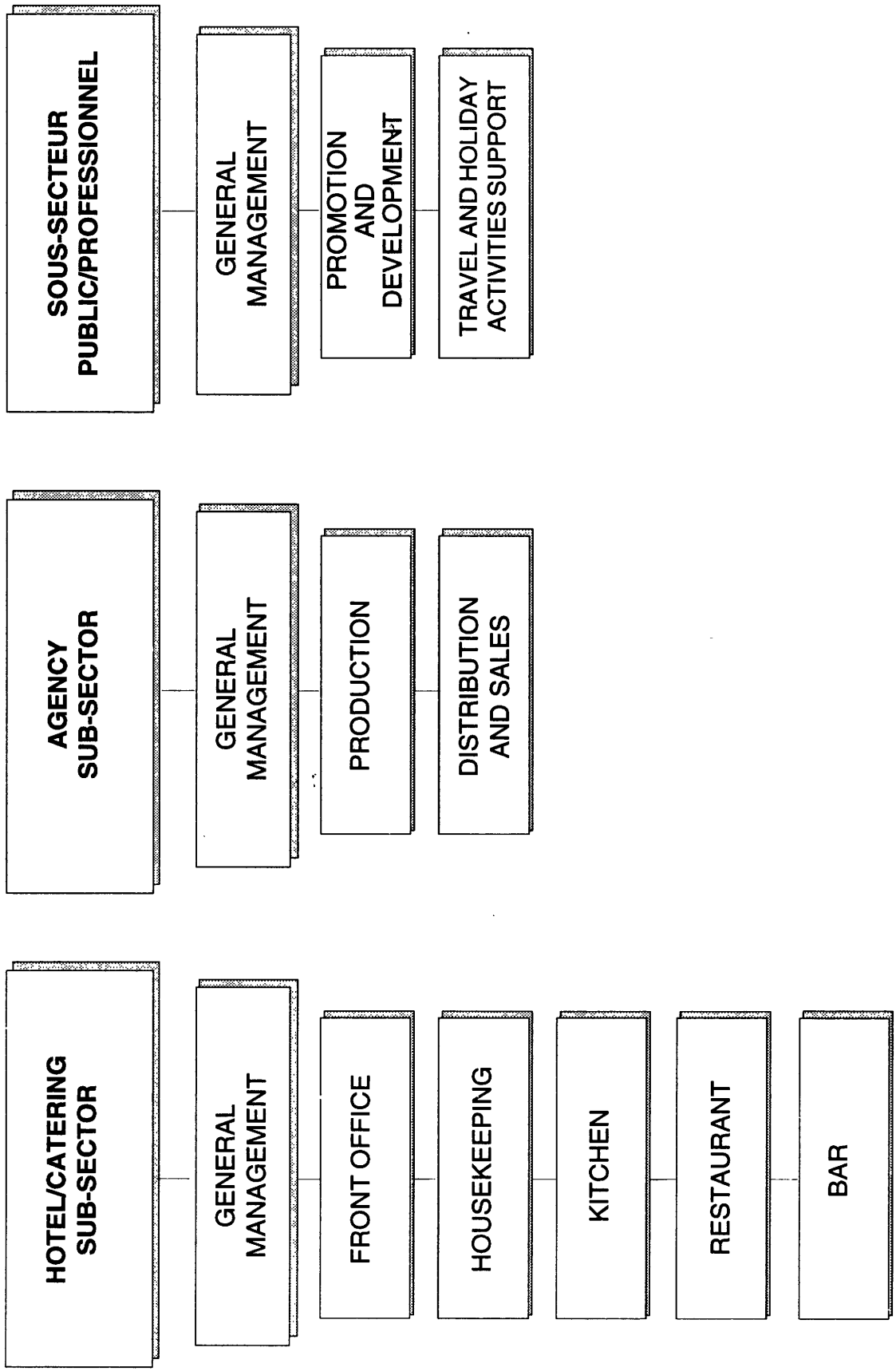
- **standardized** in the way that they are expressed;
- **unambiguous**, in otherwise not open to interpretation as far as this is possible;
- **disaggregated**, in other words referring to individual activities rather than to sequences of activities even though they may be related.

This set of standard descriptors has been compiled in the form of a systematic **nomenclature**, the focal point of our methodological approach.

This nomenclature (see Section III of the report) is a *rigid* instrument, but one that can be used in a *flexible* manner:

- it is *rigid* in that the descriptive terms of which it is made up must not be modified once the decision has been made to include them in the nomenclature;

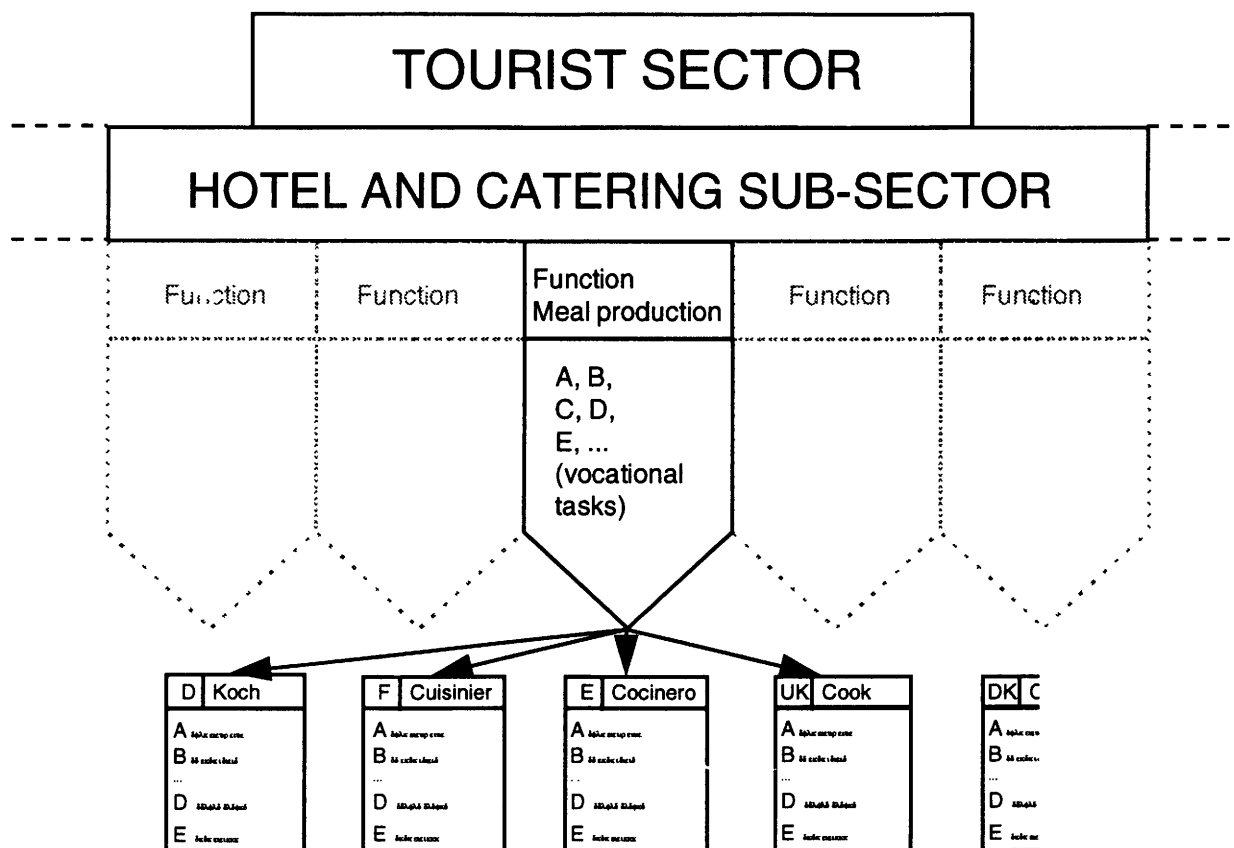
THE STRUCTURE OF FUNCTIONAL AREAS IN THE TOURIST INDUSTRY



- it is an instrument that is designed to be used *flexibly* in that the descriptors can be ignored if they are not considered pertinent, or new descriptors not included in the nomenclature may be added if they are essential to the description of a given profile.

The nomenclature is, then, a preliminary attempt to create the "common language" that is necessary for a transparent reading of the job profiles.

This is of course a dynamic and constantly evolving instrument, since its use entails the continuous revision and updating of the vocational task descriptors in line with the changing content of working activities.



The diagram offers an example of the process adopted in arriving at the various national descriptions for the profile of a "Cook", corresponding to the **differing connotations** of this practitioner in individual countries, starting with the standard descriptors included in the nomenclature, for the "meal production" function.

The descriptions respect the various connotations of that occupation in the different national contexts, but they also contain those elements (common descriptors) that help to make the job profile transparent in the various countries by highlighting their *similarities and diversities*.

5. The experiment: the arrangements

The experimental work on the hotel and tourist industry covers nine Member States: Belgium, Denmark, Germany, France, Greece, Italy, Portugal, Spain and the United Kingdom. The original plan was to cover all the Member States, compiling information on every national situation, covering both the structure and economic importance of the industry and also the training systems, to include the specific provision of training for tourist industry occupations. Due to certain purely technical constraints, some of them financial, the choice had to be based on considerations related to the technical management of the experiment (ease of access to sources of documentation, the existence of cooperation relationships with specialist research bodies, etc.).

In each of the Member States selected, a body specializing in tourism or with specific expertise on the subject of vocational qualifications was identified (see page 57). In almost every case, those bodies brought together research workers and experts in the tourist industry and in vocational training.

On the other hand, the social partners were not involved, either at national or at supranational level. This was not because their importance was underestimated but because of the experimental nature of the project, which meant that predominantly technical aspects had to be assessed on the technical level before being submitted to the social partners for their views. Their participation is more than necessary, and it would be unthinkable to launch a project of the kind on a full-scale without their direct involvement.

At this technical level, there were discussions at an ad hoc seminar on the sectorial breakdown (into sub-sectors and functions) and on the set of standard descriptors for vocational tasks contained in the nomenclature, translated into the languages of the countries taking part in the experiment. In a detailed review with the research groups of the nine Member States, the proposed structural analysis of the sector and the nomenclature of the vocational task descriptors were modified, clarified, extended and improved.

Attention should be drawn to the fact that, at the time of that seminar, a form was presented to be used for surveying and describing the "vocational skills" for each job profile. Once the job profiles to be described were identified, the description of "vocational skills" was to be a vital element in qualifying vocational tasks, supplementing the information on those profiles.

For "**vocational skills**", however, the decision was made not to use the same method, based on a nomenclature of standard descriptors, as adopted for vocational tasks, due to the substantial differences between these two categories:

- vocational tasks are separate elements making up an action, and they can be described as ordered sequences of acts;

- vocational expertise - the application of vocational knowledge and personal abilities to a given activity in a given situation - is highly complex and subjective and does not lend itself to the kind of simplification that must be assumed with a nomenclature of descriptors.

For these reasons, the survey form was deliberately confined to certain general and purely quantitative indicators (for example, the duration of training) and a description of *typical training itineraries*.

Even so, this information is useful because it supplements the other information contained in the job profile description form.

6. Job profiles

The end aim of the experimental project has been to produce an instrument for the understanding of occupations in the tourist industry and in the nine national contexts taken into account. The term "directory" has been used, but it is inappropriate because this word normally refers to the idea of a list covering the whole body of existing occupations, and this is not what has been produced. Such an overall survey of every occupation in the tourist or in other industries would have been unlikely to succeed and an initiative of doubtful usefulness.

Our study, on the other hand, has been directed towards identifying "**typical job profiles**", in other words profiles based on the typification of roles, disregarding that fragmentation of trades that often reflects no more than different stages in the same career.

In discussing "job profiles", therefore, the reference has been to **function operators** rather than the members of a staff or a department. One of the results is that reference in principle can be made to two key profiles in each function: the person *in charge* of that function and the person *performing* that function. This distinction is also useful in identifying qualifications and typical training routes corresponding to these two different levels of function operators.

To narrow the field even further, the concept of "**typical job profiles in this sector**" has also been introduced. A job profile is regarded as "*typical of the tourist industry*" if the content and working methods of the vocational expertise, knowledge and application are solely or mainly specific to the tourist industry.

This means that job profiles have not been taken into consideration where they refer to activities whose working methods are not specific to the tourist sector but are profiles *that cut across two or more sectors*. One example is the set of administrative functions: they are found in the tourist sector but are not peculiar to that sector.

In taking the sectorial approach, allowance must also be made for the existence of extra-sectorial functional areas as well as clusters of vocational tasks (and skills) common to two or more sectors. The criterion of the "prevalence" of sector-specific vocational expertise has therefore been introduced, to identify those job profiles typical of the tourist industry. Since the criterion lacks objective weighting parameters that can be used to distinguish vocational expertise typical of the industry from non-typical expertise, it should be regarded more as a guide for "appreciation" and obviously it is open to argument.

The field has been further narrowed by excluding those profiles implying elementary tasks not entailing an approach specific to the industry or specific training methods (for example, luggage porters).

There is one more comment on the decision that has been taken to relate job profiles to a **typical undertaking** for a clearer identification of the working situation, role, skills and level of complexity of the vocational tasks for the profile in question. In using typical reference undertakings, account has been taken of the significant indicators for tourist concerns. For example, in the case of hotels, the variable of "*hotel size*" has been taken into account in combination with the "*category*" variable.

On the other hand, the criterion of statistical representativeness has not been used since it has been assumed that a type should identify an undertaking with an internal structure of functions whereby profiles can be qualified both in the level of complexity of the vocational tasks that have to be performed and in the knowledge that must be mobilized in order to perform those tasks.

For example, in the case of a "hotel" enterprise, reference has been made to a medium-to-large concern corresponding to a hotel with about 70 rooms and a restaurant. This type of concern is not the most representative of hotels in the nine states surveyed in percentage terms, but it is in fact an operating structure in which every function in the hotel and catering trades is systematically included. It also incorporates vocational activities and tasks at a significant level of complexity for the purposes of our survey.

The term "directory", therefore, having regard to these considerations, should in our case be taken to be a *reference instrument to promote a transparent reading of typical job profiles in the tourist and hotel industry.*

The description forms

The nine national directories of occupational profiles⁷, produced by the methodological approach described, have helped to identify a number of standard profiles in the nine national contexts under review (see diagram on the following page). In the light of a comparison between the descriptors for the occupational tasks in the profile in each of the nine national contexts, comparative tables have been produced that highlight the differences and matches, thus making those profiles **transparent**.

The set of description forms in the second section includes one comparative form (coloured) and nine forms, one for each of the nine countries, for each of the 27 occupational profiles identified. Each comparative form is complete with the set of nine national forms.

The comparative form is identified by the **sub-sector and function** to which the occupational profile belongs; the **name** of this profile is given in the original languages of the countries taking part in the experiment.

- The comparative form also includes a **description of the reference function** and the **typical reference undertaking**. This form includes a **comparative table** of vocational tasks for the profile in questions. The shaded boxes are for the vocational tasks selected as being characteristic of the occupational profile in question. A simple graphical layout helps to give an immediate visual idea of the data for all nine EC countries concerned. All the task descriptors have a code to identify the corresponding terms in french, Danish, German, Greek, Italian, Portuguese, Spanish and English.
- Each comparison sheet has nine *national forms*: each of these forms is headed with the title of the practitioner to which it refers, in the language of the relevant country. The national forms bear an abbreviation for the country to which they refer (B = Belgium, DK = Denmark, D = Germany, etc.).

Each of the nine forms has a description of the vocational tasks for a given practitioner in that particular country. The tasks are followed by letters to stand for "*task level indicators*":

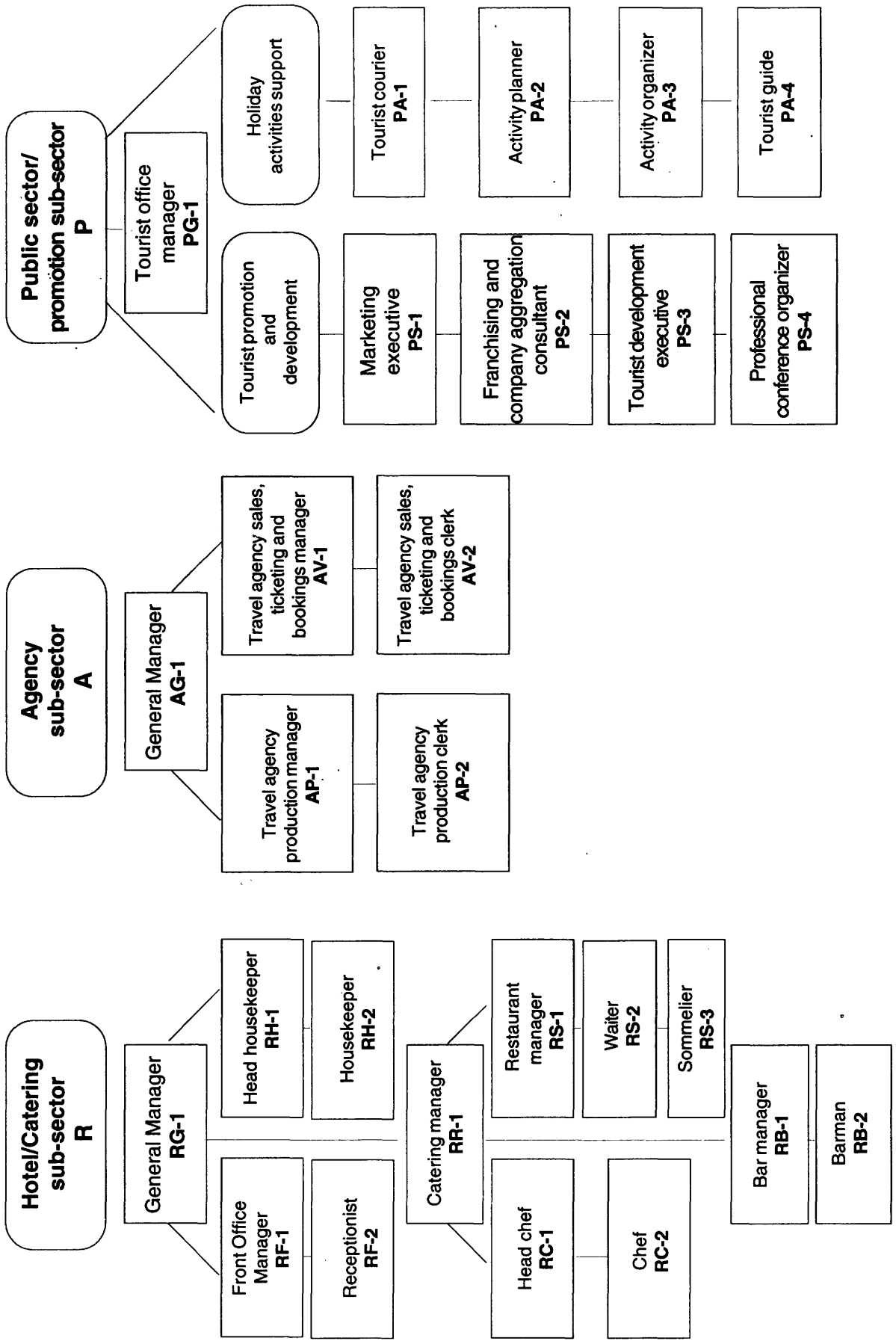
D = level of conception/design/planning/management

E = level of implementation and performance

DE = cumulation of the two levels (when a single vocational task is performed at both levels by the same person).

⁷ See bibliography on page 56.

Structure of the sector and typical practitioners listed in the CEDEFOP - Directory Tourist Sector



Each national form has a section for "*vocational expertise*", with certain particulars:

- **summary description of typical training route**
- **duration of general education**
- **duration of vocational training**
- **diploma** (whether it is compulsory)
- **subject areas of vocational knowledge**

As already pointed out, these are quantitative indicators. Although they are not intended to describe the more qualitative characteristics of a body of *vocational expertise*, they are a useful addition to the other information on occupational profiles.

Glossary

2.1. General

In this document we have used certain technical terms and expressions that need to be attributed precisely the same meaning when used by all the national experts who are to engage on the same analytical work in the surveys in their respective countries.

In many cases the meaning attributed to those terms have has become clear when they were first used. Nevertheless, for the convenience of national experts and in order to be comprehensive, although without any claim to arrive at theoretical or general definitions, the explanations of certain terms are grouped in the following list. This will make it easier to identify - at any point in the survey - the meaning attributed to the main technical terms employed in **this specific research project**. This will help us to achieve the specific information objectives that CEDEFOP has set itself, while making optimum use of all the agreements jointly arrived at and the teamwork that has been done up to now.

The information set out below should be treated as actual basic instructions, which defining the limits, technical approach and part of the procedure for the implementation of national-level surveys.

1.2 Meaning attributable to the main terms

The tourist industry

The tourist industry is made up of all those activities arising from the *temporary relocation of man and what he consumes from one place to another*, where that move is motivated by factors other than a wish to change his place of habitual residence. In purely statistical terms, tourists are defined as all those persons whose move does not imply a change of residence and whose journey is for more than 24 hours (or, at any rate, includes at least one overnight stop).

In organizational terms (and, as a result, in terms of the vocational tasks and responsibilities with which we are concerned here), the tourist industry embraces all the *typical* main jobs and services - except those coming under the heading of other industries - conceived, designed and geared to meet the specific demands of *people who are travelling* and *temporarily* staying in a place other than their normal place of residence. In other words, the tourist industry does not include services (even recreational or sports) geared and designed to add to the enjoyment of leisure by *citizens in the place where they live*, nor does it include general services (the nature and intention of which is to meet the needs of residents rather than tourists, even though they may often be used by tourists as well). Finally, the tourist industry does not include jobs forming part of the other industries into which the socio-economic system has traditionally been subdivided, more particularly the transport industry, the arts and similar sectors.

In this research, in terms of functions, by "tourist industry" CEDEFOP means all those economic activities engaged in by enterprises supplying tourist services and, more specifically, enterprises and organizations operating in the hotel and catering trades and in travel broking and organization. In addition, there is the work of tourist promotion and the provision of assistance to tourists, conducted both at the professional level and by sector-specific or area-specific development boards.

Sub-sector (of the tourist industry)

A set of activities having in common the end product they achieve. The tourist industry is seen as the sum of three sub-sectors: *the hotel and catering sub-sector* (hotels, camp sites, holiday villages, tour operators, bed and breakfast houses, restaurants, snack bars, bars, cafeterias, etc.), *the agency sub-sector* (travel agencies, tour operators, tour organizers, etc.) and *the public sector sub-sector* (tourist offices, consultancy services, professionals in the field of conference tourism, tourist marketing, tourist franchising, the provision of assistance to tourists, tourist guiding and tourist activity organization, etc.).

Function

This is a complex set of activities organically directed towards producing a result designed to satisfy a particular type of requirement of an organization or of the recipients towards which those services are targeted.

The concept of a *function* has a different meaning from that of a **service**, which is a *complex of means and resources* set up and organized by means of production processes designed to satisfy specific needs of an organization or users. For example, the hotel sub-sector consist is made up of a sum of various services: the concierge and front office, accommodation, etc. A service, then, is a specific *segment of resources* (usually human and tangible resources in the organizational set-up, whereas a function is based on the concept of specifically directed activities which *exist in their own right*, even though no particular organizational segment (department or office) may have been set up expressly to perform them.

The "personnel administration" function, for example, may be performed directly by a specific office or by heads of individual operating sections. In the latter case, the personnel administration service disappears but, as is obvious, the function still exists.

Occupational area

This is a combination - based on level of complexity - of a homogeneous set of occupational duties and functions.

The concept of an occupational area (or band) is directly related to the concept of a functional area. It identifies the set of *skills and expertise* (working, technical, specialist and management) needed in order to operate the function or set of functions making up that area with an appropriate occupational capacity. This concept is the basic reference for surveying and classifying typical practitioners. In practice, its breadth depends on the scale of the environment in which that concept is employed. Taking this very broadly, there could even be said to be a *tourism occupational area*, on a par with other industries (such as the engineering or chemical industry). Alternatively, reference could be made to the sub-sectors into which a sector breaks down (in the particular case of tourism, hotel/catering, travel agencies and public-sector/professional), while in other cases it could refer to the individual functions to be found within a sub-sector. There could be said to be a *general management occupational area*, a *front office area*, etc. For the purposes of this research, which is conducted within the tourist industry and whose aim is to provide information that is also of value in identifying the content of training, it is considered that the concept of an occupational area should be used in analytical terms and should therefore coincide with that of individual functions.

Practitioner

A practitioner is a *function operator*. The term identifies the skill profile that a function operator must possess, in the light of the duties he performs and the responsibilities he assumes in their performance.

More analytical and detailed information on typical practitioners in the tourist industry and the procedures for their definition and description is set out in the first part of these instructions.

Occupational profile

A set of characteristic connotations of a practitioner, or the *tasks* he has to perform in relation to the *role* he assumes and the *expertise*, knowledge and abilities needed to perform those tasks.

Occupational expertise

This is the application of occupational knowledge, in other words at the point at which that knowledge is put to practical use in a job.

There have been many proposals defining vocational expertise in terms of content. According to certain authors, this consists of a complex, structured set of *abilities and capabilities* generated by combining theoretical aspects of subject content and the re-application of practical experience, the distillation of both initial and continuing training qualifications. Other people say that vocational expertise is an overall structure of knowledge related to a specific discipline or field of activity, which may be applied to the performance of one or more functions. Knowledge in turn breaks down into *knowing what*, *knowing how to do* and *knowing how to act*. In other words, it has three components: *theoretical* (which might correspond to *knowing what*), *operational* (corresponding to *knowing how to do*) and *social* - some people also call this the *managerial* component (which corresponds to *knowing how to act*). According to yet other authors, a simpler definition is that vocational expertise is a set of knowledge, skills, aptitudes and behaviour patterns directly related to the exercise of a job.

The terminology may differ, but in essence the literature concurs that occupational expertise is made up of three components: *knowledge*, *experience* and *abilities*, and it is in this sense that the term is used in our own research (and in the survey forms). One reason is that this solution makes it easier for national experts to provide the *expertise indicators* requested in the forms, such as the typical training route, type, duration and certification of training, sectorial breakdown of knowledge, etc.

Technical/occupational knowledge

This consists of the cumulative technical, scientific, specific (or specialist) *know-how* that must be possessed in order to perform the tasks entailed in a given area or required of a given practitioner.

Technical and occupational knowledge can be distinguished from *general* knowledge, a person's basic cultural background. It consists of all the knowledge a person must have in order to become an effective part of the present-day socio-economic system and to understand the language, traditions, thought and cultural baggage of the civilization in which he lives and the environment in which that knowledge is used.

Occupation

The task assigned to an individual within a community governed by the division of labour, for a lasting period and in accordance with a specific capability; an occupation is normally chosen by the individual himself as his main source of income.

Vocational activity

The performance of a given task within a society in which there is a division of labour; a job is usually the source of a person's income and is done by a person having the corresponding expertise.

Regulated occupation

An occupation access to which is conditional on the possession of a diploma, certificate or other training title in accordance with the national education and training system, based on legislation, regulations or administrative requirements.

Occupational skills

Work skills, acquired by experience or through specific vocational training with a view to performing a job.

Occupational knowledge

The set of knowledge, abilities, aptitudes and behaviour patterns directly connected with the doing of a job.

Vocational training qualification

The result of a training process designed to help a person achieve the vocational expertise needed and specified for access to a given job, certified and legally recognized in accordance with law, regulations and agreements.

Vocational training profile

A set of abilities and knowledge to be acquired during the training period.

Level of autonomy

In general, this is specific to managers, in that it represents the degree of responsibility assumed by each practitioner in the performance of his tasks.

Occupation

A regular job performed for a company, authority or other employer, for a wage or salary and based on a contract of employment, but not work performed as an independent entrepreneur or a professional.

Task

A logical, normally sequential, combination of operations and procedures giving rise to a complete and identifiable result within the production process in a given function.

Certain definitions highlight the fact that this must be an *identifiable* activity, others that the performance of a task normally entails a set of both physical and mental operations. All of them, however, stress the fact that a task is a combination of procedures and operations (not a single act) and that it gives rise to a concrete, discernible result, and therefore a result that can be evaluated.

Occupational act

The individual components into which the "combination of procedures and operations" making up a task may in turn be broken down into more homogeneous classes, based on the: place of work (cleaning baths, cleaning a kitchen, etc.), working techniques or tools (use of a carpet cleaner, for example, or the use of a "compressed air blower" to clean pans, etc.) or the reference object (ironing various items of linen, etc.).

If tasks are broken down to more detailed levels, with the analysis focusing on

performance techniques or procedures, we arrive at the "occupational act" (serving drinks from the left, serving up dishes on heated plates, etc.), and these also constitute a more practical description of "occupational know-how".

In this research, the analysis goes no further than the level of "tasks", as defined in 3.1.5 above, in other words without going into specifics (or procedures) relating to the performance of the tasks, skill less occupational acts. Any national experts going into such detail would not enrich the survey. Far from it: they would nullify the findings, which would no longer be comparable in that they would be too closely related to a variety of unrelated working and organizational situations.

Job

While a task has its own significance, irrespective of the establishment table in the organizational unit in which that task is performed, a job identifies a combination of (possibly heterogeneous) tasks assigned to a person and performed by that person within a given organization. A job, therefore, is closely associated with the person, establishment table and structural nature of the environment in which it is done. It is for this reason that the survey is based not on jobs but on standard task descriptors.

Role

This is a dynamic indication of the position, responsibilities and functions incumbent on the practitioner within the reference production (or operational) process. It also provides a synthetic definition of all the tasks an individual has to perform. In combining the concept of a role with the concept (discussed above) of a practitioner, it can also be said that a "practitioner" is a function operator whose job is identified by the role he is required to perform within the working process.

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Acácio Duarte, P-Lisbon

"CEDEFOP Directory of Occupational Profiles - Tourism Industry"

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Note: the nine national directories of occupations in the tourist and hotel sector are available, in the original language, on request.

Occupations in the tourist sector

**A comparative analysis in nine
Community States**

Section II:

Occupational profile forms

1. Hotel/catering sub-sector
2. Agency sub-sector
3. Public/professional sub-sector

Section II :

Descriptive sheets of occupational profiles

Hotel/catering sub-sector	1
General management	3
Reception services manager	25
Receptionist	47
Head housekeeper	69
Room attendant	91
Chef	113
Cook	135
Maitre d'hotel	157
Waiter/Waitress	179
Sommelier	201
Food and beverage manager	221
Bar manager/Head barperson	245
Barman/Barmaid	267
Agency sub-sector	285
Travel agency manager	287
Sales, ticketing and bookings manager	309
Sales, ticketing and booking clerk (counter clerk)	331
Travel services product development manager	353
Travel services product development assistant	375
Public/professional sub-sector	397
Tourist office director	399
Head of tourist marketing, promotion and image	421
Franchising and company aggregation consultant	443
Tourist development executive	457
Professional conference organizer	477
Courier	499
Holiday activity planner/Resort representative	519
Holiday activity organizer/Escort	537
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Note to the reader

The occupational profile forms contained in this section are in three groups, one for each of the three sub-sectors into which the tourist industry has been divided: hotel/catering, agency and public/professional.

The set of forms consists of:

- a group of nine descriptive forms, one for each of the countries covered by this research. The forms describe occupational tasks, the training route and certification of vocational training. The forms are in protocol order based on the names of the Member States: Belgium, Denmark, Germany, Spain, Greece, France, Italy, Portugal and the United Kingdom.

Each form has an identifier made up of the abbreviation standing for the country in question (B, DK, D, etc.) and the code for the reference function (RG-1, RB-...). Each form gives the name of the vocational profile in the original language.

- 28 comparative tables (coloured forms), one for each of the occupational profiles identified.

In these tables, the function and working situation that make up the reference framework for each occupational profile are defined. The criteria adopted in listing the vocational task descriptors are then spelled out.

In the "national" forms:

- the vocational task descriptors are followed by a code letter in brackets: these are indicators of the "level" of the vocational task (D = design & conception/decision/organizational level; E = execution/implementation level; DE = cumulation of the two levels).

- the item in the form relating to *vocational expertise* refers to:

- vocational training
- work

- The information on vocational training includes:

- a description of the **typical training route (1)** (by "training route" is means a training process - theoretical or practical, in the school or alternance between school and workplace - designed to provide basic vocational expertise, either specific to or associated with the tourist industry; by "typical training" is meant the training route normally followed or which encapsulates the features of other possible differing routes that are nonetheless equivalent in their training objectives and/or the possibility of providing access to employment in the tourist industry).

- **the duration of training:** the period of training needed to acquire the basic general or cultural knowledge (2) includes the period of compulsory schooling and all other subsequent periods of schooling in which teaching is not specifically centred on the tourist industry or on particular disciplines that come within the field of vocational expertise of the practitioner covered by the form.

The period taken to acquire specific technical/specialist vocational knowledge (3) does not include periods of compulsory or any other schooling in which teaching is not specifically centred on the tourist industry; it does, however, include periods of practical work that are a compulsory part of the training period and that occur before a vocational qualification certificate can be obtained.

- In the sector breakdown of technical/specialist expertise (4), certain very broad areas of expertise directly linked with the vocational activities of the practitioner covered by the form have been identified as being at three levels of significance: 1 = not very significant; 2 = fairly significant and 3 = very significant. Nevertheless, because the data is so generalized and the scale of levels only approximate, the information should be viewed in conjunction with the information provided in the description of the vocational tasks with which the expertise needed to perform them are implicitly linked.

CEDEFOP
Community Directory of Occupational Profiles

Section II: Occupational profile forms

1. Hotel/catering sub-sector

General management

Sub-sector: **Hotel/catering sub-sector**

Reference function: **General Management (RG-1)**

B	Manager général
DK	Generel leder
D	Geschäftsleiter
E	Director de hotel
GR	General manager: xenodochiou
F	Manager général
I	Direttore d'albergo
P	General manager (Director de hotel)
UK	General management

A. Description of the function

The general management function relates to the achievement of the specific objectives of an organization (in this case a hotel) by making the best and most effective use of all the human and physical resources at the disposal of the organization or that it can acquire. This function relates to applying management principles and techniques to a typical and specialist set of operational and management problems in hotels and/or catering enterprises. It includes: identifying and evaluating the reference strategic framework, setting objectives, defining policies and their effects, planning, coordination, supervision, control, general organizational management and personal motivation, evaluation of results and systematic observation of variations in the reference strategic framework.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the General Management functional area, the directory adopted by CEDEFOP listed three practitioners: one for small, one for medium-sized and one for large concerns. In practice, however, this solution proved unsatisfactory, because their typical tasks were found to be consistently the same. National experts are reminded that they may add other practitioners (using the attached forms), but it is suggested that there be a single practitioner under this heading: that of the general manager of a medium-to-large hotel, assuming the reference operating system to be that of a three or four-star hotel having about 70 rooms and a restaurant.

The standard task descriptors refer to the whole functional area in question, but they have been listed and calibrated with particular reference to this type of undertaking.

C. Criteria for the listing of descriptors

The criterion adopted in listing the task descriptors is to start with market research (01), go on with the definition of objectives and strategies (02-04), follow with the planning and policy-making phase (05-14) and then move to the organization of work and the associated budgeting and staff management operations (15-23). There follow the activities of demand identification and management (24-30), the acquisition of capital assets and arrangements for technical plant (31-33), administration and accounting (34-40), verification and control (41-43) and finally general activities and representation (44-47). In substance, the sequence in which the descriptors are listed has been assumed to correspond roughly to the "marketing cycle". This criterion naturally serves only as an outline, since there are tasks not associated with the cycle in question as well as duties that, taken singly, should have been cited in all phases of the cycle.

Reference fonction: GENERAL MANAGEMENT (RG-1)
 Profile: GENERAL MANAGEMENT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RG-01	Management statistics, market research and survey of competition									
RG-02	Segmentation of demand, targeting and positioning of the hotel and its main services									
RG-03	The hotel's system of objectives and its vocational profile									
RG-04	The hotel's general strategies and tactics									
RG-05	Financial policy									
RG-06	Product policy									
RG-07	Quality policy									
RG-08	Policy on the maintenance, management and replacement of plant, equipment and fittings									
RG-09	Personnel policy and establishment table									
RG-10	Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management)									
RG-11	Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management)									
RG-12	Policy on scale of charges, pricing and optimum employment levels for the conference, banqueting and other services, and their results (yield management)									
RG-13	Policy on communication and promotion									
RG-14	Policy on marketing and sales									
RG-15	Structure and running of the hotel's departments and functions									
RG-16	Operation of the hotel's departments and functions									
RG-17	Coordination and involvement of all the hotel's departments and services in achieving its goals									
RG-18	Financial planning of corporate services and operations and analyses of costs and profits									
RG-19	In-house communication system									
RG-20	Personnel selection, recruitment and career planning and promotion plans									
RG-21	Assignment of responsibilities and tasks to personnel									
RG-22	Personnel training and motivation									
RG-23	Budgeting for departments and functions									
RG-24	Advertising and promotion									
RG-25	Marketing and sale									
RG-26	Marketing, promotion and sale directed towards travel agents, major customers, special services and events									
RG-27	Discounts, rebates, gratuities and special terms									
RG-28	General administration									
RG-29	General accounting									
RG-30	Budget analysis									
RG-31	Customer accounting									
RG-32	Extraordinary procurement and contacts with major suppliers									
RG-33	Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff									
RG-34	General administration									
RG-35	General accounting									
RG-36	Budget analysis									
RG-37	Customer accounting									
RG-38	Wages and salaries accounting									

Reference fonction: GENERAL MANAGEMENT (RG-1)
 Profile: GENERAL MANAGEMENT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RG-39	Supplier accounting									
RG-40	Analysis of costs, sales, return and productivity									
RG-41	Supervision of hotel operation									
RG-42	Staff discipline, behaviour and property, and associated measures									
RG-43	Department quality control									
RG-44	Analysis of departmental results									
RG-45	Hotel effectiveness and efficiency									
RG-46	Representation of the hotel									
RG-47	Contact with proprietors									
	Contact with proprietors (cf. RG-47)									
	Compiles notes, memoranda, dictates letters									

DESCRIPTION OF TASKS**Manager général**

Management statistics, market research and survey of competition (DE) - Segmentation of demand, targeting and positioning of the hotel and its main services (DE) - The hotel's system of objectives and its vocational profile (DE) - The hotel's general strategies and tactics (DE) - Financial policy (DE) - Product policy (DE) - Quality policy (DE) - Policy on the maintenance, management and replacement of plant, equipment and fittings (DE) - Personnel policy and establishment table (DE) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (DE) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (DE) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (DE) - Policy on communication and promotion (DE) - Policy on marketing and sales (DE) - Structure and running of the hotel's departments and functions (DE) - Operation of the hotel's departments and functions (D) - Coordination and involvement of all the hotel's departments and services in achieving its goals (D) - Financial planning of corporate services and operations and analyses of costs and profits (D) - In-house communication system (D) - Personnel selection, recruitment and career planning and promotion plans (DE) - Assignment of responsibilities and tasks to personnel (DE) - Personnel training and motivation (DE) - Budgeting for departments and functions (DE) - Advertising and promotion (D) - Marketing and sale (D) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (D) - Discounts, rebates, gratuities and special terms (D) - General administration (D) - General accounting (D) - Budget analysis (D) - Extraordinary procurement and contacts with major suppliers (D) - Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff (DE) - General administration (D) - General accounting (D) - Budget analysis (DE) - Customer accounting (D) - Wages and salaries accounting (D) - Supplier accounting (D) - Analysis of costs, sales, return and productivity (DE) - Supervision of hotel operation (DE) - Staff discipline, behaviour and property, and associated measures (D) - Department quality control (D) - Analysis of departmental results (D) - Hotel effectiveness and efficiency (D) - Representation of the hotel (DE) - Contact with proprietors (DE)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

General or technical secondary education, followed by short-term higher education or university course

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	6
To acquire the specific technical/specialist vocational knowledge (3):	3 or 4

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Generel leder

Segmentation of demand, targeting and positioning of the hotel and its main services (D) - The hotel's system of objectives and its vocational profile (D) - The hotel's general strategies and tactics (DE) - Product policy (DE) - Quality policy (DE) - Policy on the maintenance, management and replacement of plant, equipment and fittings (DE) - Personnel policy and establishment table (DE) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (DE) - Structure and running of the hotel's departments and functions (D) - Operation of the hotel's departments and functions (D) - Coordination and involvement of all the hotel's departments and services in achieving its goals (D) - Advertising and promotion (D) - Marketing and sale (D) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (D) - General administration (D) - Analysis of costs, sales, return and productivity (D) - Department quality control (D) - Analysis of departmental results (D)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

It is very difficult to describe a typical training route for a hotel manager.

It will often be a person who has undergone one of the occupational training courses, e.g. waiter, cook, receptionist, who may later supplement this with business management training.

Another option is hotel training abroad.

Finally it may also be a person who has undergone further education, e.g. commercial college.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10

To acquire the specific technical/specialist vocational knowledge (3):

4

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Economics.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Business.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Accounting.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------

Legal.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Behavioural socio-psychological

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Technological.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Technical.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------

Other.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Geschäftsleiter

Management statistics, market research and survey of competition (E) - Segmentation of demand, targeting and positioning of the hotel and its main services (E) - The hotel's system of objectives and its vocational profile (E) - The hotel's general strategies and tactics (E) - Financial policy (E) - Product policy (E) - Quality policy (E) - Policy on the maintenance, management and replacement of plant, equipment and fittings (E) - Personnel policy and establishment table (E) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (E) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (E) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (E) - Policy on communication and promotion (E) - Policy on marketing and sales (E) - Structure and running of the hotel's departments and functions (E) - Operation of the hotel's departments and functions (E) - Coordination and involvement of all the hotel's departments and services in achieving its goals (D) - Financial planning of corporate services and operations and analyses of costs and profits (E) - In-house communication system (E) - Personnel selection, recruitment and career planning and promotion plans (DE) - Assignment of responsibilities and tasks to personnel (E) - Personnel training and motivation (D) - Budgeting for departments and functions (E) - Advertising and promotion (DE) - Marketing and sale (DE) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (E) - Discounts, rebates, gratuities and special terms (E) - General administration (D) - General accounting (E) - Budget analysis (E) - Extraordinary procurement and contacts with major suppliers (E) - Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff (E) - Budget analysis (E) - Analysis of costs, sales, return and productivity (E) - Supervision of hotel operation (E) - Department quality control (E) - Analysis of departmental results (E) - Hotel effectiveness and efficiency (E) - Representation of the hotel (E)

Contact with proprietors (cf. RG-47) (E) - Compiles notes, memoranda, dictates letters (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Intermediate school-leaving certificate; completed vocational training in a relevant three-year training occupation (e.g. Hotel specialist, commercial assistant, in the hotel and restaurant industry); relevant two-year period of practical occupational experience; attendance of a technical college for the hotel and restaurant industry (2 years) leading to certificate of qualified economist - hotel and restaurant industry option; several years of professional experience in a managerial position; alternatively: technical college/university entrance qualifications; study of economics; specific induction in the hotel and restaurant area

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10 or 12/13

To acquire the specific technical/specialist vocational knowledge (3):

min. 7 or 5

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Director de hotel

Management statistics, market research and survey of competition (D) - Segmentation of demand, targeting and positioning of the hotel and its main services (D) - The hotel's system of objectives and its vocational profile (D) - The hotel's general strategies and tactics (DE) - Financial policy (D) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (DE) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (DE) - Structure and running of the hotel's departments and functions (D) - Operation of the hotel's departments and functions (D) - Coordination and involvement of all the hotel's departments and services in achieving its goals (D) - Financial planning of corporate services and operations and analyses of costs and profits (D) - Personnel selection, recruitment and career planning and promotion plans (D) - Assignment of responsibilities and tasks to personnel (D) - Personnel training and motivation (D) - Budgeting for departments and functions (DE) - Advertising and promotion (D) - Marketing and sale (D) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (D) - Discounts, rebates, gratuities and special terms (D) - General administration (D) - General accounting (E) - Budget analysis (DE) - Customer accounting (D) - Extraordinary procurement and contacts with major suppliers (E) - Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff (E) - General administration (D) - Budget analysis (E) - Analysis of costs, sales, return and productivity (D) - Supervision of hotel operation (D) - Staff discipline, behaviour and property, and associated measures (D) - Department quality control (D) - Analysis of departmental results (D) - Hotel effectiveness and efficiency (E) - Representation of the hotel (E) - Contact with proprietors (D)

Compiles notes, memoranda, dictates letters (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is technical training in business and touristic activities or an intermediate certificate in economics or business and a course in hotel management. Practitioners require at least 3 years' experience as department head and conversational knowledge of two languages. Innovations which most affect this function involve technology in the field of communication and information processing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

General manager: xenodochiou

Management statistics, market research and survey of competition (DE) - Segmentation of demand, targeting and positioning of the hotel and its main services (D) - The hotel's system of objectives and its vocational profile (DE) - The hotel's general strategies and tactics (DE) - Financial policy (E) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (D) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (D) - Structure and running of the hotel's departments and functions (D) - Operation of the hotel's departments and functions (D) - Coordination and involvement of all the hotel's departments and services in achieving its goals (D) - Personnel selection, recruitment and career planning and promotion plans (D) - Assignment of responsibilities and tasks to personnel (D) - Personnel training and motivation (DE) - Budgeting for departments and functions (D) - Advertising and promotion (D) - Marketing and sale (D) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (D) - Discounts, rebates, gratuities and special terms (D) - General administration (D) - General accounting (DE) - Budget analysis (DE) - Extraordinary procurement and contacts with major suppliers (DE) - Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff (E) - General administration (D) - Budget analysis (DE) - Analysis of costs, sales, return and productivity (D) - Supervision of hotel operation (DE) - Staff discipline, behaviour and property, and associated measures (D) - Department quality control (DE) - Analysis of departmental results (D) - Hotel effectiveness and efficiency (D) - Representation of the hotel (E) - Contact with proprietors (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

- a. 9-year compulsory general education
- b. 3-year attendance at a general or vocational Lykeion
- c. 3-year attendance at the Higher School of Tourist Industry Occupations, (operating in Rhodes), or at a Tourist Business Department of the TEIs (Technical Education Institutes), plus 9-months' or 3-months' practice respectively.
- d. A reasonable amount of experience as head of a hotel department is essential. In many cases, instead of item (c), it is acceptable to have studied at a university faculty of economics and management and, in such cases, some previous experience is essential, even if it has been gained outside this branch of industry.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9 + 3
To acquire the specific technical/specialist vocational knowledge (3):	3 + 9 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Manager général

Segmentation of demand, targeting and positioning of the hotel and its main services (DE) - The hotel's system of objectives and its vocational profile (DE) - The hotel's general strategies and tactics (DE) - Financial policy (DE) - Product policy (DE) - Quality policy (DE) - Policy on the maintenance, management and replacement of plant, equipment and fittings (DE) - Personnel policy and establishment table (DE) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (DE) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (DE) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (DE) - Policy on communication and promotion (DE) - Policy on marketing and sales (DE) - Structure and running of the hotel's departments and functions (DE) - Operation of the hotel's departments and functions (DE) - Coordination and involvement of all the hotel's departments and services in achieving its goals (DE) - Financial planning of corporate services and operations and analyses of costs and profits (DE) - In-house communication system (DE) - Personnel selection, recruitment and career planning and promotion plans (DE) - Assignment of responsibilities and tasks to personnel (DE) - Personnel training and motivation (DE) - Budgeting for departments and functions (DE) - Advertising and promotion (DE) - Marketing and sale (DE) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (DE) - Discounts, rebates, gratuities and special terms (D) - General administration (D) - General accounting (E) - Budget analysis (DE) - Extraordinary procurement and contacts with major suppliers (E) - Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff (E) - General administration (D) - General accounting (D) - Analysis of costs, sales, return and productivity (E) - Supervision of hotel operation (E) - Staff discipline, behaviour and property, and associated measures (D) - Department quality control (D) - Analysis of departmental results (D) - Contact with proprietors (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Indirect access with a B.T.S. in hotel trade and catering or with an MST (Masters in Science and Technology) or a degree issued by hotel trade colleges after job experience in responsible posts in accommodation, reception or catering.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS



Direttore d'albergo

Management statistics, market research and survey of competition (DE) - Segmentation of demand, targeting and positioning of the hotel and its main services (DE) - The hotel's system of objectives and its vocational profile (DE) - The hotel's general strategies and tactics (DE) - Financial policy (D) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (D) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (D) - Structure and running of the hotel's departments and functions (D) - Operation of the hotel's departments and functions (D) - Coordination and involvement of all the hotel's departments and services in achieving its goals (D) - In-house communication system (DE) - Personnel selection, recruitment and career planning and promotion plans (DE) - Assignment of responsibilities and tasks to personnel (E) - Personnel training and motivation (DE) - Budgeting for departments and functions (DE) - Advertising and promotion (D) - Marketing and sale (D) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (DE) - Discounts, rebates, gratuities and special terms (D) - General administration (D) - General accounting (DE) - Budget analysis (DE) - Customer accounting (D) - Extraordinary procurement and contacts with major suppliers (DE) - Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff (E) - General administration (D) - General accounting (D) - Budget analysis (DE) - Customer accounting (D) - Wages and salaries accounting (D) - Supplier accounting (D) - Analysis of costs, sales, return and productivity (D) - Supervision of hotel operation (E) - Staff discipline, behaviour and property, and associated measures (D) - Department quality control (D) - Analysis of departmental results (D) - Hotel effectiveness and efficiency (D) - Representation of the hotel (E) - Contact with proprietors (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Various training routes are possible. The suggested route is one which combines a period of economic training (e.g., commercial institute or university course in economics) with a specialization in tourism. Acquisition of the specialized technical knowledge can, however, be achieved by attendance of the humanist stream of an upper secondary school (liceo). In this case, further training is required after school-leaving examinations in order to acquire the necessary knowledge in the field of economics and tourism. Until now, university-level training for managers in the tourist industry had been lacking in Italy, so that this training function has been taken over by the three-year master's degree in "economics and tourism techniques" organized by the Study Centre for Tourism in Assisi. Now the gap has been filled by the offer of degree courses in tourism economics at the universities of Perugia and Bologna, and a short diploma course in economics and management of tourist services is planned.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	9

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

General manager (Director de hotel)
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Management statistics, market research and survey of competition (D) - Segmentation of demand, targeting and positioning of the hotel and its main services (E) - The hotel's system of objectives and its vocational profile (E) - The hotel's general strategies and tactics (E) - Financial policy (E) - Product policy (E) - Quality policy (E) - Policy on the maintenance, management and replacement of plant, equipment and fittings (E) - Personnel policy and establishment table (E) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (E) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (E) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (E) - Policy on communication and promotion (E) - Policy on marketing and sales (E) - Structure and running of the hotel's departments and functions (E) - Operation of the hotel's departments and functions (D) - Coordination and involvement of all the hotel's departments and services in achieving its goals (D) - In-house communication system (D) - Personnel selection, recruitment and career planning and promotion plans (E) - Assignment of responsibilities and tasks to personnel (D) - Personnel training and motivation (D) - Budgeting for departments and functions (D) - Advertising and promotion (D) - Marketing and sale (E) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (E) - Discounts, rebates, gratuities and special terms (E) - General administration (E) - General accounting (E) - Budget analysis (E) - Customer accounting (D) - Extraordinary procurement and contacts with major suppliers (D) - Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff (E) - General administration (D) - General accounting (D) - Budget analysis (E) - Customer accounting (D) - Wages and salaries accounting (D) - Supplier accounting (D) - Analysis of costs, sales, return and productivity (E) - Supervision of hotel operation (E) - Staff discipline, behaviour and property, and associated measures (E) - Department quality control (E) - Analysis of departmental results (E) - Hotel effectiveness and efficiency (E) - Representation of the hotel (E) - Contact with proprietors (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education - special training / hotel management (3 years)

+ Graduate course in hotel management (1 year)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

4

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

General management

Management statistics, market research and survey of competition (E) - Segmentation of demand, targeting and positioning of the hotel and its main services (E) - The hotel's system of objectives and its vocational profile (E) - The hotel's general strategies and tactics (E) - Financial policy (E) - Product policy (D) - Quality policy (E) - Policy on the maintenance, management and replacement of plant, equipment and fittings (E) - Personnel policy and establishment table (D) - Policy on scale of charges, pricing and optimum employment levels for housekeeping, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels for the restaurant, and its results (yield management) (D) - Policy on scale of charges, pricing and optimum employment levels the conference, banqueting and other services, and their results (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (D) - Structure and running of the hotel's departments and functions (E) - Operation of the hotel's departments and functions (D) - Coordination and involvement of all the hotel's departments and services in achieving its goals (D) - Personnel selection, recruitment and career planning and promotion plans (D) - Assignment of responsibilities and tasks to personnel (D) - Budgeting for departments and functions (D) - Advertising and promotion (D) - Marketing and sale (D) - Marketing, promotion and sale directed towards travel agents, major customers, special services and events (D) - Discounts, rebates, gratuities and special terms (E) - General accounting (D) - Budget analysis (E) - Extraordinary procurement and contacts with major suppliers (E) - Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff (E) - Supervision of hotel operation (E) - Analysis of departmental results (DE) - Representation of the hotel (E) - Contact with proprietors (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 4 or 5 (NB: 5 not yet developed).

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reception services manager

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Front Office (RF-1)**

B	Responsable des services Réception
DK	Leder af modtagelsestjeneste
D	Leiter der Rezeption
E	Jefe de recepción
GR	Ipeftinos ipiresion ypochis
F	Responsable des services Réception
I	Responsabile dei servizi di ricevimento
P	Responsável pelos serviços de recepção
UK	Reception services manager

A. Description of the function

In management terms (and therefore in terms of the targeted strategic conduct of the function), the front office is engaged in the primary activities of contact, screening and the management of demand, with the aim of maximizing - now and in the future - a hotel's financial results by optimizing the levels and combination of users of the services that the hotel can offer. Operationally, the front office provides information, takes bookings and manages the telephone switchboard and complaints, as well as visitor reception, registration and sorting, the work of the porters' lodge, cash desk, credit and customer invoicing and, finally, the functions of supervising accommodation and contact with other departments to pass on instructions as to treatment of guests.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the Front Office functional area, the directory suggested by CEDEFOP includes the following practitioners:

- Reception services manager
- Receptionist and concierge

The standard task descriptors refer to the functional area in general, but they have been listed and described with specific reference to these practitioners and in to a medium-to-large three- or four-star hotel (about 70 rooms).

C. Criteria for the listing of descriptors

The criterion in listing the task descriptors for this function is based on the sequence of operations performed before the guest's arrival (1/16), at the time of his arrival (17/27), during his stay (28/47), on his departure (48/57), after his departure and during all service activities, up to and including organization, administration and general activities (52/64). This criterion is of course only an outline, since some tasks are performed several times in the course of the sequence, such as the provision of information to guests (something that occurs both before and at the time of their arrival and during their stay) but have to be listed in one of other of the phases.

Secondarily to this criterion, an effort has been made to group the tasks according to their nature.

Reference fonction: FRONT OFFICE(RF-1)
 Profile: RECEPTION SERVICES MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RF-01	Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management									
RF-02	Contact and correspondence with guests before their arrival									
RF-03	Other hotel secretarial work									
RF-04	Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services									
RF-05	Keeping and delivering messages and correspondence for guests									
RF-06	Formulation of arrivals forecast plan									
RF-07	Drawing up of plan for the allocation of bookings among various sources									
RF-08	Drawing up of calendar for acceptance of bookings and booking procedures (yield management)									
RF-09	Contacts with social recreation centres, travel agents and "large clients"									
RF-10	Acceptance, refusal and recording of bookings									
RF-11	Updating availability, management of options, confirmations									
RF-12	Check on deposits, advances and voucher encashment and accounting									
RF-13	Processing of cancellations, "no-shows" and over-bookings									
RF-14	Record of bookings and compilation of statistics (acceptances and refusals)									
RF-15	Room list and associated internal arrangements									
RF-16	Maintenance, updating and checking of "special status rooms"									
RF-17	Reception and assistance, outside the hotel, for arriving guests and their luggage									
RF-18	Use of guest history file									
RF-19	Reception, welcome and briefing of guests on arrival									
RF-20	Observation and classification of marketing directed at clients									
RF-21	Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc.									
RF-22	Recording and allocation of rooms to guests on arrival, deciding on price and notification of price									
RF-23	Compilation and updating of "guest history file"									
RF-24	Briefing guests on the hotel's services on their arrival									
RF-25	Instructions to other departments on guest allocation and terms									
RF-26	Accompanying guests to room and settling them in, handing over keys									
RF-27	Delivery of luggage to room									
RF-28	Management of deposited valuables and strong boxes									
RF-29	Key management and monitoring									
RF-30	Management and monitoring of security for guests and their property									
RF-31	Management and monitoring of security for hotel and its property									
RF-32	Informing guests about local area and places of interest, events and entertainment									
RF-33	Assisting guests with transport, bookings and locating outside events and services									
RF-34	Forwarding of guests' correspondence and messages, and minor concierge work									
RF-35	Handling and management of complaints									
RF-36	Dealing with room changes									
RF-37	Taking and passing on room service orders									

Reference fonction: FRONT OFFICE(RF-1)
 Profile: RECEPTION SERVICES MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RF-38	Producing vouchers for services to guests									
RF-39	Room service orders									
RF-40	Early morning call service									
RF-41	Luggage deposit									
RF-42	Telephone switchboard, fax and telex service for guests									
RF-43	Telephone switchboard, fax, telex and other communications for the hotel									
RF-44	Processing, checking and accounting for debit vouchers for services to guests									
RF-45	Inventory, point-of-sale accounting and internal services: cross-checking									
RF-46	Cash transactions, currency exchange, and accounting therefor									
RF-47	Management of discounts, rebates, gratuities and special terms									
RF-48	Production and presentation of accounts to guests, and collecting payment									
RF-49	Luggage check-out management									
RF-50	Luggage movement on guest's check-out									
RF-51	Room checks on guests' check-out									
RF-52	Management of "overdue payments" and associated reminders and recovery									
RF-53	Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc.									
RF-54	Direct mailing and distribution of leaflets, booklets and special offers to guests									
RF-55	Public relations with clientele, opinion leaders and local authorities									
RF-56	Contacts with intermediaries and accounts for the marketing of the hotel services									
RF-57	Organization of Front Office service									
RF-58	Staffing and staff shifts									
RF-59	Front Office budget									
RF-60	Staff training and motivation									
RF-61	Monitoring of staff discipline, behaviour and property									
RF-62	Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff)									
RF-63	Front Office quality control									
RF-64	Front Office results analysis									
	Control and supervision of official books (complaints and guests' register)									
	Statistics on sales and guests (cf. RF-53)									

Responsable des services Réception

Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management (D) - Contact and correspondence with guests before their arrival (D) - Other hotel secretarial work (D) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (D) - Keeping and delivering messages and correspondence for guests (D) - Formulation of arrivals forecast plan (D) - Drawing up of plan for the allocation of bookings among various sources (D) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (D) - Contacts with social recreation centres, travel agents and "large clients" (D) - Acceptance, refusal and recording of bookings (D) - Updating availability, management of options, confirmations (D) - Check on deposits, advances and voucher encashment and accounting (D) - Processing of cancellations, "no-shows" and over-bookings (D) - Record of bookings and compilation of statistics (acceptances and refusals) (D) - Room list and associated internal arrangements (D) - Maintenance, updating and checking of "special status rooms" (D) - Use of guest history file (D) - Reception, welcome and briefing of guests on arrival (D) - Observation and classification of marketing directed at clients (D) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (D) - Compilation and updating of "guest history file" (D) - Briefing guests on the hotel's services on their arrival (D) - Instructions to other departments on guest allocation and terms (D) - Accompanying guests to room and settling them in, handing over keys (D) - Delivery of luggage to room (D) - Management of deposited valuables and strong boxes (D) - Key management and monitoring (D) - Management and monitoring of security for guests and their property (D) - Management and monitoring of security for hotel and its property (D) - Informing guests about local area and places of interest, events and entertainment (D) - Assisting guests with transport, bookings and locating outside events and services (D) - Forwarding of guests' correspondence and messages, and minor concierge work (D) - Handling and management of complaints (D) - Dealing with room changes (D) - Inventory, point-of-sale accounting and internal services: cross-checking (D) - Management of discounts, rebates, gratuities and special terms (D) - Management of "overdue payments" and associated reminders and recovery (D) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (DE) - Direct mailing and distribution of leaflets, booklets and special offers to guests (D) - Public relations with clientele, opinion leaders and local authorities (DE) - Contacts with intermediaries and accounts for the marketing of the hotel services (DE) - Organization of Front Office service (E) - Staffing and staff shifts (DE) - Front Office budget (DE) - Staff training and motivation (DE) - Monitoring of staff discipline, behaviour and property (DE) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (DE) - Front Office quality control (DE) - Front Office results analysis (DE)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

a) full-time training provided by the education department.

- technical secondary education: hotel trade or
- technical secondary education: reception and/or
- technical secondary education: public relations or
- technical secondary education: tourism

b) part-time training for small businesses

- management training (hotel keeper)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

a: 6 b: 6

To acquire the specific technical/specialist vocational knowledge (3):

a: b: 2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leder af modtagelsestjeneste

Contact and correspondence with guests before their arrival (D) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (DE) - Drawing up of plan for the allocation of bookings among various sources (D) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (D) - Contacts with social recreation centres, travel agents and "large clients" (DE) - Acceptance, refusal and recording of bookings (D) - Updating availability, management of options, confirmations (D) - Processing of cancellations, "no-shows" and over-bookings (D) - Record of bookings and compilation of statistics (acceptances and refusals) (D) - Room list and associated internal arrangements (D) - Use of guest history file (D) - Compilation and updating of "guest history file" (D) - Handling and management of complaints (D) - Dealing with room changes (D) - Producing vouchers for services to guests (D) - Organization of Front Office service (D) - Staffing and staff shifts (D) - Staff training and motivation (D) - Front Office quality control (DE) - Front Office results analysis (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

Specific receptionist training typically begins after the school-leaving examination in the 10th year of school. Specific training as receptionist then follows. It is a condition of undertaking the training that a contract is entered into between trainee and firm. The training then alternates between work experience and periods at school.

1st school period (20 weeks) can be replaced by work experience placement.

2nd school period (20 weeks)

The remaining school periods are divided into 10+10+5 weeks, alternating with work experience periods.

The training is completed with an examination which includes oral and written tasks

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10

To acquire the specific technical/specialist vocational knowledge (3):

3 + 2 months

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

DESCRIPTION OF TASKS

Leiter der Rezeption

Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management (E) - Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (D) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (E) - Formulation of arrivals forecast plan (E) - Drawing up of plan for the allocation of bookings among various sources (E) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (E) - Contacts with social recreation centres, travel agents and "large clients" (E) - Updating availability, management of options, confirmations (E) - Check on deposits, advances and voucher encashment and accounting (E) - Processing of cancellations, "no-shows" and over-bookings (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Room list and associated internal arrangements (E) - Maintenance, updating and checking of "special status rooms" (E) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Observation and classification of marketing directed at clients (E) - Instructions to other departments on guest allocation and terms (E) - Management of deposited valuables and strong boxes (E) - Management and monitoring of security for guests and their property (E) - Management and monitoring of security for hotel and its property (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Handling and management of complaints (D) - Producing vouchers for services to guests (DE) - Processing, checking and accounting for debit vouchers for services to guests (E) - Inventory, point-of-sale accounting and internal services: cross-checking (E) - Cash transactions, currency exchange, and accounting therefor (E) - Management of discounts, rebates, gratuities and special terms (E) - Production and presentation of accounts to guests, and collecting payment (E) - Public relations with clientele, opinion leaders and local authorities (E) - Organization of Front Office service (E) - Staffing and staff shifts (E) - Front Office budget (E) - Staff training and motivation (E) - Monitoring of staff discipline, behaviour and property (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E) - Front Office quality control (E) - Front Office results analysis (E)

Statistics on sales and guests (cf. RF-53) (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training in a relevant three-year training occupation (e.g. hotel specialist, commercial assistant in the hotel and restaurant industry); relevant two-year practical occupational experience; attendance of a technical college for the hotel and restaurant industry (2 years) leading to certificate of qualified economist - hotel and restaurant industry option

alternatively: technical college/university entrance qualifications, study of business economics in the area of tourism, hotels and restaurants at a specialised college of further education leading to certificate of qualified economist (FH) - tourism option, specialisation (example)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10 or 12/13

To acquire the specific technical/specialist vocational knowledge (3):

7 or 5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Jefe de recepción

Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management (E) - Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (E) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (E) - Formulation of arrivals forecast plan (E) - Drawing up of plan for the allocation of bookings among various sources (E) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (E) - Contacts with social recreation centres, travel agents and "large clients" (E) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Check on deposits, advances and voucher encashment and accounting (E) - Processing of cancellations, "no-shows" and over-bookings (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Maintenance, updating and checking of "special status rooms" (D) - Use of guest history file (E) - Instructions to other departments on guest allocation and terms (DE) - Management of deposited valuables and strong boxes (E) - Handling and management of complaints (E) - Telephone switchboard, fax and telex service for guests (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (DE) - Direct mailing and distribution of leaflets, booklets and special offers to guests (E) - Contacts with intermediaries and accounts for the marketing of the hotel services (DE) - Organization of Front Office service (D) - Staffing and staff shifts (D) - Staff training and motivation (E) - Monitoring of staff discipline, behaviour and property (D) - Front Office quality control (DE) - Front Office results analysis (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is technical training in business and touristic activities. Practitioners require at least two years' experience as receptionist and conversational knowledge of three languages. Innovations which most affect this function involve technology in the field of information processing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ipefthinos ipiresion ypodochis

Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management (E) - Contact and correspondence with guests before their arrival (DE) - Other hotel secretarial work (D) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (E) - Keeping and delivering messages and correspondence for guests (D) - Formulation of arrivals forecast plan (E) - Drawing up of plan for the allocation of bookings among various sources (E) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (E) - Contacts with social recreation centres, travel agents and "large clients" (E) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Check on deposits, advances and voucher encashment and accounting (E) - Processing of cancellations, "no-shows" and over-bookings (D) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Room list and associated internal arrangements (DE) - Maintenance, updating and checking of "special status rooms" (D) - Use of guest history file (D) - Observation and classification of marketing directed at clients (E) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Management and monitoring of security for guests and their property (D) - Management and monitoring of security for hotel and its property (D) - Handling and management of complaints (E) - Inventory, point-of-sale accounting and internal services: cross-checking (DE) - Management of discounts, rebates, gratuities and special terms (E) - Production and presentation of accounts to guests, and collecting payment (DE) - Public relations with clientele, opinion leaders and local authorities (E) - Organization of Front Office service (E) - Staffing and staff shifts (E) - Front Office budget (E) - Staff training and motivation (E) - Monitoring of staff discipline, behaviour and property (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E) - Front Office quality control (E) - Front Office results analysis (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

After the 9-year compulsory education it is essential to complete the 3-year attendance at a Lykeion (general or vocational). Following the acquisition of the Lykeion Leaving Certificate and passing the tertiary education entrance exam comes a 3-year attendance at the Higher School of Tourist Industry Occupations, (in Rhodes), or at a Tourist Business Department of the TEIs, plus 9-months' or 4-months' practice respectively.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

3 + 9 months

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Responsable des services Réception

Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management (E) - Contact and correspondence with guests before their arrival (D) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (E) - Keeping and delivering messages and correspondence for guests (D) - Formulation of arrivals forecast plan (E) - Drawing up of plan for the allocation of bookings among various sources (E) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (DE) - Contacts with social recreation centres, travel agents and "large clients" (DE) - Acceptance, refusal and recording of bookings (DE) - Updating availability, management of options, confirmations (D) - Check on deposits, advances and voucher encashment and accounting (DE) - Processing of cancellations, "no-shows" and over-bookings (DE) - Record of bookings and compilation of statistics (acceptances and refusals) (D) - Room list and associated internal arrangements (D) - Maintenance, updating and checking of "special status rooms" (D) - Reception and assistance, outside the hotel, for arriving guests and their luggage (DE) - Use of guest history file (D) - Reception, welcome and briefing of guests on arrival (DE) - Observation and classification of marketing directed at clients (DE) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (DE) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (DE) - Compilation and updating of "guest history file" (D) - Briefing guests on the hotel's services on their arrival (DE) - Instructions to other departments on guest allocation and terms (DE) - Accompanying guests to room and settling them in, handing over keys (DE) - Management of deposited valuables and strong boxes (DE) - Key management and monitoring (DE) - Management and monitoring of security for guests and their property (D) - Management and monitoring of security for hotel and its property (D) - Informing guests about local area and places of interest, events and entertainment (DE) - Assisting guests with transport, bookings and locating outside events and services (DE) - Forwarding of guests' correspondence and messages, and minor concierge work (D) - Handling and management of complaints (E) - Dealing with room changes (DE) - Taking and passing on room service orders (DE) - Early morning call service (DE) - Luggage deposit (DE) - Telephone switchboard, fax, telex and other communications for the hotel (D) - Processing, checking and accounting for debit vouchers for services to guests (D) - Inventory, point-of-sale accounting and internal services: cross-checking (D) - Cash transactions, currency exchange, and accounting therefor (D) - Management of discounts, rebates, gratuities and special terms (E) - Production and presentation of accounts to guests, and collecting payment (D) - Luggage check-out management (DE) - Luggage movement on guest's check-out (D) - Management of "overdue payments" and associated reminders and recovery (E) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (DE) - Direct mailing and distribution of leaflets, booklets and special offers to guests (D) - Public relations with clientele, opinion leaders and local authorities (E) - Contacts with intermediaries and accounts for the marketing of the hotel services (E) - Organization of Front Office service (D) - Staffing and staff shifts (D) - Staff training and motivation (E) - Monitoring of staff discipline, behaviour and property (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E) - Front Office quality control (E) - Front Office results analysis (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Indirect access with a B.T.S. in hotel trade and catering, option C (hotel), after experience as front office staff

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

DESCRIPTION OF TASKS

Responsabile dei servizi di ricevimento

Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management (E) - Contact and correspondence with guests before their arrival (D) - Other hotel secretarial work (D) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (E) - Keeping and delivering messages and correspondence for guests (D) - Formulation of arrivals forecast plan (DE) - Drawing up of plan for the allocation of bookings among various sources (DE) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (DE) - Contacts with social recreation centres, travel agents and "large clients" (E) - Acceptance, refusal and recording of bookings (DE) - Updating availability, management of options, confirmations (DE) - Check on deposits, advances and voucher encashment and accounting (D) - Processing of cancellations, "no-shows" and over-bookings (DE) - Record of bookings and compilation of statistics (acceptances and refusals) (D) - Room list and associated internal arrangements (DE) - Maintenance, updating and checking of "special status rooms" (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (D) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Observation and classification of marketing directed at clients (DE) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (DE) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (D) - Compilation and updating of "guest history file" (D) - Briefing guests on the hotel's services on their arrival (D) - Instructions to other departments on guest allocation and terms (D) - Accompanying guests to room and settling them in, handing over keys (D) - Delivery of luggage to room (D) - Management of deposited valuables and strong boxes (D) - Key management and monitoring (D) - Management and monitoring of security for guests and their property (D) - Management and monitoring of security for hotel and its property (D) - Informing guests about local area and places of interest, events and entertainment (D) - Assisting guests with transport, bookings and locating outside events and services (D) - Forwarding of guests' correspondence and messages, and minor concierge work (D) - Handling and management of complaints (DE) - Dealing with room changes (DE) - Producing vouchers for services to guests (D) - Early morning call service (D) - Luggage deposit (D) - Telephone switchboard, fax and telex service for guests (D) - Telephone switchboard, fax, telex and other communications for the hotel (D) - Processing, checking and accounting for debit vouchers for services to guests (D) - Inventory, point-of-sale accounting and internal services: cross-checking (D) - Cash transactions, currency exchange, and accounting therefor (D) - Management of discounts, rebates, gratuities and special terms (DE) - Production and presentation of accounts to guests, and collecting payment (D) - Luggage check-out management (D) - Luggage movement on guest's check-out (D) - Room checks on guests' check-out (D) - Management of "overdue payments" and associated reminders and recovery (D) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (DE) - Direct mailing and distribution of leaflets, booklets and special offers to guests (D) - Public relations with clientele, opinion leaders and local authorities (E) - Contacts with intermediaries and accounts for the marketing of the hotel services (E) - Organization of Front Office service (E) - Staffing and staff shifts (E) - Front Office budget (E) - Staff training and motivation (E) - Monitoring of staff discipline, behaviour and property (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (DE) - Front Office quality control (E) - Front Office results analysis (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Diploma of vocational matriculation issued by a State Vocational Institute. The relevant vocational profile is called "tourism and hotel industry technician". The course lasts five years: three until the vocational qualification diploma and two more for the vocational matriculation diploma, including practical stages. During the final two years, teaching is done in an integrated system with the Region. The usual age of participants ranges from 14 to 19.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsável pelos serviços de recepção

Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management (E) - Contact and correspondence with guests before their arrival (D) - Other hotel secretarial work (D) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (E) - Keeping and delivering messages and correspondence for guests (D) - Formulation of arrivals forecast plan (D) - Drawing up of plan for the allocation of bookings among various sources (E) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (E) - Contacts with social recreation centres, travel agents and "large clients" (D) - Acceptance, refusal and recording of bookings (D) - Updating availability, management of options, confirmations (D) - Check on deposits, advances and voucher encashment and accounting (D) - Processing of cancellations, "no-shows" and over-bookings (E) - Record of bookings and compilation of statistics (acceptances and refusals) (D) - Room list and associated internal arrangements (D) - Maintenance, updating and checking of "special status rooms" (D) - Use of guest history file (D) - Reception, welcome and briefing of guests on arrival (D) - Observation and classification of marketing directed at clients (E) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (D) - Compilation and updating of "guest history file" (D) - Briefing guests on the hotel's services on their arrival (D) - Instructions to other departments on guest allocation and terms (D) - Accompanying guests to room and settling them in, handing over keys (D) - Management of deposited valuables and strong boxes (E) - Key management and monitoring (D) - Management and monitoring of security for guests and their property (D) - Management and monitoring of security for hotel and its property (D) - Informing guests about local area and places of interest, events and entertainment (D) - Assisting guests with transport, bookings and locating outside events and services (D) - Forwarding of guests' correspondence and messages, and minor concierge work (D) - Handling and management of complaints (E) - Dealing with room changes (D) - Taking and passing on room service orders (D) - Producing vouchers for services to guests (D) - Early morning call service (D) - Luggage deposit (D) - Telephone switchboard, fax and telex service for guests (D) - Telephone switchboard, fax, telex and other communications for the hotel (D) - Processing, checking and accounting for debit vouchers for services to guests (D) - Inventory, point-of-sale accounting and internal services: cross-checking (D) - Cash transactions, currency exchange, and accounting therefor (D) - Management of discounts, rebates, gratuities and special terms (E) - Production and presentation of accounts to guests, and collecting payment (D) - Luggage check-out management (D) - Luggage movement on guest's check-out (D) - Room checks on guests' check-out (D) - Management of "overdue payments" and associated reminders and recovery (E) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (D) - Direct mailing and distribution of leaflets, booklets and special offers to guests (D) - Public relations with clientele, opinion leaders and local authorities (E) - Contacts with intermediaries and accounts for the marketing of the hotel services (E) - Organization of Front Office service (E) - Staffing and staff shifts (E) - Front Office budget (E) - Staff training and motivation (E) - Monitoring of staff discipline, behaviour and property (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (D) - Front Office quality control (E) - Front Office results analysis (E)

Control and supervision of official books (complaints and guests' register) (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

- Secondary schooling (12 years)
- + Special vocational training / front office (1 year)
- + Advanced special vocational training / front office management (1 year)

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	11
To acquire the specific technical/specialist vocational knowledge (3):	2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reception services manager

Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management (E) - Contact and correspondence with guests before their arrival (D) - Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services (E) - Formulation of arrivals forecast plan (E) - Drawing up of plan for the allocation of bookings among various sources (E) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (E) - Contacts with social recreation centres, travel agents and "large clients" (E) - Maintenance, updating and checking of "special status rooms" (D) - Use of guest history file (D) - Observation and classification of marketing directed at clients (E) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Instructions to other departments on guest allocation and terms (E) - Management of deposited valuables and strong boxes (DE) - Key management and monitoring (DE) - Management and monitoring of security for guests and their property (DE) - Management and monitoring of security for hotel and its property (DE) - Handling and management of complaints (E) - Inventory, point-of-sale accounting and internal services: cross-checking (E) - Management of discounts, rebates, gratuities and special terms (E) - Management of "overdue payments" and associated reminders and recovery (E) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (E) - Public relations with clientele, opinion leaders and local authorities (E) - Contacts with intermediaries and accounts for the marketing of the hotel services (E) - Organization of Front Office service (E) - Staffing and staff shifts (E) - Front Office budget (E) - Staff training and motivation (E) - Monitoring of staff discipline, behaviour and property (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E) - Front Office quality control (E) - Front Office results analysis (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Receptionist

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Front Office (RF-2)**

B	Employé Réception - Conciergerie
DK	Medarbejder ved modtagelse og reception
D	Angestellter Rezeption und Portierdienst
E	Recepcionista - Conserje
GR	Ergazomenos stin ypodochi ke sti reception
F	Employé réception - Conciergerie
I	Addetto ai servizi di portineria
P	Operator de recepção e portaria
UK	Receptionist

A. Description of the function

In management terms (and therefore in terms of the targeted strategic conduct of the function), the front office is engaged in the primary activities of contact, screening and the management of demand, with the aim of maximizing - now and in the future - a hotel's financial results by optimizing the levels and combination of users of the services that the hotel can offer. Operationally, the front office provides information, takes bookings and manages the telephone switchboard and complaints, as well as visitor reception, registration and sorting, the work of the porters' lodge, cash desk, credit and customer invoicing and, finally, the functions of supervising accommodation and contact with other departments to pass on instructions as to treatment of guests.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the Front Office functional area, the directory suggested by CEDEFOP includes the following practitioners:

- Reception services manager
- Receptionist and concierge

The standard task descriptors refer to the functional area in general, but they have been listed and described with specific reference to these practitioners and in to a medium-to-large three- or four-star hotel (about 70 rooms).

C. Criteria for the listing of descriptors

The criterion in listing the task descriptors for this function is based on the sequence of operations performed before the guest's arrival (1/16), at the time of his arrival (17/27), during his stay (28/47), on his departure (48/57), after his departure and during all service activities, up to and including organization, administration and general activities (52/64). This criterion is of course only an outline, since some tasks are performed several times in the course of the sequence, such as the provision of information to guests (something that occurs both before and at the time of their arrival and during their stay) but have to be listed in one of other of the phases.

Secondarily to this criterion, an effort has been made to group the tasks according to their nature.

Reference function: FRONT OFFICE(RF-2)
Profile: RECEPTIONIST

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RF-01	Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management									
RF-02	Contact and correspondence with guests before their arrival									
RF-03	Other hotel secretarial work									
RF-04	Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services									
RF-05	Keeping and delivering messages and correspondence for guests									
RF-06	Formulation of arrivals forecast plan									
RF-07	Drawing up of plan for the allocation of bookings among various sources									
RF-08	Drawing up of calendar for acceptance of bookings and booking procedures (yield management)									
RF-09	Contacts with social recreation centres, travel agents and "large clients"									
RF-10	Acceptance, refusal and recording of bookings									
RF-11	Updating availability, management of options, confirmations									
RF-12	Check on deposits, advances and voucher encashment and accounting									
RF-13	Processing of cancellations, "no-shows" and over-bookings									
RF-14	Record of bookings and compilation of statistics (acceptances and refusals)									
RF-15	Room list and associated internal arrangements									
RF-16	Maintenance, updating and checking of "special status rooms"									
RF-17	Reception and assistance, outside the hotel, for arriving guests and their luggage									
RF-18	Use of guest history file									
RF-19	Reception, welcome and briefing of guests on arrival									
RF-20	Observation and classification of marketing directed at clients									
RF-21	Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc.									
RF-22	Recording and allocation of rooms to guests on arrival, deciding on price and notification of price									
RF-23	Compilation and updating of "guest history file"									
RF-24	Briefing guests on the hotel's services on their arrival									
RF-25	Instructions to other departments on guest allocation and terms									
RF-26	Accompanying guests to room and settling them in, handing over keys									
RF-27	Delivery of luggage to room									
RF-28	Management of deposited valuables and strong boxes									
RF-29	Key management and monitoring									
RF-30	Management and monitoring of security for guests and their property									
RF-31	Management and monitoring of security for hotel and its property									
RF-32	Informing guests about local area and places of interest, events and entertainment									
RF-33	Assisting guests with transport, bookings and locating outside events and services									
RF-34	Forwarding of guests' correspondence and messages, and minor concierge work									
RF-35	Handling and management of complaints									
RF-36	Dealing with room changes									
RF-37	Taking and passing on room service orders									

Employé Réception - Conciergerie

Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (E) - Keeping and delivering messages and correspondence for guests (E) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Processing of cancellations, "no-shows" and over-bookings (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Room list and associated internal arrangements (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (E) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (E) - Briefing guests on the hotel's services on their arrival (E) - Accompanying guests to room and settling them in, handing over keys (E) - Delivery of luggage to room (E) - Management of deposited valuables and strong boxes (E) - Key management and monitoring (E) - Management and monitoring of security for guests and their property (E) - Management and monitoring of security for hotel and its property (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Handling and management of complaints (E) - Dealing with room changes (E) - Taking and passing on room service orders (E) - Producing vouchers for services to guests (E) - Room service orders (E) - Early morning call service (E) - Luggage deposit (E) - Telephone switchboard, fax and telex service for guests (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Inventory, point-of-sale accounting and internal services: cross-checking (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production and presentation of accounts to guests, and collecting payment (E) - Luggage check-out management (E) - Luggage movement on guest's check-out (E) - Management of "overdue payments" and associated reminders and recovery (E) - Direct mailing and distribution of leaflets, booklets and special offers to guests (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

- technical secondary education: hotel trade or
- technical secondary education: reception and service or
- technical secondary education: tourism or
- vocational secondary education: hotel trade

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	4
To acquire the specific technical/specialist vocational knowledge (3):	4 or 7

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Medarbejder ved modtagelse og reception
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Contact and correspondence with guests before their arrival (DE) - Keeping and delivering messages and correspondence for guests (DE) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Processing of cancellations, "no-shows" and over-bookings (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Maintenance, updating and checking of "special status rooms" (DE) - Reception and assistance, outside the hotel, for arriving guests and their luggage (DE) - Reception, welcome and briefing of guests on arrival (DE) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (DE) - Briefing guests on the hotel's services on their arrival (DE) - Accompanying guests to room and settling them in, handing over keys (E) - Delivery of luggage to room (E) - Management of deposited valuables and strong boxes (E) - Key management and monitoring (DE) - Management and monitoring of security for guests and their property (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Dealing with room changes (E) - Room service orders (E) - Early morning call service (DE) - Telephone switchboard, fax and telex service for guests (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production and presentation of accounts to guests, and collecting payment (E) - Luggage movement on guest's check-out (E) - Staff training and motivation (DE) - Monitoring of staff discipline, behaviour and property (DE)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

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Typical training route (1):

Specific receptionist training typically begins after the school-leaving examination in the 10th year of school. Specific training as receptionist then follows. It is a condition of undertaking the training that a contract is entered into between trainee and firm. The training then alternates between work experience and periods at school.

1st school period (20 weeks) can be replaced by work experience placement.

2nd school period (20 weeks)

The remaining school periods are divided into 10+10+5 weeks, alternating with work experience periods.

The training is completed with an examination which includes oral and written tasks

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10

To acquire the specific technical/specialist vocational knowledge (3):

3 + 2 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Angestellter Rezeption und Portierdienst

Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (E) - Keeping and delivering messages and correspondence for guests (E) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (E) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (E) - Compilation and updating of "guest history file" (E) - Briefing guests on the hotel's services on their arrival (E) - Instructions to other departments on guest allocation and terms (E) - Management of deposited valuables and strong boxes (E) - Key management and monitoring (E) - Management and monitoring of security for guests and their property (E) - Management and monitoring of security for hotel and its property (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Dealing with room changes (E) - Taking and passing on room service orders (E) - Producing vouchers for services to guests (E) - Early morning call service (E) - Luggage deposit (E) - Telephone switchboard, fax and telex service for guests (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production and presentation of accounts to guests, and collecting payment (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E)

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate;
 completed vocational training as hotel specialist or commercial assistant in the hotel and restaurant industry

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9 - 10
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Recepcionista - Conserje

Other hotel secretarial work (E) - Keeping and delivering messages and correspondence for guests (E) - Drawing up of calendar for acceptance of bookings and booking procedures (yield management) (E) - Check on deposits, advances and voucher encashment and accounting (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Room list and associated internal arrangements (E) - Maintenance, updating and checking of "special status rooms" (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (E) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (E) - Compilation and updating of "guest history file" (E) - Briefing guests on the hotel's services on their arrival (E) - Management of deposited valuables and strong boxes (E) - Key management and monitoring (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Handling and management of complaints (E) - Dealing with room changes (E) - Producing vouchers for services to guests (E) - Early morning call service (E) - Luggage deposit (E) - Telephone switchboard, fax and telex service for guests (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production and presentation of accounts to guests, and collecting payment (E) - Luggage check-out management (E) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (E) - Direct mailing and distribution of leaflets, booklets and special offers to guests (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E)

First aid (E) - Measures for industrial safety and hygiene (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is second-level vocational training in hotel management. Practitioners require at least two years' experience as front office assistant and conversational knowledge of two languages. Innovations which most affect this function involve technology in the field of information processing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ergazomenos stin ypodochi ke sti reception

Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (E) - Keeping and delivering messages and correspondence for guests (E) - Updating availability, management of options, confirmations (E) - Processing of cancellations, "no-shows" and over-bookings (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (E) - Use of guest history file (E) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (E) - Compilation and updating of "guest history file" (E) - Briefing guests on the hotel's services on their arrival (E) - Instructions to other departments on guest allocation and terms (E) - Accompanying guests to room and settling them in, handing over keys (E) - Management of deposited valuables and strong boxes (E) - Key management and monitoring (E) - Management and monitoring of security for guests and their property (E) - Management and monitoring of security for hotel and its property (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Handling and management of complaints (E) - Dealing with room changes (E) - Taking and passing on room service orders (E) - Producing vouchers for services to guests (E) - Early morning call service (E) - Luggage deposit (E) - Telephone switchboard, fax and telex service for guests (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production and presentation of accounts to guests, and collecting payment (E) - Luggage check-out management (E) - Room checks on guests' check-out (E)

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Typical training route (1):

The 9-year compulsory education is usually followed by attendance at one of the State Schools for Tourist Industry Occupations, specifically in a Department of Hotel & Catering in which "front office work" is one of the main subjects. Attendance lasts 2 years and every school year consists of 8 months instruction in the School and 4 months' practice in a hotel or catering business.

Apart from the above Departments, courses lasting 5½ months are run for working practitioners who have not studied at appropriate Schools.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employé réception - Conciergerie

Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (E) - Keeping and delivering messages and correspondence for guests (E) - Contacts with social recreation centres, travel agents and "large clients" (E) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Check on deposits, advances and voucher encashment and accounting (E) - Processing of cancellations, "no-shows" and over-bookings (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Room list and associated internal arrangements (E) - Maintenance, updating and checking of "special status rooms" (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (E) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Observation and classification of marketing directed at clients (E) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (E) - Compilation and updating of "guest history file" (E) - Briefing guests on the hotel's services on their arrival (E) - Instructions to other departments on guest allocation and terms (E) - Accompanying guests to room and settling them in, handing over keys (E) - Delivery of luggage to room (E) - Management of deposited valuables and strong boxes (E) - Key management and monitoring (E) - Management and monitoring of security for guests and their property (E) - Management and monitoring of security for hotel and its property (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Handling and management of complaints (E) - Dealing with room changes (E) - Taking and passing on room service orders (E) - Early morning call service (E) - Luggage deposit (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Inventory, point-of-sale accounting and internal services: cross-checking (E) - Cash transactions, currency exchange, and accounting therefor (E) - Management of discounts, rebates, gratuities and special terms (E) - Production and presentation of accounts to guests, and collecting payment (E) - Luggage check-out management (E) - Luggage movement on guest's check-out (E) - Management of "overdue payments" and associated reminders and recovery (E) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (E) - Direct mailing and distribution of leaflets, booklets and special offers to guests (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Direct access with a B.T.S. in hotel trade and catering and with a B.T.S. option C (hotel)

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Addetto ai servizi di portineria

Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (E) - Keeping and delivering messages and correspondence for guests (E) - Drawing up of plan for the allocation of bookings among various sources (E) - Contacts with social recreation centres, travel agents and "large clients" (E) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Check on deposits, advances and voucher encashment and accounting (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Room list and associated internal arrangements (E) - Maintenance, updating and checking of "special status rooms" (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (E) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Observation and classification of marketing directed at clients (E) - Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc. (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (E) - Compilation and updating of "guest history file" (E) - Briefing guests on the hotel's services on their arrival (E) - Instructions to other departments on guest allocation and terms (E) - Accompanying guests to room and settling them in, handing over keys (E) - Management of deposited valuables and strong boxes (E) - Key management and monitoring (E) - Management and monitoring of security for guests and their property (E) - Management and monitoring of security for hotel and its property (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Handling and management of complaints (E) - Dealing with room changes (E) - Producing vouchers for services to guests (E) - Early morning call service (E) - Telephone switchboard, fax and telex service for guests (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Inventory, point-of-sale accounting and internal services: cross-checking (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production and presentation of accounts to guests, and collecting payment (E) - Luggage check-out management (E) - Room checks on guests' check-out (E) - Management of "overdue payments" and associated reminders and recovery (E) - Direct mailing and distribution of leaflets, booklets and special offers to guests (E) - Public relations with clientele, opinion leaders and local authorities (E) - Contacts with intermediaries and accounts for the marketing of the hotel services (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E)

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Typical training route (1):

Vocational qualification diploma issued by a State Vocational Institute for hotel and restaurant services for "reception services operators". The course lasts three years and involves alternance training. The usual age of participants ranges from 14 to 17.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Operator de recepção e portaria

Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (E) - Keeping and delivering messages and correspondence for guests (E) - Formulation of arrivals forecast plan (E) - Contacts with social recreation centres, travel agents and "large clients" (E) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Check on deposits, advances and voucher encashment and accounting (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Room list and associated internal arrangements (E) - Maintenance, updating and checking of "special status rooms" (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (D) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (E) - Compilation and updating of "guest history file" (E) - Briefing guests on the hotel's services on their arrival (E) - Instructions to other departments on guest allocation and terms (E) - Accompanying guests to room and settling them in, handing over keys (E) - Delivery of luggage to room (D) - Key management and monitoring (E) - Management and monitoring of security for guests and their property (E) - Management and monitoring of security for hotel and its property (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Dealing with room changes (E) - Taking and passing on room service orders (E) - Producing vouchers for services to guests (E) - Early morning call service (E) - Luggage deposit (E) - Telephone switchboard, fax and telex service for guests (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Inventory, point-of-sale accounting and internal services: cross-checking (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production and presentation of accounts to guests, and collecting payment (E) - Luggage check-out management (E) - Luggage movement on guest's check-out (E) - Room checks on guests' check-out (E) - Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc. (E) - Direct mailing and distribution of leaflets, booklets and special offers to guests (E) - Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff) (E)

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Typical training route (1):

Secondary schooling (11 years)
+ Special vocational training / front office (1 year)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

11

To acquire the specific technical/specialist vocational knowledge (3):

1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Receptionist

Contact and correspondence with guests before their arrival (E) - Other hotel secretarial work (E) - Keeping and delivering messages and correspondence for guests (E) - Drawing up of plan for the allocation of bookings among various sources (E) - Acceptance, refusal and recording of bookings (E) - Updating availability, management of options, confirmations (E) - Check on deposits, advances and voucher encashment and accounting (E) - Processing of cancellations, "no-shows" and over-bookings (E) - Record of bookings and compilation of statistics (acceptances and refusals) (E) - Room list and associated internal arrangements (E) - Reception and assistance, outside the hotel, for arriving guests and their luggage (E) - Use of guest history file (E) - Reception, welcome and briefing of guests on arrival (E) - Observation and classification of marketing directed at clients (E) - Recording and allocation of rooms to guests on arrival, deciding on price and notification of price (E) - Compilation and updating of "guest history file" (E) - Briefing guests on the hotel's services on their arrival (E) - Instructions to other departments on guest allocation and terms (E) - Accompanying guests to room and settling them in, handing over keys (E) - Management of deposited valuables and strong boxes (E) - Informing guests about local area and places of interest, events and entertainment (E) - Assisting guests with transport, bookings and locating outside events and services (E) - Forwarding of guests' correspondence and messages, and minor concierge work (E) - Handling and management of complaints (E) - Dealing with room changes (E) - Taking and passing on room service orders (E) - Producing vouchers for services to guests (E) - Room service orders (E) - Early morning call service (E) - Luggage deposit (E) - Telephone switchboard, fax and telex service for guests (E) - Telephone switchboard, fax, telex and other communications for the hotel (E) - Processing, checking and accounting for debit vouchers for services to guests (E) - Inventory, point-of-sale accounting and internal services: cross-checking (E) - Cash transactions, currency exchange, and accounting therefor (E) - Production and presentation of accounts to guests, and collecting payment (E) - Luggage check-out management (E) - Luggage movement on guest's check-out (E) - Direct mailing and distribution of leaflets, booklets and special offers to guests (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 2.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Head housekeeper

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Housekeeping (RH-1)**

B	Responsable service Hébergement
DK	Leder af overnatning
D	Leiter der Unterbringung
E	Gobernanta
GR	Ipeftinos ipiresias diamonis
F	Responsable service Hébergement
I	Responsabile del servizio alloggio
P	Responsável pelo serviço de alojamento
UK	Head housekeeper

A. Description of the function

This is the function responsible for the effective and timely running of the "household", in other words the place where guests are to stay for a temporary period. The housekeeping function is to organize, carry out and regulate cleaning, the store room, the linen room, laundry and floor service for the whole hotel, as well as checking on the state of equipment, supplies, fixtures, fittings, furnishings and bedding, arranging for and updating inventories of those items, collecting, keeping and restoring objects left in bedrooms and public premises and arranging for luggage porters, flower arrangements, the distribution of free gifts and literature and all the other jobs of preparing and tidying bedrooms and public premises and services. Housekeeping also includes the supervision of the cleanliness of the hotel where such tasks are within its field of competence, and also the care of guests' property and their privacy. The housekeeping function is closely related to that of the front office.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the CEDEFOP directory, the Housekeeping functional area includes the following practitioners:

- Head housekeeper
- Room attendant

The standard task descriptors refer to the functional area in general, but have been broken down and referred to these practitioners in particular.

C. Criteria for the listing of descriptors

The task descriptors for this function are listed in the same order as the steps entailed in taking over the fittings and equipment used by the department (01-06), continues with the tasks of routine cleaning up to dealings with the Front Office on the condition of bedrooms (07-14), goes on to non-routine cleaning, maintenance and replacement (15-19) and other active services rendered to guests (20-25), up to the tasks of verification, security and supervision (26-30), concluding with organization, administration and general duties (31-37).

The approach, then, is functional, with each segment having a different kind of activity and responsibility.

Reference fonction: HOUSEKEEPING(RH-1)
 Profile: HEAD HOUSEKEEPER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RH-01	Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area									
RH-02	Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area									
RH-03	Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry									
RH-04	Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms									
RH-05	Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials									
RH-06	Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment									
RH-07	Cleaning and tidying of bedrooms									
RH-08	Cleaning and tidying of bathrooms									
RH-09	Cleaning and tidying of corridors									
RH-10	Cleaning and tidying of communal areas									
RH-11	Cleaning and tidying of staff rooms									
RH-12	Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.)									
RH-13	Special preparation, fitting out and technical arrangements in rooms for special events									
RH-14	Relations with Front Office re "room plan", "room list", "damage to rooms, changing rooms, guests' special preferences and requirements, etc.									
RH-15	Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings									
RH-16	Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings									
RH-17	Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible									
RH-18	Non-routine maintenance and repairs at the beginning and end of the season									
RH-19	In-hotel laundry work (where laundry is done internally)									
RH-20	Room service									
RH-21	Guests' laundry and pressing service									
RH-22	Personal services as requested by guests									
RH-23	Lost property service									
RH-24	Public relations targeted at guests									
RH-25	Dealing with complaints from guests re Housekeeping services									
RH-26	Management and monitoring of security of the hotel and its property									
RH-27	Check on bedrooms at time of check-out									
RH-28	Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible									
RH-29	Management and monitoring of security of guests and their property									
RH-30	Management and monitoring of fire and accident prevention									
RH-31	Organization of the Housekeeping department									
RH-32	Staffing and staff shifts									
RH-33	Housekeeping department budget									
RH-34	Training and motivation of staff									
RH-35	Monitoring staff discipline, behaviour and property									
RH-36	Quality control									

Reference fonction: HOUSEKEEPING(RH-1)
 Profile: HEAD HOUSEKEEPER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RH-37	Analysis of Housekeeping results									
	Contact with management, reception, service									
	Inventory of furniture, fittings, furnishings and equipment used in housekeeping area (cf. RH-01, RH-02 dividing-off of "conservation")									
	Preparation of receipts when requested									
	Selection of personnel and personnel planning									
	First aid									
	Management of operations with external laundry facilities									
	Coordination with representatives of external firms in his/her department									

DESCRIPTION OF TASKS**Responsable service Hébergement**

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (DE) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (DE) - Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (D) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (DE) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (DE) - Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment (DE) - Cleaning and tidying of bedrooms (D) - Cleaning and tidying of bathrooms (D) - Cleaning and tidying of corridors (D) - Cleaning and tidying of communal areas (D) - Cleaning and tidying of staff rooms (D) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (D) - Special preparation, fitting out and technical arrangements in rooms for special events (D) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (D) - Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings (DE) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (D) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (D) - Non-routine maintenance and repairs at the beginning and end of the season (D) - In-hotel laundry work (where laundry is done internally) (D) - Room service (D) - Guests' laundry and pressing service (D) - Personal services as requested by guests (D) - Lost property service (E) - Dealing with complaints from guests re Housekeeping services (DE) - Management and monitoring of security of the hotel and its property (DE) - Check on bedrooms at time of check-out (DE) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (DE) - Management and monitoring of security of guests and their property (DE) - Management and monitoring of fire and accident prevention (DE) - Organization of the Housekeeping department (DE) - Staffing and staff shifts (DE) - Housekeeping department budget (DE) - Training and motivation of staff (DE) - Monitoring staff discipline, behaviour and property (DE) - Quality control (DE) - Analysis of Housekeeping results (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

technical secondary education - specialization in "groothuishouding" [large-scale housekeeping].
 No special training in Flanders; "groothuishouding" is similar to the function of person responsible for household service but related to maintenance.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	6
To acquire the specific technical/specialist vocational knowledge (3):	1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leder af overnatning

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (E) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (E) - Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (DE) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (DE) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (DE) - Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment (DE) - Cleaning and tidying of bedrooms (D) - Cleaning and tidying of bathrooms (D) - Cleaning and tidying of corridors (D) - Cleaning and tidying of communal areas (D) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (D) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (DE) - Room service (D) - Lost property service (D) - Dealing with complaints from guests re Housekeeping services (DE) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (DE) - Organization of the Housekeeping department (D) - Staffing and staff shifts (DE) - Training and motivation of staff (DE) - Monitoring staff discipline, behaviour and property (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no specific training to become manager of housekeeping. It will typically be a person with the 10th year examination.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10

To acquire the specific technical/specialist vocational knowledge (3):

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Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Leiter der Unterbringung

Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (DE) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (D) - Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (D) - Special preparation, fitting out and technical arrangements in rooms for special events (D) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (E) - Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings (E) - In-hotel laundry work (where laundry is done internally) (D) - Room service (D) - Lost property service (D) - Public relations targeted at guests (E) - Dealing with complaints from guests re Housekeeping services (E) - Management and monitoring of security of the hotel and its property (E) - Check on bedrooms at time of check-out (D) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (E) - Management and monitoring of security of guests and their property (E) - Management and monitoring of fire and accident prevention (E) - Organization of the Housekeeping department (E) - Staffing and staff shifts (E) - Housekeeping department budget (E) - Training and motivation of staff (E) - Monitoring staff discipline, behaviour and property (E) - Quality control (E) - Analysis of Housekeeping results (E)

Contact with management, reception, service (E) - Inventory of furniture, fittings, furnishings and equipment used in housekeeping area (cf. RH-01, RH-02 dividing-off of "conservation") (E) - Preparation of receipts when requested (E) - Selection of personnel and personnel planning (E) - Management of operations with external laundry facilities (E) - Coordination with representatives of external firms in his/her department (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training in a training occupation in the hotel and catering industry or the housekeeping area; a long period of occupational experience in the housekeeper area (approximately 5 years)

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9 - 10
To acquire the specific technical/specialist vocational knowledge (3):	approx. 8

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Gobernanta

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (E) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (E) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (D) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (D) - Cleaning and tidying of bathrooms (D) - Cleaning and tidying of corridors (D) - Cleaning and tidying of communal areas (D) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (D) - Special preparation, fitting out and technical arrangements in rooms for special events (E) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (D) - Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings (D) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (D) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (D) - In-hotel laundry work (where laundry is done internally) (D) - Personal services as requested by guests (E) - Lost property service (E) - Dealing with complaints from guests re Housekeeping services (E) - Check on bedrooms at time of check-out (D) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (D) - Management and monitoring of fire and accident prevention (DE) - Organization of the Housekeeping department (D) - Staffing and staff shifts (D) - Housekeeping department budget (E) - Training and motivation of staff (E) - Monitoring staff discipline, behaviour and property (DE) - Quality control (E)

Preparation of receipts when requested (E) - Selection of personnel and personnel planning (DE) - First aid (E) - Management of operations with external laundry facilities (E) - Coordination with representatives of external firms in his/her department (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is second-level vocational training in hotel management. Practitioners require at least two years' experience as floor attendant and two years more as assistant floor attendant# as well as knowledge of one language.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ipefthinos ipiresias diamonis

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (D) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (D) - Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (D) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (DE) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (D) - Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (DE) - Special preparation, fitting out and technical arrangements in rooms for special events (DE) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (E) - Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings (E) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (D) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (D) - Non-routine maintenance and repairs at the beginning and end of the season (D) - Public relations targeted at guests (E) - Dealing with complaints from guests re Housekeeping services (E) - Management and monitoring of security of the hotel and its property (E) - Check on bedrooms at time of check-out (E) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (E) - Management and monitoring of security of guests and their property (E) - Management and monitoring of fire and accident prevention (E) - Organization of the Housekeeping department (D) - Staffing and staff shifts (E) - Housekeeping department budget (E) - Training and motivation of staff (DE) - Monitoring staff discipline, behaviour and property (DE) - Quality control (DE) - Analysis of Housekeeping results (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

After the 9-year compulsory education it is essential to complete the 3-year attendance at a Lykeion (general or vocational). Following the acquisition of the Lykeion Leaving Certificate and after passing the tertiary education entrance exam, comes a 3-year attendance at the Higher School of Tourist Industry Occupations, (in Rhodes), or at a Tourist Business Department of the TEIs, plus 9-months' or 6-months' practice in hotels respectively. Alongside and, indeed, more often than the above Description of typical training route we come across the case where such positions are filled by persons who have the Lykeion Leaving Certificate plus successful previous experience in a comparable or other department of a hotel unit.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsable service Hébergement
--

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (DE) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (DE) - Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (DE) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (DE) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (DE) - Cleaning and tidying of bedrooms (DE) - Cleaning and tidying of bathrooms (DE) - Cleaning and tidying of corridors (DE) - Cleaning and tidying of communal areas (DE) - Cleaning and tidying of staff rooms (DE) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (DE) - Special preparation, fitting out and technical arrangements in rooms for special events (DE) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (E) - Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings (E) - In-hotel laundry work (where laundry is done internally) (DE) - Room service (DE) - Guests' laundry and pressing service (DE) - Lost property service (DE) - Dealing with complaints from guests re Housekeeping services (E) - Check on bedrooms at time of check-out (E) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (E) - Organization of the Housekeeping department (E) - Staffing and staff shifts (E) - Housekeeping department budget (E) - Training and motivation of staff (E) - Monitoring staff discipline, behaviour and property (E) - Quality control (E) - Analysis of Housekeeping results (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

This profile is an upgrade job for persons recruited as employees in hotel services (assistant room and floor attendant, floor attendant)

Typical training routes:

A "CAP" vocational training certificate in hotel trade, a "BEP" vocational training certificate in hotel trade-catering trade, option C (hotel) or BEPC (junior training level) + practical experience in a company

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9
To acquire the specific technical/specialist vocational knowledge (3):	2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsabile del servizio alloggio

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (E) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (E) - Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (DE) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (DE) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (DE) - Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment (E) - Cleaning and tidying of bedrooms (D) - Cleaning and tidying of bathrooms (D) - Cleaning and tidying of corridors (D) - Cleaning and tidying of communal areas (D) - Cleaning and tidying of staff rooms (D) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (D) - Special preparation, fitting out and technical arrangements in rooms for special events (D) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (E) - Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings (E) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (D) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (D) - Non-routine maintenance and repairs at the beginning and end of the season (D) - In-hotel laundry work (where laundry is done internally) (D) - Room service (D) - Guests' laundry and pressing service (D) - Personal services as requested by guests (D) - Lost property service (D) - Public relations targeted at guests (DE) - Dealing with complaints from guests re Housekeeping services (E) - Management and monitoring of security of the hotel and its property (DE) - Check on bedrooms at time of check-out (D) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (DE) - Management and monitoring of security of guests and their property (DE) - Management and monitoring of fire and accident prevention (D) - Organization of the Housekeeping department (E) - Staffing and staff shifts (E) - Housekeeping department budget (E) - Training and motivation of staff (E) - Monitoring staff discipline, behaviour and property (E) - Quality control (E) - Analysis of Housekeeping results (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

In view of the nature of the duties involved with this function, it would seem excessive to recommend as a typical training route a vocational matriculation diploma issued by a State Vocational Institute. A diploma of vocational qualification as "reception services operator" appears sufficient in order to acquire the technical vocational knowledge required. The vocational profile is called "tourism and hotel industry technician". The course lasts five years: three until the vocational qualification diploma and two more for the vocational matriculation diploma, including practical stages. During the final two years, teaching is done in an integrated system with the Regions (vocational training). The usual age of participants ranges from 14 to 19.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsável pelo serviço de alojamento

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (E) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (E) - Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (E) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (E) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (E) - Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment (E) - Cleaning and tidying of bedrooms (D) - Cleaning and tidying of bathrooms (D) - Cleaning and tidying of corridors (D) - Cleaning and tidying of communal areas (D) - Cleaning and tidying of staff rooms (D) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (E) - Special preparation, fitting out and technical arrangements in rooms for special events (E) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (E) - Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings (E) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (D) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (E) - Non-routine maintenance and repairs at the beginning and end of the season (E) - In-hotel laundry work (where laundry is done internally) (D) - Room service (D) - Guests' laundry and pressing service (D) - Personal services as requested by guests (D) - Lost property service (E) - Public relations targeted at guests (E) - Dealing with complaints from guests re Housekeeping services (E) - Management and monitoring of security of the hotel and its property (D) - Check on bedrooms at time of check-out (D) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (D) - Management and monitoring of security of guests and their property (D) - Management and monitoring of fire and accident prevention (D) - Organization of the Housekeeping department (E) - Staffing and staff shifts (E) - Housekeeping department budget (E) - Training and motivation of staff (E) - Monitoring staff discipline, behaviour and property (E) - Quality control (E) - Analysis of Housekeeping results (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Basic schooling - 3rd cycle (9 years)

+ Special vocational training / floors-rooms (1 year)

+ Advanced special vocational training / floor attendant (1 year)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Head housekeeper

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (D) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (D) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (E) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (E) - Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (D) - Special preparation, fitting out and technical arrangements in rooms for special events (D) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (D) - Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings (E) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (D) - Non-routine maintenance and repairs at the beginning and end of the season (D) - In-hotel laundry work (where laundry is done internally) (D) - Public relations targeted at guests (E) - Dealing with complaints from guests re Housekeeping services (E) - Check on bedrooms at time of check-out (E) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (E) - Organization of the Housekeeping department (E) - Staffing and staff shifts (E) - Housekeeping department budget (E) - Training and motivation of staff (E) - Monitoring staff discipline, behaviour and property (E) - Quality control (E) - Analysis of Housekeeping results (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 4 (possibly 3, depending on degree of personal accountability).

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Room attendant

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Housekeeping (RH-2)**

B	Employé au service Hébergement
DK	Medarbejder ved overnatning
D	Angesteller in der Unterbringung
E	Camarero/a de pisos
GR	Ergasomenos stin ipiresia diamonis
F	Employé au service Hébergement
I	Addetto al servizio alloggio
P	Operador do serviço de alojamento
UK	Room attendant

A. Description of the function

This is the function responsible for the effective and timely running of the "household", in other words the place where guests are to stay for a temporary period. The housekeeping function is to organize, carry out and regulate cleaning, the store room, the linen room, laundry and floor service for the whole hotel, as well as checking on the state of equipment, supplies, fixtures, fittings, furnishings and bedding, arranging for and updating inventories of those items, collecting, keeping and restoring objects left in bedrooms and public premises and arranging for luggage porters, flower arrangements, the distribution of free gifts and literature and all the other jobs of preparing and tidying bedrooms and public premises and services. Housekeeping also includes the supervision of the cleanliness of the hotel where such tasks are within its field of competence, and also the care of guests' property and their privacy. The housekeeping function is closely related to that of the front office.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the CEDEFOP directory, the Housekeeping functional area includes the following practitioners:

- Head housekeeper
- Room attendant

The standard task descriptors refer to the functional area in general, but have been broken down and referred to these practitioners in particular.

C. Criteria for the listing of descriptors

The task descriptors for this function are listed in the same order as the steps entailed in taking over the fittings and equipment used by the department (01-06), continues with the tasks of routine cleaning up to dealings with the Front Office on the condition of bedrooms (07-14), goes on to non-routine cleaning, maintenance and replacement (15-19) and other active services rendered to guests (20-25), up to the tasks of verification, security and supervision (26-30), concluding with organization, administration and general duties (31-37).

The approach, then, is functional, with each segment having a different kind of activity and responsibility.

Reference fonction: HOUSEKEEPING(RH-2)
 Profile: ROOM ATTENDANT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RH-01	Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area									
RH-02	Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area									
RH-03	Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry									
RH-04	Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms									
RH-05	Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials									
RH-06	Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment									
RH-07	Cleaning and tidying of bedrooms									
RH-08	Cleaning and tidying of bathrooms									
RH-09	Cleaning and tidying of corridors									
RH-10	Cleaning and tidying of communal areas									
RH-11	Cleaning and tidying of staff rooms									
RH-12	Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.)									
RH-13	Special preparation, fitting out and technical arrangements in rooms for special events									
RH-14	Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc.									
RH-15	Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings									
RH-16	Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings									
RH-17	Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible									
RH-18	Non-routine maintenance and repairs at the beginning and end of the season									
RH-19	In-hotel laundry work (where laundry is done internally)									
RH-20	Room service									
RH-21	Guests' laundry and pressing service									
RH-22	Personal services as requested by guests									
RH-23	Lost property service									
RH-24	Public relations targeted at guests									
RH-25	Dealing with complaints from guests re Housekeeping services									
RH-26	Management and monitoring of security of the hotel and its property									
RH-27	Check on bedrooms at time of check-out									
RH-28	Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible									
RH-29	Management and monitoring of security of guests and their property									
RH-30	Management and monitoring of fire and accident prevention									
RH-31	Organization of the Housekeeping department									
RH-32	Staffing and staff shifts									
RH-33	Housekeeping department budget									
RH-34	Training and motivation of staff									
RH-35	Monitoring staff discipline, behaviour and property									
RH-36	Quality control									

Reference fonction: HOUSEKEEPING(RH-2)
 Profile: ROOM ATTENDANT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RH-37	Analysis of Housekeeping results									
	Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings and other fitting (cf. RH-16)									
	Conservation of furniture, fittings, furnishings and equipment used in accommodation area (cf. RH-01, RH-02, RH-17, RH-18 only "conservation", not "inventory or repair")									
	First aid									
	Services as waiter									
	Preparation of rooms									
	Collection of keys, noting instructions and partial floor control									
	Thawing, cleaning and assuring supply of food									
	Special care for VIP rooms									
	Cleaning and preparation of rooms for occupation									

Employé au service Hébergement

Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Cleaning and tidying of staff rooms (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (E) - Special preparation, fitting out and technical arrangements in rooms for special events (E) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (E) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (E) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (E) - Non-routine maintenance and repairs at the beginning and end of the season (E) - In-hotel laundry work (where laundry is done internally) (E) - Room service (E) - Guests' laundry and pressing service (E) - Personal services as requested by guests (E)

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Typical training route (1):

Secondary vocational education: "personenzorg"

No particular training in Flanders: "personenzorg", upper level of secondary vocational education resembles the collaborative function, "huishoudelijke dienst", linked to maintenance or the organization section of secondary vocational education

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

4 or 6

To acquire the specific technical/specialist vocational knowledge (3):

4 or 1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Medarbejder ved overnatning

Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (E) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (E) - Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Personal services as requested by guests (E) - Training and motivation of staff (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no specific training for housekeeping staff. It will typically be a person with 10th year examination.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10

To acquire the specific technical/specialist vocational knowledge (3):

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Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Angesteller in der Unterbringung

Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (E) - Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Cleaning and tidying of staff rooms (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (E) - Special preparation, fitting out and technical arrangements in rooms for special events (E) - In-hotel laundry work (where laundry is done internally) (E) - Room service (E) - Guests' laundry and pressing service (E) - Personal services as requested by guests (E) - Lost property service (E) - Management and monitoring of security of the hotel and its property (E) - Check on bedrooms at time of check-out (E) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (E) - Management and monitoring of security of guests and their property (E) - Management and monitoring of fire and accident prevention (E)

Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings and other fitting (cf. RH-16) (E) - Conservation of furniture, fittings, furnishings and equipment used in accommodation area (cf. RH-01, RH-02, RH-17, RH-18 only "conservation", not "inventory or repair") (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Certificate of compulsory schooling; training/induction in an occupation in the hotel and catering industry or the housekeeping area

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9
To acquire the specific technical/specialist vocational knowledge (3):	1 - 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Camarero/a de pisos

Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (E) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (E) - Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (E) - Personal services as requested by guests (E) - Lost property service (E) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (E)

First aid (E) - Services as waiter (E) - Preparation of rooms (E) - Collection of keys, noting instructions and partial floor control (E) - Thawing, cleaning and assuring supply of food (E) - Special care for VIP rooms (E) - Cleaning and preparation of rooms for occupation (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is first-level vocational training in hotel management. Practitioners require at least one year's experience as cleaner or room attendant.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Ergasomenos stin ipiresia diamonis

Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area (E) - Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area (E) - Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (E) - Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Cleaning and tidying of staff rooms (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (E) - Special preparation, fitting out and technical arrangements in rooms for special events (E) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (E) - In-hotel laundry work (where laundry is done internally) (E) - Room service (E) - Guests' laundry and pressing service (E) - Personal services as requested by guests (E) - Lost property service (E) - Management and monitoring of security of guests and their property (E) - Management and monitoring of fire and accident prevention (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

The 9-year compulsory education is usually followed by attendance at one of the State Schools for Tourist Industry Occupations, more particularly in a Department of Hotel & Catering in which "housekeeping work" is one of the main subjects. Attendance lasts 2 years and every school year consists of 8 months instruction in the School and 4 months' practice in a hotel business.

Apart from the above Departments, courses lasting 5½ months are run for working practitioners who have not studied at appropriate Schools.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9
To acquire the specific technical/specialist vocational knowledge (3):	2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employé au service Hébergement

Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (E) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (E) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (E) - Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Cleaning and tidying of staff rooms (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (E) - Special preparation, fitting out and technical arrangements in rooms for special events (E) - In-hotel laundry work (where laundry is done internally) (E) - Room service (E) - Guests' laundry and pressing service (E) - Personal services as requested by guests (E) - Lost property service (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Direct access with a "CAP" vocational training certificate in hotel trade or general education at the "CEP" level

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

7

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS



Addetto al servizio alloggio

Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (E) - Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms (E) - Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials (E) - Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Cleaning and tidying of staff rooms (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (E) - Special preparation, fitting out and technical arrangements in rooms for special events (E) - Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc. (E) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (E) - Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible (E) - Non-routine maintenance and repairs at the beginning and end of the season (E) - In-hotel laundry work (where laundry is done internally) (E) - Room service (E) - Guests' laundry and pressing service (E) - Personal services as requested by guests (E) - Lost property service (E) - Public relations targeted at guests (E) - Management and monitoring of security of the hotel and its property (E) - Check on bedrooms at time of check-out (E) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (E) - Management and monitoring of security of guests and their property (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

In view of the nature of the duties involved with this function, it would seem excessive to recommend as a typical training route a diploma of vocational qualification issued by a State Vocational Institute for hotel services (reception services operator, a three-year course). In order to acquire the technical vocational knowledge required, it would seem sufficient to require a 6-month training period, perhaps through the channel of regional vocational training.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

0.5

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Operador do serviço de alojamento

Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Cleaning and tidying of staff rooms (E) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (E) - In-hotel laundry work (where laundry is done internally) (E) - Room service (E) - Guests' laundry and pressing service (E) - Personal services as requested by guests (E) - Management and monitoring of security of the hotel and its property (E) - Check on bedrooms at time of check-out (E) - Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible (E) - Management and monitoring of security of guests and their property (E) - Management and monitoring of fire and accident prevention (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Basic schooling - 3rd cycle (9 years)
+ Special vocational training / floors-rooms (1 year)

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9
To acquire the specific technical/specialist vocational knowledge (3):	1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Room attendant

Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry (E) - Cleaning and tidying of bedrooms (E) - Cleaning and tidying of bathrooms (E) - Cleaning and tidying of corridors (E) - Cleaning and tidying of communal areas (E) - Cleaning and tidying of staff rooms (E) - Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.) (E) - Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings (E) - In-hotel laundry work (where laundry is done internally) (E) - Room service (E) - Guests' laundry and pressing service (E) - Personal services as requested by guests (E) - Lost property service (E) - Dealing with complaints from guests re Housekeeping services (E) - Check on bedrooms at time of check-out (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 1.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Chef

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Meal Production (RC-1)**

B	Responsable préparation des repas (Chef cuisinier)
DK	Leder af produktion af måltider
D	Leiter Speisenzubereitung
E	Jefe de cocina
GR	Ipefthinos paraskevis gevmaton
F	Responsable préparation des repas (Chef cuisinier)
I	Responsabile produzione pasti
P	Responsável pela preparação de refeições
UK	Chef

A. Description of the function

This function relates to the acquisition of food products and their conversion into the dishes listed on the menu, ready to be served to guests. It includes all management, planning, organization, administration, implementation and supervisory activities and tasks (as well as the preparation and provision of all the ancillary services that improve the implementation of that function). These start with procurement and storage and go up to the point at which their service to guests begins, and includes the various phases of processing and finishing for presentation.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area of meal production, the directory suggested by CEDEFOP lists the following practitioners:

the chef (person in charge of meal preparation)

the cook (employee preparing meals)

The standard task descriptors refer to the functional area as a whole, but they have been broken down and referred to these practitioners in particular.

The reference structure used to relate and describe the practitioners in this function is a traditional medium- to good-quality restaurant (not a fast food restaurant) providing à la carte service, with a restaurant seating about 100 people plus a reception and banqueting area.

C. Criteria for the listing of descriptors

The sequence of task descriptors for this functional area is based in particular on the running of a modern kitchen that uses planned menus and therefore organizes all its own work.

It starts with the initial setting up of kitchen work and the choice and acquisition of the capital resources (01-05). Next comes the analytical planning of the department's activities and working procedures (06-13), followed by the operation of selecting, organizing, training and supervising human resources (14-21). The next stage is the planning, acquisition and storage of supplies (22-35), and then the day-to-day tasks of food preparation and processing (36-53). These tasks are listed not by type of produce (i.e. the work is not broken down according to whether the product is fish, meat, vegetables, dairy products, pastries, etc.) but rather by the phases in their processing, which seem to be just as diversified (had the two criteria had been combined, the list of descriptors would have become so long as to be indigestible). After these operations come cleaning (54-56), keeping records, making reports, control and statistical and accounting analysis (57-64). Last come general activities and the non-routine opening and closing of the bar or restaurant or department.

The reference in defining and characterizing practitioners in this function is the kitchen (modern but with low-tech equipment) in a traditional medium-to-good restaurant (not a fast food outlet) with à la carte service and a dining room catering for about 100 plus a special reception and banqueting area.

Reference fonction: MEAL PRODUCTION(RC-1)

Profile: CHEF

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RC-01	Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired)									
RC-02	Designing and developing recipes									
RC-03	Experimenting with recipes									
RC-04	Choice of kitchen equipment and technology									
RC-05	Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink									
RC-06	Forecast plan of sales per day and per menu orders passed back from the Restaurant									
RC-07	Contacts with the Restaurant for synergistic planning of their activities									
RC-08	Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item									
RC-09	Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish"									
RC-10	Drawing up general plan for ordinary kitchen work									
RC-11	Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients									
RC-12	Drawing up routine and non-routine plan for the maintenance of kitchen, equipment and technology and food storage									
RC-13	Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage									
RC-14	General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps"									
RC-15	Selecting and recruiting kitchen staff									
RC-16	Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff									
RC-17	Kitchen establishment table and organization									
RC-18	Arranging general shifts for ordinary kitchen staff									
RC-19	Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff									
RC-20	Training and motivation of kitchen staff									
RC-21	Supervising kitchen staff discipline and behaviour									
RC-22	General procurement plan for the season									
RC-23	Choice of provisions and suppliers									
RC-24	Procurement									
RC-25	Receiving provisions									
RC-26	Checking on quality of provisions									
RC-27	Checking on quantity of provisions									
RC-28	Checking on price of provisions, and accounting for them									
RC-29	Acceptance of provisions									
RC-30	Cleaning and preparation of raw materials before storage									
RC-31	Checking and accounting for rejects									
RC-32	Preparation of semi-processed produce									
RC-33	Storage and conservation of provisions									
RC-34	Stockroom and cold storage movements									
RC-35	Rejecting foods beyond their usable date or that have spoiled following storage									

Reference function: MEAL PRODUCTION(RC-1)

Profile: CHEF

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RC-36	Analysis of day's menu (including menu for special events)									
RC-37	Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers									
RC-38	Preparation of the kitchen for the day's work									
RC-39	Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoing and updating inventories									
RC-40	Washing and preliminary processing of raw (or semi-processed) materials to be used during the day									
RC-41	Reading, checking and sorting orders									
RC-42	Preparation of food									
RC-43	Cooking food									
RC-44	Making up portions									
RC-45	Preparation of and decoration of dishes (individual or serving dishes)									
RC-46	Preparation of buffet or special displays									
RC-47	Helping with buffet service									
RC-48	Helping with cooking beside the table									
RC-49	Processing and preparation for carrying out room service orders for which the Kitchen is responsible									
RC-50	Special processing, decoration and preparation									
RC-51	Handling complaints as to cooking									
RC-52	Discarding leftovers									
RC-53	Cooking for staff									
RC-54	Cleaning premises, storage units, equipment and machinery									
RC-55	Cleaning pots and pans, tools and kitchen fittings									
RC-56	Keeping records, making checks and compilation of statistics on the use of materials in the kitchen									
RC-57	Statistics on consumption, wastage and leftovers									
RC-58	Analysis of cost per dish, and reporting thereon									
RC-59	Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon									
RC-60	Analysis of productivity of Kitchen department									
RC-61	Budgeting for Kitchen department									
RC-62	Checking on the quality of the service provided by the Kitchen department									
RC-63	Analysis of the Kitchen department budget									
RC-64	Monitoring of compliance with and application of rules of hygiene in the Kitchen department									
RC-65	Fire and accident prevention in the Kitchen department									
RC-66	First aid and emergency management in the Kitchen department									
RC-67	Non-routine work in the Kitchen department before opening and before closing the season									
RC-68	Supervising safety of work and security of property in the Kitchen department									
	Management of computer programmes for application in the kitchen									

Responsable préparation des repas (Chef cuisinier)

Designing and developing recipes (DE) - Experimenting with recipes (E) - Choice of kitchen equipment and technology (E) - Receiving provisions (E) - Acceptance of provisions (E) - Checking and accounting for rejects (DE) - Storage and conservation of provisions (E) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Analysis of day's menu (including menu for special events) (E) - Preparation of the kitchen for the day's work (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (D) - Reading, checking and sorting orders (E) - Preparation of food (DE) - Cooking food (DE) - Making up portions (DE) - Preparation of and decoration of dishes (individual or serving dishes) (DE) - Preparation of buffet or special displays (DE) - Helping with buffet service (DE) - Helping with cooking beside the table (DE) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (D) - Special processing, decoration and preparation (DE) - Handling complaints as to cooking (E) - Cooking for staff (D) - Cleaning premises, storage units, equipment and machinery (D) - Cleaning pots and pans, tools and kitchen fitments (D) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (DE) - Fire and accident prevention in the Kitchen department (DE) - Non-routine work in the Kitchen department before opening and before closing the season (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

full-time training provided by the education department

- technical secondary training: hotel trade and equivalent

- vocational secondary training: hotel trade and equivalent

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	6
To acquire the specific technical/specialist vocational knowledge (3):	6 or 7

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leder af produktion af måltider

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (D) - Designing and developing recipes (DE) - Experimenting with recipes (DE) - Choice of kitchen equipment and technology (D) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (D) - Drawing up general plan for ordinary kitchen work (D) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (DE) - Kitchen establishment table and organization (D) - Arranging general shifts for ordinary kitchen staff (DE) - Training and motivation of kitchen staff (D) - Supervising kitchen staff discipline and behaviour (D) - General procurement plan for the season (D) - Choice of provisions and suppliers (D) - Procurement (DE) - Receiving provisions (D) - Checking on quality of provisions (DE) - Checking on quantity of provisions (DE) - Checking on price of provisions, and accounting for them (D) - Checking and accounting for rejects (DE) - Storage and conservation of provisions (D) - Stockroom and cold storage movements (D) - Rejecting foods beyond their usable date or that have spoiled following storage (D) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (D) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (D) - Reading, checking and sorting orders (D) - Preparation of buffet or special displays (D) - Helping with cooking beside the table (D) - Special processing, decoration and preparation (D) - Handling complaints as to cooking (D) - Cooking for staff (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (DE) - Analysis of cost per dish, and reporting thereon (DE) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (DE) - Budgeting for Kitchen department (D) - Checking on the quality of the service provided by the Kitchen department (D) - Analysis of the Kitchen department budget (DE) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The special cook's training typically begins after the 10th year school-leaving examination. It is conditional upon a training agreement with a firm. The specific cook's training is built up as follows: 1st school period (20 weeks) can be replaced by a work experience placement. 2nd school period (20 weeks). The remaining school periods are divided up into 10+5+10 weeks with alternating work experience placements between each school period. An apprenticeship examination is taken at the end of the last school period.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	10
To acquire the specific technical/specialist vocational knowledge (3):	4

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Leiter Speisenzubereitung

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (E) - Designing and developing recipes (DE) - Experimenting with recipes (DE) - Choice of kitchen equipment and technology (E) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (D) - Forecast plan of sales per day and per menu orders passed back from the Restaurant (E) - Contacts with the Restaurant for synergetic planning of their activities (E) - Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item (E) - Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish" (E) - Drawing up general plan for ordinary kitchen work (E) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (E) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (E) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (E) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (E) - Selecting and recruiting kitchen staff (E) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (E) - Kitchen establishment table and organization (E) - Arranging general shifts for ordinary kitchen staff (E) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (E) - Training and motivation of kitchen staff (DE) - Supervising kitchen staff discipline and behaviour (E) - General procurement plan for the season (E) - Checking on quality of provisions (E) - Checking on quantity of provisions (E) - Checking on price of provisions, and accounting for them (E) - Checking and accounting for rejects (D) - Storage and conservation of provisions (D) - Analysis of day's menu (including menu for special events) (D) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (DE) - Reading, checking and sorting orders (E) - Preparation of buffet or special displays (D) - Special processing, decoration and preparation (D) - Handling complaints as to cooking (E) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (E) - Statistics on consumption, wastage and leftovers (E) - Analysis of cost per dish, and reporting thereon (E) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (E) - Analysis of productivity of Kitchen department (E) - Budgeting for Kitchen department (E) - Checking on the quality of the service provided by the Kitchen department (E) - Analysis of the Kitchen department budget (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D) - Fire and accident prevention in the Kitchen department (D) - First aid and emergency management in the Kitchen department (DE) - Non-routine work in the Kitchen department before opening and before closing the season (D) - Supervising safety of work and security of property in the Kitchen department (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training as cook; relevant occupational experience (at least 5 years); chef's examination in hotel and catering industry with certificate of qualified chef; equivalent occupational experience;

or: after completed vocational training as cook; with long period of occupational experience and additional commercial education

Typical promotion route; after completed vocational training as cook, work in the kitchen as commis - demi-chef de partie - sous-chef - chef de cuisine

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9 - 10
To acquire the specific technical/specialist vocational knowledge (3):	min. 8

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Jefe de cocina

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (D) - Designing and developing recipes (E) - Experimenting with recipes (D) - Choice of kitchen equipment and technology (D) - Contacts with the Restaurant for synergetic planning of their activities (DE) - Drawing up general plan for ordinary kitchen work (D) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (D) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (D) - Selecting and recruiting kitchen staff (DE) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (D) - Arranging general shifts for ordinary kitchen staff (E) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (E) - Training and motivation of kitchen staff (D) - Supervising kitchen staff discipline and behaviour (D) - General procurement plan for the season (D) - Choice of provisions and suppliers (D) - Procurement (DE) - Receiving provisions (D) - Checking on quality of provisions (D) - Checking on quantity of provisions (D) - Checking on price of provisions, and accounting for them (E) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (E) - Reading, checking and sorting orders (E) - Helping with cooking beside the table (DE) - Handling complaints as to cooking (E) - Analysis of cost per dish, and reporting thereon (DE) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (DE) - Checking on the quality of the service provided by the Kitchen department (D) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D) - First aid and emergency management in the Kitchen department (E) - Non-routine work in the Kitchen department before opening and before closing the season (D)

Management of computer programmes for application in the kitchen (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is second-level vocational training as cook. Practitioners require at least five years' experience as cook and need to be familiar with French cooking terminology. Innovations which most affect this function involve technology in the field of information processing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ipefthinos paraskevis gevmaton

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (E) - Designing and developing recipes (E) - Experimenting with recipes (E) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (DE) - Forecast plan of sales per day and per menu orders passed back from the Restaurant (E) - Contacts with the Restaurant for synergetic planning of their activities (E) - Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item (E) - Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish" (E) - Drawing up general plan for ordinary kitchen work (E) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (E) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (E) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (E) - Kitchen establishment table and organization (DE) - Arranging general shifts for ordinary kitchen staff (D) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (D) - Training and motivation of kitchen staff (DE) - Supervising kitchen staff discipline and behaviour (DE) - General procurement plan for the season (D) - Choice of provisions and suppliers (DE) - Procurement (D) - Checking on quality of provisions (DE) - Checking on quantity of provisions (D) - Checking on price of provisions, and accounting for them (D) - Checking and accounting for rejects (D) - Preparation of semi-processed produce (D) - Stockroom and cold storage movements (D) - Rejecting foods beyond their usable date or that have spoiled following storage (D) - Analysis of day's menu (including menu for special events) (E) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (E) - Preparation of the kitchen for the day's work (D) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (D) - Reading, checking and sorting orders (E) - Making up portions (D) - Preparation of and decoration of dishes (individual or serving dishes) (D) - Preparation of buffet or special displays (D) - Helping with buffet service (D) - Helping with cooking beside the table (D) - Special processing, decoration and preparation (DE) - Handling complaints as to cooking (E) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (E) - Statistics on consumption, wastage and leftovers (E) - Analysis of cost per dish, and reporting thereon (E) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (E) - Budgeting for Kitchen department (E) - Checking on the quality of the service provided by the Kitchen department (E) - Analysis of the Kitchen department budget (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (DE) - First aid and emergency management in the Kitchen department (DE) - Non-routine work in the Kitchen department before opening and before closing the season (D) - Supervising safety of work and security of property in the Kitchen department (DE)

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Typical training route (1):

The 9-year compulsory education is usually followed by attendance at one of the State Schools for Tourist Industry Occupations, specifically in a Department of Cooking Art. Every school year consists of 8 months instruction in the School and 4 months' practice in a hotel or catering business.

As well as the above Departments, programmes lasting 5½ months are run for working practitioners who have not studied at appropriate Schools. Previous experience is essential.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsable préparation des repas (Chef cuisinier)

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (E) - Designing and developing recipes (E) - Experimenting with recipes (E) - Choice of kitchen equipment and technology (E) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (E) - Forecast plan of sales per day and per menu orders passed back from the Restaurant (E) - Contacts with the Restaurant for synergetic planning of their activities (E) - Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish" (E) - Drawing up general plan for ordinary kitchen work (E) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (E) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (E) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (E) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (E) - Selecting and recruiting kitchen staff (E) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (E) - Arranging general shifts for ordinary kitchen staff (E) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (E) - Training and motivation of kitchen staff (E) - Supervising kitchen staff discipline and behaviour (E) - General procurement plan for the season (E) - Choice of provisions and suppliers (E) - Receiving provisions (D) - Checking on quality of provisions (D) - Checking on quantity of provisions (D) - Checking on price of provisions, and accounting for them (E) - Cleaning and preparation of raw materials before storage (D) - Preparation of semi-processed produce (D) - Storage and conservation of provisions (D) - Analysis of day's menu (including menu for special events) (D) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (D) - Reading, checking and sorting orders (E) - Preparation of food (DE) - Cooking food (DE) - Making up portions (DE) - Preparation of and decoration of dishes (individual or serving dishes) (DE) - Preparation of buffet or special displays (DE) - Special processing, decoration and preparation (E) - Handling complaints as to cooking (E) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (E) - Statistics on consumption, wastage and leftovers (E) - Analysis of cost per dish, and reporting thereon (E) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (E) - Budgeting for Kitchen department (E) - Checking on the quality of the service provided by the Kitchen department (E) - Analysis of the Kitchen department budget (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D) - Fire and accident prevention in the Kitchen department (D) - Non-routine work in the Kitchen department before opening and before closing the season (D)

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Typical training route (1):

Indirect access possible with a few years' experience as cook with a "CAP" vocational training certificate as cook, a "BEP" vocational training certificate in hotel trade and catering, option A (cook) or with ongoing vocational training - vocational training as a cook, master tradesman's certificate as a cook - with a vocational school-leaving certificate in catering or with a technical school-leaving certificate specializing in the hotel trade

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsabile produzione pasti

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (E) - Designing and developing recipes (E) - Experimenting with recipes (DE) - Choice of kitchen equipment and technology (E) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (D) - Forecast plan of sales per day and per menu orders passed back from the Restaurant (DE) - Contacts with the Restaurant for synergetic planning of their activities (E) - Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item (E) - Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish" (E) - Drawing up general plan for ordinary kitchen work (E) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (E) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (E) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (E) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (E) - Selecting and recruiting kitchen staff (E) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (E) - Kitchen establishment table and organization (E) - Arranging general shifts for ordinary kitchen staff (E) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (E) - Training and motivation of kitchen staff (E) - Supervising kitchen staff discipline and behaviour (E) - General procurement plan for the season (E) - Choice of provisions and suppliers (E) - Procurement (D) - Receiving provisions (D) - Checking on quality of provisions (DE) - Checking on quantity of provisions (DE) - Checking on price of provisions, and accounting for them (DE) - Acceptance of provisions (D) - Cleaning and preparation of raw materials before storage (D) - Checking and accounting for rejects (DE) - Preparation of semi-processed produce (D) - Storage and conservation of provisions (D) - Stockroom and cold storage movements (D) - Rejecting foods beyond their usable date or that have spoiled following storage (D) - Analysis of day's menu (including menu for special events) (E) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (DE) - Preparation of the kitchen for the day's work (D) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (D) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (D) - Reading, checking and sorting orders (D) - Preparation of food (D) - Cooking food (D) - Making up portions (D) - Preparation of and decoration of dishes (individual or serving dishes) (D) - Preparation of buffet or special displays (D) - Helping with buffet service (D) - Helping with cooking beside the table (D) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (D) - Special processing, decoration and preparation (D) - Handling complaints as to cooking (E) - Discarding leftovers (D) - Cooking for staff (D) - Cleaning premises, storage units, equipment and machinery (D) - Cleaning pots and pans, tools and kitchen fitments (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (E) - Statistics on consumption, wastage and leftovers (E) - Analysis of cost per dish, and reporting thereon (E) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (E) - Analysis of productivity of Kitchen department (E) - Budgeting for Kitchen department (E) - Checking on the quality of the service provided by the Kitchen department (E) - Analysis of the Kitchen department budget (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D) - Fire and accident prevention in the Kitchen department (D) - First aid and emergency management in the Kitchen department (D) - Non-routine work in the Kitchen department before opening and before closing the season (D) - Supervising safety of work and security of property in the Kitchen department (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

A vocational matriculation diploma issued by a State Vocational Institute after a vocational qualification diploma for "restaurant services operators - kitchen sector". The vocational profile is called "restaurant services technician". The course lasts five years: three until the vocational qualification diploma and two more for the vocational matriculation diploma, including practical stages. During the final two years, teaching is done in an integrated system with the Regions (vocational training). The usual age of participants ranges from 14 to 19.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsável pela preparação de refeições

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (E) - Designing and developing recipes (E) - Experimenting with recipes (E) - Contacts with the Restaurant for synergetic planning of their activities (E) - Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item (E) - Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish" (E) - Drawing up general plan for ordinary kitchen work (E) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (E) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (E) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (E) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (E) - Arranging general shifts for ordinary kitchen staff (E) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (E) - Training and motivation of kitchen staff (E) - Supervising kitchen staff discipline and behaviour (E) - Procurement (E) - Receiving provisions (E) - Checking on quality of provisions (E) - Checking on quantity of provisions (E) - Checking on price of provisions, and accounting for them (E) - Acceptance of provisions (E) - Cleaning and preparation of raw materials before storage (D) - Checking and accounting for rejects (D) - Preparation of semi-processed produce (D) - Storage and conservation of provisions (D) - Stockroom and cold storage movements (D) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Analysis of day's menu (including menu for special events) (E) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (E) - Preparation of the kitchen for the day's work (D) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (D) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (D) - Reading, checking and sorting orders (D) - Preparation of food (D) - Cooking food (D) - Making up portions (D) - Preparation of and decoration of dishes (individual or serving dishes) (D) - Preparation of buffet or special displays (D) - Helping with buffet service (D) - Helping with cooking beside the table (D) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (D) - Special processing, decoration and preparation (D) - Handling complaints as to cooking (E) - Discarding leftovers (D) - Cooking for staff (D) - Cleaning premises, storage units, equipment and machinery (D) - Cleaning pots and pans, tools and kitchen fitments (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (E) - Statistics on consumption, wastage and leftovers (E) - Checking on the quality of the service provided by the Kitchen department (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E) - Fire and accident prevention in the Kitchen department (E) - First aid and emergency management in the Kitchen department (E) - Non-routine work in the Kitchen department before opening and before closing the season (E) - Supervising safety of work and security of property in the Kitchen department (E)

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Typical training route (1):

Basic schooling - 3rd cycle (9 years)
 + Special vocational training / kitchen (2 years)
 + Advanced vocational training / chef (1 year)

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Chef

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant; and consonant with the resources available or that can be acquired) (E) - Designing and developing recipes (E) - Experimenting with recipes (DE) - Choice of kitchen equipment and technology (E) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (E) - Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item (D) - Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish" (E) - Drawing up general plan for ordinary kitchen work (E) - Selecting and recruiting kitchen staff (E) - Kitchen establishment table and organization (E) - General procurement plan for the season (E) - Checking on quality of provisions (D) - Checking on quantity of provisions (D) - Checking on price of provisions, and accounting for them (D) - Analysis of day's menu (including menu for special events) (E) - Preparation of the kitchen for the day's work (D) - Reading, checking and sorting orders (D) - Cooking food (DE) - Making up portions (D) - Preparation of and decoration of dishes (individual or serving dishes) (DE) - Special processing, decoration and preparation (DE) - Cleaning premises, storage units, equipment and machinery (D) - Cleaning pots and pans, tools and kitchen fitments (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (DE) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E) - Fire and accident prevention in the Kitchen department (E) - First aid and emergency management in the Kitchen department (D) - Supervising safety of work and security of property in the Kitchen department (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Cook

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Meal Production (RC-2)**

B	Employé à la préparation des repas (Cuisinier)
DK	Medarbejder ved produktion af måltider
D	Angestellter Speisenzubereitung
E	Cocinero
GR	Ergasomenos stin paraskevi gevmaton (magiras)
F	Employé à la préparation des repas (Cuisinier)
I	Addetto alla produzione pasti
P	Operador da preparação de refeições
UK	Cook

A. Description of the function

This function relates to the acquisition of food products and their conversion into the dishes listed on the menu, ready to be served to guests. It includes all management, planning, organization, administration, implementation and supervisory activities and tasks (as well as the preparation and provision of all the ancillary services that improve the implementation of that function). These start with procurement and storage and go up to the point at which their service to guests begins, and includes the various phases of processing and finishing for presentation.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area of meal production, the directory suggested by CEDEFOP lists the following practitioners:

the chef (person in charge of meal preparation)

the cook (employee preparing meals)

The standard task descriptors refer to the functional area as a whole, but they have been broken down and referred to these practitioners in particular.

The reference structure used to relate and describe the practitioners in this function is a traditional medium- to good-quality restaurant (not a fast food restaurant) providing à la carte service, with a restaurant seating about 100 people plus a reception and banqueting area.

C. Criteria for the listing of descriptors

The sequence of task descriptors for this functional area is based in particular on the running of a modern kitchen that uses planned menus and therefore organizes all its own work.

It starts with the initial setting up of kitchen work and the choice and acquisition of the capital resources (01-05). Next comes the analytical planning of the department's activities and working procedures (06-13), followed by the operation of selecting, organizing, training and supervising human resources (14-21). The next stage is the planning, acquisition and storage of supplies (22-35), and then the day-to-day tasks of food preparation and processing (36-53). These tasks are listed not by type of produce (i.e. the work is not broken down according to whether the product is fish, meat, vegetables, dairy products, pastries, etc.) but rather by the phases in their processing, which seem to be just as diversified (had the two criteria had been combined, the list of descriptors would have become so long as to be indigestible). After these operations come cleaning (54-56), keeping records, making reports, control and statistical and accounting analysis (57-64). Last come general activities and the non-routine opening and closing of the bar or restaurant or department.

The reference in defining and characterizing practitioners in this function is the kitchen (modern but with low-tech equipment) in a traditional medium-to-good restaurant (not a fast food outlet) with à la carte service and a dining room catering for about 100 plus a special reception and banqueting area.

Reference fonction: MEAL PRODUCTION(RC-2)

Profile: COOK

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RC-01	Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired)									
RC-02	Designing and developing recipes									
RC-03	Experimenting with recipes									
RC-04	Choice of kitchen equipment and technology									
RC-05	Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink									
RC-06	Forecast plan of sales per day and per menu orders passed back from the Restaurant									
RC-07	Contacts with the Restaurant for synergetic planning of their activities									
RC-08	Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item									
RC-09	Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish"									
RC-10	Drawing up general plan for ordinary kitchen work									
RC-11	Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients									
RC-12	Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage									
RC-13	Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage									
RC-14	General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps"									
RC-15	Selecting and recruiting kitchen staff									
RC-16	Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff									
RC-17	Kitchen establishment table and organization									
RC-18	Arranging general shifts for ordinary kitchen staff									
RC-19	Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff									
RC-20	Training and motivation of kitchen staff									
RC-21	Supervising kitchen staff discipline and behaviour									
RC-22	General procurement plan for the season									
RC-23	Choice of provisions and suppliers									
RC-24	Procurement									
RC-25	Receiving provisions									
RC-26	Checking on quality of provisions									
RC-27	Checking on quantity of provisions									
RC-28	Checking on price of provisions, and accounting for them									
RC-29	Acceptance of provisions									
RC-30	Cleaning and preparation of raw materials before storage									
RC-31	Checking and accounting for rejects									
RC-32	Preparation of semi-processed produce									
RC-33	Storage and conservation of provisions									
RC-34	Stockroom and cold storage movements									

Reference fonction: MEAL PRODUCTION(RC-2)

Profile: COOK

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RC-35	Rejecting foods beyond their usable date or that have spoiled following storage									
RC-36	Analysis of day's menu (including menu for special events)									
RC-37	Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers									
RC-38	Preparation of the kitchen for the day's work									
RC-39	Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories									
RC-40	Washing and preliminary processing of raw (or semi-processed) materials to be used during the day									
RC-41	Reading, checking and sorting orders									
RC-42	Preparation of food									
RC-43	Cooking food									
RC-44	Making up portions									
RC-45	Preparation of and decoration of dishes (individual or serving dishes)									
RC-46	Preparation of buffet or special displays									
RC-47	Helping with buffet service									
RC-48	Helping with cooking beside the table									
RC-49	Processing and preparation for carrying out room service orders for which the Kitchen is responsible									
RC-50	Special processing, decoration and preparation									
RC-51	Handling complaints as to cooking									
RC-52	Discarding leftovers									
RC-53	Cooking for staff									
RC-54	Cleaning premises, storage units, equipment and machinery									
RC-55	Cleaning pots and pans, tools and kitchen fitments									
RC-56	Keeping records, making checks and compilation of statistics on the use of materials in the kitchen									
RC-57	Statistics on consumption, wastage and leftovers									
RC-58	Analysis of cost per dish, and reporting thereon									
RC-59	Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon									
RC-60	Analysis of productivity of Kitchen department									
RC-61	Budgeting for Kitchen department									
RC-62	Checking on the quality of the service provided by the Kitchen department									
RC-63	Analysis of the Kitchen department budget									
RC-64	Monitoring of compliance with and application of rules of hygiene in the Kitchen department									
RC-65	Fire and accident prevention in the Kitchen department									
RC-66	First aid and emergency management in the Kitchen department									
RC-67	Non-routine work in the Kitchen department before opening and before closing the season									
RC-68	Supervising safety of work and security of property in the Kitchen department									
	<i>Checking of temporary kitchen staff (cf. RC-19)</i>									
	<i>Packing of cooked products for transport</i>									
	<i>Preparation of simple deserts</i>									

Employé à la préparation des repas (Cuisinier)

Cleaning and preparation of raw materials before storage (E) - Checking and accounting for rejects (E) - Preparation of semi-processed produce (E) - Storage and conservation of provisions (E) - Stockroom and cold storage movements (E) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (E) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (E) - Cooking for staff (E) - Cleaning premises, storage units, equipment and machinery (E) - Cleaning pots and pans, tools and kitchen fittings (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E)

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Typical training route (1):

- a) full-time training provided by the education department
technical secondary education: hotel trade and equivalent
vocational secondary training: hotel trade and equivalent
- b) part-time training for small businesses:
apprenticeship: restaurant service
- c) Employment and Vocational Training Office:
vocational training certificate: kitchen service

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	a: 4 b: 0 c:0
To acquire the specific technical/specialist vocational knowledge (3):	a: 4 b: 3 c: 6 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Medarbejder ved produktion af måltider

Training and motivation of kitchen staff (DE) - Receiving provisions (E) - Checking on quality of provisions (E) - Checking on quantity of provisions (E) - Cleaning and preparation of raw materials before storage (DE) - Checking and accounting for rejects (E) - Preparation of semi-processed produce (E) - Storage and conservation of provisions (DE) - Stockroom and cold storage movements (DE) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (E) - Preparation of the kitchen for the day's work (DE) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (E) - Reading, checking and sorting orders (E) - Preparation of food (DE) - Cooking food (E) - Making up portions (DE) - Preparation of and decoration of dishes (individual or serving dishes) (DE) - Preparation of buffet or special displays (DE) - Helping with cooking beside the table (E) - Discarding leftovers (E) - Cooking for staff (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E)

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Typical training route (1):

The special cook's training typically begins after the 10th year leaving examination. It is conditional upon a training agreement with a firm. The specific cook's training is built up as follows: 1st school period (20 weeks) can be replaced by a work experience placement. 2nd school period (20 weeks). The remaining school periods are divided up into 10+5+10 weeks with alternating work experience placements between each school period. An apprenticeship examination is taken at the end of the last school period.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10

To acquire the specific technical/specialist vocational knowledge (3):

4

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Angestellter Speisenzubereitung
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Designing and developing recipes (E) - Experimenting with recipes (E) - Training and motivation of kitchen staff (E) - Receiving provisions (E) - Checking on quality of provisions (E) - Checking on quantity of provisions (E) - Cleaning and preparation of raw materials before storage (E) - Checking and accounting for rejects (E) - Preparation of semi-processed produce (E) - Storage and conservation of provisions (E) - Stockroom and cold storage movements (E) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Analysis of day's menu (including menu for special events) (E) - Preparation of the kitchen for the day's work (E) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (E) - Reading, checking and sorting orders (E) - Preparation of food (E) - Cooking food (E) - Making up portions (E) - Preparation of and decoration of dishes (individual or serving dishes) (E) - Preparation of buffet or special displays (E) - Helping with buffet service (E) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (E) - Special processing, decoration and preparation (E) - Handling complaints as to cooking (E) - Discarding leftovers (E) - Cooking for staff (E) - Cleaning premises, storage units, equipment and machinery (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E) - Fire and accident prevention in the Kitchen department (E) - First aid and emergency management in the Kitchen department (E) - Non-routine work in the Kitchen department before opening and before closing the season (E) - Supervising safety of work and security of property in the Kitchen department (E)

Checking of temporary kitchen staff (cf. RC-19) (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Certificate of compulsory schooling; completed vocational training as cook

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

min. 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Cocinero

Receiving provisions (E) - Checking on quality of provisions (E) - Checking on quantity of provisions (E) - Cleaning and preparation of raw materials before storage (E) - Checking and accounting for rejects (E) - Preparation of semi-processed produce (E) - Storage and conservation of provisions (E) - Stockroom and cold storage movements (E) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (E) - Preparation of the kitchen for the day's work (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (E) - Preparation of food (E) - Cooking food (E) - Making up portions (E) - Preparation of and decoration of dishes (individual or serving dishes) (E) - Preparation of buffet or special displays (E) - Helping with buffet service (E) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (E) - Special processing, decoration and preparation (E) - Discarding leftovers (E) - Cooking for staff (E) - Cleaning premises, storage units, equipment and machinery (E) - First aid and emergency management in the Kitchen department (E)

Packing of cooked products for transport (E) - Preparation of simple deserts (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is second-level vocational training as cook. Practitioners require at least five years' experience as kitchen assistant and need to be familiar with French cooking terminology. Innovations which most affect this function involve vacuum cooking equipment, induction plates and cooling cells.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ergasomenos stin paraskevi gevmaton (magiras)
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Experimenting with recipes (E) - Checking on quantity of provisions (E) - Cleaning and preparation of raw materials before storage (E) - Preparation of semi-processed produce (E) - Storage and conservation of provisions (E) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Preparation of the kitchen for the day's work (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (E) - Reading, checking and sorting orders (E) - Preparation of food (E) - Cooking food (E) - Making up portions (E) - Preparation of and decoration of dishes (individual or serving dishes) (E) - Preparation of buffet or special displays (E) - Helping with buffet service (E) - Helping with cooking beside the table (E) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (E) - Special processing, decoration and preparation (E) - Discarding leftovers (E) - Cooking for staff (E) - Cleaning premises, storage units, equipment and machinery (E) - Cleaning pots and pans, tools and kitchen fitments (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E) - Fire and accident prevention in the Kitchen department (E) - First aid and emergency management in the Kitchen department (E) - Non-routine work in the Kitchen department before opening and before closing the season (E) - Supervising safety of work and security of property in the Kitchen department (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

The 9-year compulsory education is usually followed by a 2-year attendance at one of the State Schools for Tourist Industry Occupations, specifically in a Department of Cooking Art. Every school year consists of 8 months instruction in the School and 4 months' practice in a hotel or catering business. Alternatively, courses lasting 5½ months are run for working practitioners who have not studied at appropriate Schools.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employé à la préparation des repas (Cuisinier)

Receiving provisions (E) - Checking on quality of provisions (E) - Checking on quantity of provisions (E) - Cleaning and preparation of raw materials before storage (E) - Checking and accounting for rejects (E) - Preparation of semi-processed produce (E) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Preparation of the kitchen for the day's work (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (E) - Preparation of food (E) - Cooking food (E) - Making up portions (E) - Preparation of and decoration of dishes (individual or serving dishes) (E) - Preparation of buffet or special displays (E) - Helping with buffet service (E) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (E) - Discarding leftovers (E) - Cooking for staff (E) - Cleaning premises, storage units, equipment and machinery (E) - Cleaning pots and pans, tools and kitchen fitments (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E) - Fire and accident prevention in the Kitchen department (E) - Non-routine work in the Kitchen department before opening and before closing the season (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Direct access with a "CAP" vocational training certificate as cook

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Addetto alla produzione pasti

Receiving provisions (E) - Acceptance of provisions (E) - Cleaning and preparation of raw materials before storage (E) - Preparation of semi-processed produce (E) - Storage and conservation of provisions (E) - Stockroom and cold storage movements (E) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Preparation of the kitchen for the day's work (E) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (E) - Reading, checking and sorting orders (E) - Preparation of food (E) - Cooking food (E) - Making up portions (E) - Preparation of and decoration of dishes (individual or serving dishes) (E) - Preparation of buffet or special displays (E) - Helping with buffet service (E) - Helping with cooking beside the table (E) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (E) - Special processing, decoration and preparation (E) - Handling complaints as to cooking (E) - Discarding leftovers (E) - Cooking for staff (E) - Cleaning premises, storage units, equipment and machinery (E) - Cleaning pots and pans, tools and kitchen fittings (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E) - Fire and accident prevention in the Kitchen department (E) - First aid and emergency management in the Kitchen department (E) - Non-routine work in the Kitchen department before opening and before closing the season (E) - Supervising safety of work and security of property in the Kitchen department (E)

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Typical training route (1):

Vocational qualification diploma issued by a State Vocational Institute for hotel and restaurant services. The vocational profile is called "restaurant services operator - kitchen sector". The course lasts three years and involves alternance training. The usual age of participants ranges from 14 to 17.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Operador da preparação de refeições

Cleaning and preparation of raw materials before storage (E) - Checking and accounting for rejects (E) - Preparation of semi-processed produce (E) - Storage and conservation of provisions (E) - Stockroom and cold storage movements (E) - Preparation of the kitchen for the day's work (E) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (E) - Washing and preliminary processing of raw (or semi-processed) materials to be used during the day (E) - Reading, checking and sorting orders (E) - Preparation of food (E) - Cooking food (E) - Making up portions (E) - Preparation of and decoration of dishes (individual or serving dishes) (E) - Preparation of buffet or special displays (E) - Helping with buffet service (E) - Helping with cooking beside the table (E) - Processing and preparation for carrying out room service orders for which the Kitchen is responsible (E) - Special processing, decoration and preparation (E) - Discarding leftovers (E) - Cooking for staff (E) - Cleaning premises, storage units, equipment and machinery (E) - Cleaning pots and pans, tools and kitchen fitments (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Basic schooling - 3rd cycle (9 years)
+ Special vocational training / kitchen (2 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Cook

Experimenting with recipes (E) - Checking on quality of provisions (E) - Cleaning and preparation of raw materials before storage (E) - Preparation of semi-processed produce (E) - Stockroom and cold storage movements (E) - Rejecting foods beyond their usable date or that have spoiled following storage (E) - Preparation of the kitchen for the day's work (E) - Preparation of food (E) - Cooking food (E) - Making up portions (E) - Preparation of and decoration of dishes (individual or serving dishes) (E) - Preparation of buffet or special displays (E) - Special processing, decoration and preparation (E) - Discarding leftovers (E) - Cooking for staff (E) - Cleaning premises, storage units, equipment and machinery (E) - Cleaning pots and pans, tools and kitchen fitments (E) - Fire and accident prevention in the Kitchen department (E) - First aid and emergency management in the Kitchen department (E) - Non-routine work in the Kitchen department before opening and before closing the season (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 2.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Maître d'hotel

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Meal distribution (RS-1)**

B	Responsable de la distribution des repas
DK	Leder af distribution af måltider
D	Leiter Servieren der Speisen (Maître)
E	Jefe de comedor
GR	Ipefthinos dianomis gevmaton (maître)
F	Responsable de la distribution des repas
I	Responsabile distribuzione pasti
P	Responsável pela distribuição de refeições
UK	Maitre d'hotel

A. Description of the function

This function relates to all the activities of taking bookings from guests, welcoming them and showing them to tables, involving the premises and entertainment and catering services (whatever they may be called) at the disposal of the enterprise, presentation to those guests of food, drink and any other entertainment prepared for them, advising them on their choice, serving what they have chosen, waiting on them during their consumption of the service and performing all other organizational, management, implementation and administrative tasks complementing the function in question. The function often includes "room service" of food and drink to guests staying in the hotel.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area of meal service, the directory suggested by CEDEFOP lists the following practitioners:

the maître d'hotel (person in charge of meal service)

the waiter-waitress

the sommelier

The standard task descriptors refer to the functional area as a whole, but they have been broken down and referred to these practitioners in particular.

The reference structure used to relate and describe the practitioners in this function is a traditional medium- to good-quality restaurant (not a fast food restaurant) providing à la carte service, with a restaurant seating about 100 people plus a reception and banqueting area.

C. Criteria for the listing of descriptors

For uniformity of presentation, the descriptors for the tasks entailed in the service of meals are listed in the same general order as for the meal preparation function, although obviously in describing restaurant services the yardstick has been the sequence of dealing with the guest whereas, in the kitchen, the sequence and description of tasks focus on the various phases of handling the product.

In particular, task descriptors for the meal service function start with observing the market and preliminary analysis of the market and its potential production capacity (01-03). The next step consists of basic decisions and plans of work (04-13), the organization, training and supervision of human resources (14-21) and activities designed to attract clientele (24-27). Then come the day-to-day working activities, ranging from preparation for service (28-32), providing that service (33-61) and the final work of cleaning and tidying. Then come the tasks of record-keeping, making reports, verification and statistical and accounting analysis (66-75), the provision of general support for the Restaurant and its non-routine opening and closing.

Reference fonction: MEAL DISTRIBUTION(RS-1)
 Profile: MAITRE D'HOTEL

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-01	Market and competition analysis									
RS-02	Clientele analysis									
RS-03	Contacts with the Kitchen for synergetic planning of respective work									
RS-04	Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen									
RS-05	Choice of cuisine and planning menus, in liaison with the Kitchen									
RS-06	Planning wine list and list of non-alcoholic beverages									
RS-07	Choice of furniture, fittings and equipment for Restaurant and Pantry									
RS-08	Routine and special maintenance plan for Restaurant and Pantry equipment and technology									
RS-09	Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry									
RS-10	Planning promotion and marketing for the Restaurant									
RS-11	Planning sales per day and per menu item									
RS-12	General plan for normal Restaurant work									
RS-13	General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients									
RS-14	Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour"									
RS-15	Selection and recruitment of Restaurant staff									
RS-16	Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff									
RS-17	Restaurant staffing and organization of Restaurant service									
RS-18	General plan of shifts for ordinary Restaurant staff									
RS-19	Shifts and procedures for the inclusion and supervision of any casual Restaurant staff									
RS-20	Training and motivation of Restaurant staff									
RS-21	Discipline and behaviour of Restaurant staff									
RS-22	Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises									
RS-23	Choice, acquisition and storage of wines and beverages									
RS-24	Promotion, marketing and contact with potential clients									
RS-25	Public relations and contacts with existing and potential clients and with opinion leaders									
RS-26	Stipulation of agreements with clients and principals									
RS-27	Determining prices									
RS-28	Preparation of the pantry, shelving and service tables									
RS-29	Setting up room and preparation of tables									
RS-30	Preparation of service area and buffet									
RS-31	Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events									
RS-32	Checking on appearance and apparel of Restaurant staff waiting at tables									
RS-33	Reserving tables and allocation of places for special events									
RS-34	Receiving clients on entry									
RS-35	Cloakroom service									
RS-36	Allocation of tables, showing guests to their table and settling them at table									
RS-37	Aperitif service									
RS-38	Client observation: behavioural and marketing classification									

Reference fonction: MEAL DISTRIBUTION(RS-1)

Profile: MAITRE D'HOTEL

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-39	Presenting menu and guiding clients in choice									
RS-40	Presenting wine list and guiding clients in choice									
RS-41	Taking orders for food									
RS-42	Taking orders for non-alcoholic beverages									
RS-43	Taking wine orders									
RS-44	Collection of food from kitchen and bringing to Restaurant									
RS-45	Collection of wines from cellar and bringing to Restaurant									
RS-46	Collection of beverages from bar and bringing to Restaurant									
RS-47	Providing buffet service and self-service									
RS-48	Service of food at table									
RS-49	Service of wine at table									
RS-50	Service of non-alcoholic drinks at table									
RS-51	Carving meat and preparation of fish, shellfish and poultry at table									
RS-52	Cooking food beside the table									
RS-53	Changing serving dishes, plates and cutlery, cleaning the table during service									
RS-54	Service of fruit									
RS-55	Service of coffee									
RS-56	Service of liqueurs									
RS-57	Handling complaints and special requests									
RS-58	Lost property									
RS-59	Taking leave of guests and accompanying to Restaurant exit									
RS-60	Providing room service									
RS-61	Checking on the quality of service									
RS-62	Cleaning of tables after service									
RS-63	Cleaning of buffet and serving tables									
RS-64	Cleaning of equipment									
RS-65	Cleaning of Restaurant and furnishings									
RS-66	Compilation and sorting of orders									
RS-67	Accounting for orders and making up bill or invoice for clients									
RS-68	Presenting bills									
RS-69	Management of discounts, rebates, special terms and gratuities									
RS-70	Collection of payment of bills									
RS-71	Reports and statistics on sales, clients, popularity of foods and productivity									
RS-72	Budget for Restaurant department									
RS-73	Making inventory of equipment and fittings									
RS-74	Analysis of Restaurant service costs									
RS-75	Analysis of Restaurant service results									
RS-76	Routine maintenance of restaurant, fittings, equipment and furnishings									

Reference fonction: MEAL DISTRIBUTION(RS-1)
 Profile: MAITRE D'HOTEL

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-77	Management of storeroom for restaurant dishes, cutlery and linen									
RS-78	Supervision of quality of table and client service									
RS-79	Reporting damage, breakages and missing items									
RS-80	Compliance with and application of health and public safety standards and regulations									
RS-81	Compliance with and application of fire and accident prevention standards and regulations									
RS-82	Special work before opening and close of season									
	<i>Contacts with clients (service at table) (cf. RS-25)</i>									
	<i>Cloakroom service (cf. RS-35)</i>									
	<i>Distribution of tips between restaurant staff</i>									
	<i>Catering for his/her area</i>									

Responsable de la distribution des repas

Market and competition analysis (DE) - Clientele analysis (DE) - Contacts with the Kitchen for synergetic planning of respective work (DE) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (DE) - Choice of cuisine and planning menus, in liaison with the Kitchen (DE) - Choice of furniture, fittings and equipment for Restaurant and Pantry (DE) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (DE) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (DE) - Planning promotion and marketing for the Restaurant (DE) - Planning sales per day and per menu item (DE) - General plan for normal Restaurant work (DE) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (DE) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (DE) - Selection and recruitment of Restaurant staff (DE) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (DE) - Restaurant staffing and organization of Restaurant service (DE) - General plan of shifts for ordinary Restaurant staff (DE) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (DE) - Training and motivation of Restaurant staff (DE) - Discipline and behaviour of Restaurant staff (DE) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (DE) - Promotion, marketing and contact with potential clients (DE) - Public relations and contacts with existing and potential clients and with opinion leaders (DE) - Stipulation of agreements with clients and principals (DE) - Determining prices (DE) - Preparation of the pantry, shelving and service tables (D) - Setting up room and preparation of tables (D) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (DE) - Checking on appearance and apparel of Restaurant staff waiting at tables (D) - Reserving tables and allocation of places for special events (D) - Receiving clients on entry (E) - Allocation of tables, showing guests to their table and settling them at table (E) - Client observation: behavioural and marketing classification (DE) - Presenting menu and guiding clients in choice (E) - Handling complaints and special requests (E) - Lost property (E) - Taking leave of guests and accompanying to Restaurant exit (E) - Checking on the quality of service (E) - Cleaning of tables after service (D) - Cleaning of buffet and serving tables (D) - Cleaning of equipment (D) - Cleaning of Restaurant and furnishings (D) - Compilation and sorting of orders (E) - Accounting for orders and making up bill or invoice for clients (E) - Management of discounts, rebates, special terms and gratuities (E) - Reports and statistics on sales, clients, popularity of foods and productivity (DE) - Budget for Restaurant department (DE) - Making inventory of equipment and fittings (D) - Analysis of Restaurant service costs (DE) - Analysis of Restaurant service results (DE) - Management of storeroom for restaurant dishes, cutlery and linen (DE) - Supervision of quality of table and client service (DE) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

a) full-time training provided by the education department:

technical secondary education: hotel trade plus specialization in "hotel management" or "catering" and equivalent

b) part-time training for small businesses.

apprenticeship + general part (first year) of management training (management course) or management training (management course and vocational course) for the profession of caterer and banquet organizer.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	a: 6 b: 3
To acquire the specific technical/specialist vocational knowledge (3):	a: 6 + 1 b: 2 or 2+1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leder af distribution af måltider

Contacts with the Kitchen for synergetic planning of respective work (DE) - General plan for normal Restaurant work (D) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (D) - Restaurant staffing and organization of Restaurant service (D) - General plan of shifts for ordinary Restaurant staff (D) - Training and motivation of Restaurant staff (DE) - Choice, acquisition and storage of wines and beverages (D) - Setting up room and preparation of tables (D) - Reserving tables and allocation of places for special events (D) - Receiving clients on entry (D) - Cloakroom service (D) - Allocation of tables, showing guests to their table and settling them at table (D) - Client observation: behavioural and marketing classification (D) - Presenting menu and guiding clients in choice (D) - Presenting wine list and guiding clients in choice (D) - Taking orders for food (D) - Taking orders for non-alcoholic beverages (D) - Taking wine orders (D) - Collection of food from kitchen and bringing to Restaurant (D) - Collection of wines from cellar and bringing to Restaurant (D) - Collection of beverages from bar and bringing to Restaurant (D) - Providing buffet service and self-service (D) - Service of food at table (D) - Service of wine at table (D) - Service of non-alcoholic drinks at table (D) - Changing serving dishes, plates and cutlery, cleaning the table during service (D) - Service of fruit (D) - Service of coffee (D) - Service of liqueurs (D) - Handling complaints and special requests (D) - Lost property (D) - Providing room service (D) - Checking on the quality of service (DE) - Cleaning of tables after service (D) - Cleaning of buffet and serving tables (D) - Compilation and sorting of orders (D) - Accounting for orders and making up bill or invoice for clients (D) - Management of discounts, rebates, special terms and gratuities (D) - Collection of payment of bills (D) - Reports and statistics on sales, clients, popularity of foods and productivity (DE) - Budget for Restaurant department (DE) - Making inventory of equipment and fittings (D) - Routine maintenance of restaurant, fittings, equipment and furnishings (D) - Management of storeroom for restaurant dishes, cutlery and linen (D) - Reporting damage, breakages and missing items (D) - Compliance with and application of health and public safety standards and regulations (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The specific training typically begins after the 10th year school-leaving examination. The special training is conditional upon a training agreement having been entered into with a firm. The specific waiter training course is built up as follows: 1st school period (20 weeks) can be replaced by practical work placement. 2nd school period (20 weeks). Remaining school periods are divided into 10+5 weeks with alternating work placement periods between each school period.

An apprenticeship examination is taken at the end of each school period.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	10
To acquire the specific technical/specialist vocational knowledge (3):	3 + 4 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Leiter Servieren der Speisen (Maître)
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Contacts with the Kitchen for synergetic planning of respective work (E) - General plan for normal Restaurant work (E) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (E) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (E) - Selection and recruitment of Restaurant staff (E) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (E) - Restaurant staffing and organization of Restaurant service (E) - General plan of shifts for ordinary Restaurant staff (E) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (E) - Training and motivation of Restaurant staff (E) - Discipline and behaviour of Restaurant staff (E) - Preparation of the pantry, shelving and service tables (D) - Setting up room and preparation of tables (D) - Preparation of service area and buffet (D) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (E) - Checking on appearance and apparel of Restaurant staff waiting at tables (E) - Reserving tables and allocation of places for special events (E) - Receiving clients on entry (E) - Allocation of tables, showing guests to their table and settling them at table (E) - Client observation: behavioural and marketing classification (E) - Presenting menu and guiding clients in choice (E) - Handling complaints and special requests (E) - Taking leave of guests and accompanying to Restaurant exit (E) - Checking on the quality of service (E) - Accounting for orders and making up bill or invoice for clients (E) - Presenting bills (E) - Management of discounts, rebates, special terms and gratuities (E) - Collection of payment of bills (E) - Reports and statistics on sales, clients, popularity of foods and productivity (E) - Budget for Restaurant department (E) - Making inventory of equipment and fittings (E) - Analysis of Restaurant service costs (E) - Analysis of Restaurant service results (E) - Management of storeroom for restaurant dishes, cutlery and linen (D) - Supervision of quality of table and client service (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

Contacts with clients (service at table) (cf. RS-25) (E) - Cloakroom service (cf. RS-35) (E) - Distribution of tips between restaurant staff (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training as restaurant specialist; after at least five years of practical occupational experience chef's examination in the hotel and catering industry with certificate of qualified restaurant chef;

Typical promotion route: after completed vocational training as restaurant specialist employed as - commis (assistant) - demi-chef - chef de rang - head waiter

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9-10

To acquire the specific technical/specialist vocational knowledge (3):

min. 8

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Jefe de comedor

Contacts with the Kitchen for synergetic planning of respective work (D) - Choice of cuisine and planning menus, in liaison with the Kitchen (D) - Planning wine list and list of non-alcoholic beverages (E) - General plan for normal Restaurant work (D) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (D) - Selection and recruitment of Restaurant staff (DE) - General plan of shifts for ordinary Restaurant staff (E) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (E) - Choice, acquisition and storage of wines and beverages (DE) - Setting up room and preparation of tables (DE) - Preparation of service area and buffet (DE) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (D) - Allocation of tables, showing guests to their table and settling them at table (E) - Presenting menu and guiding clients in choice (E) - Presenting wine list and guiding clients in choice (E) - Taking orders for food (E) - Providing buffet service and self-service (D) - Handling complaints and special requests (E) - Checking on the quality of service (DE) - Budget for Restaurant department (DE) - Making inventory of equipment and fittings (DE) - Analysis of Restaurant service costs (D) - Analysis of Restaurant service results (D) - Routine maintenance of restaurant, fittings, equipment and furnishings (D) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

Catering for his/her area (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is second-level vocational training in restaurant catering. Practitioners require at least five years' experience as waiter/waitress and conversational knowledge of two languages. Innovations which most affect this function involve technology in the area of information processing.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Economics.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Business.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Accounting.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Legal.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Behavioural socio-psychological

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Technological.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------

Technical.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Other.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Ipefthinos dianomis gevmaton (maître)

Market and competition analysis (E) - Clientele analysis (E) - Contacts with the Kitchen for synergetic planning of respective work (E) - Choice of cuisine and planning menus, in liaison with the Kitchen (DE) - Planning wine list and list of non-alcoholic beverages (E) - Planning sales per day and per menu item (E) - General plan for normal Restaurant work (E) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (E) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (E) - Restaurant staffing and organization of Restaurant service (E) - General plan of shifts for ordinary Restaurant staff (E) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (E) - Training and motivation of Restaurant staff (DE) - Discipline and behaviour of Restaurant staff (E) - Choice, acquisition and storage of wines and beverages (D) - Promotion, marketing and contact with potential clients (DE) - Public relations and contacts with existing and potential clients and with opinion leaders (E) - Stipulation of agreements with clients and principals (E) - Determining prices (E) - Preparation of the pantry, shelving and service tables (D) - Setting up room and preparation of tables (D) - Preparation of service area and buffet (D) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (E) - Checking on appearance and apparel of Restaurant staff waiting at tables (D) - Reserving tables and allocation of places for special events (D) - Receiving clients on entry (E) - Cloakroom service (D) - Allocation of tables, showing guests to their table and settling them at table (DE) - Aperitif service (D) - Client observation: behavioural and marketing classification (E) - Presenting menu and guiding clients in choice (E) - Presenting wine list and guiding clients in choice (D) - Taking orders for food (D) - Taking wine orders (D) - Handling complaints and special requests (E) - Lost property (D) - Taking leave of guests and accompanying to Restaurant exit (E) - Checking on the quality of service (E) - Cleaning of equipment (D) - Cleaning of Restaurant and furnishings (D) - Management of discounts, rebates, special terms and gratuities (E) - Reports and statistics on sales, clients, popularity of foods and productivity (E) - Budget for Restaurant department (E) - Making inventory of equipment and fittings (E) - Analysis of Restaurant service results (E) - Routine maintenance of restaurant, fittings, equipment and furnishings (D) - Management of storeroom for restaurant dishes, cutlery and linen (D) - Supervision of quality of table and client service (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The 9-year compulsory education is followed by the 3-year attendance at a Lykeion (general or vocational). Then, after gaining the Lykeion Leaving Certificate and passing the tertiary education entrance exam, comes a 3-year attendance at the Higher School of Tourist Industry Occupations (in Rhodes), or at a Tourist Business Department of the TEIs, plus 9-months' or 6-months' practice in hotels respectively.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9 + 3
To acquire the specific technical/specialist vocational knowledge (3):	3 + 9 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsable de la distribution des repas

Contacts with the Kitchen for synergetic planning of respective work (E) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (E) - Choice of cuisine and planning menus, in liaison with the Kitchen (E) - Choice of furniture, fittings and equipment for Restaurant and Pantry (E) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (E) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (E) - Planning sales per day and per menu item (E) - General plan for normal Restaurant work (E) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (E) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (E) - Selection and recruitment of Restaurant staff (E) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (E) - General plan of shifts for ordinary Restaurant staff (E) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (E) - Training and motivation of Restaurant staff (E) - Discipline and behaviour of Restaurant staff (E) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (E) - Preparation of the pantry, shelving and service tables (D) - Setting up room and preparation of tables (D) - Preparation of service area and buffet (D) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (E) - Checking on appearance and apparel of Restaurant staff waiting at tables (D) - Reserving tables and allocation of places for special events (E) - Receiving clients on entry (E) - Allocation of tables, showing guests to their table and settling them at table (E) - Client observation: behavioural and marketing classification (E) - Presenting menu and guiding clients in choice (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Cooking food beside the table (E) - Handling complaints and special requests (E) - Lost property (E) - Taking leave of guests and accompanying to Restaurant exit (E) - Checking on the quality of service (E) - Compilation and sorting of orders (E) - Accounting for orders and making up bill or invoice for clients (E) - Management of discounts, rebates, special terms and gratuities (E) - Collection of payment of bills (E) - Reports and statistics on sales, clients, popularity of foods and productivity (E) - Budget for Restaurant department (E) - Making inventory of equipment and fittings (D) - Analysis of Restaurant service costs (E) - Analysis of Restaurant service results (E) - Routine maintenance of restaurant, fittings, equipment and furnishings (D) - Management of storeroom for restaurant dishes, cutlery and linen (E) - Supervision of quality of table and client service (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

Indirect access with a "CAP" vocational training certificate in catering or with a "BEP" vocational training certificate in hotel trade and catering, option B (restaurant), or with a vocational school-leaving certificate in catering

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

DESCRIPTION OF TASKS

Responsabile distribuzione pasti

Clientele analysis (E) - Contacts with the Kitchen for synergetic planning of respective work (E) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (E) - Choice of cuisine and planning menus, in liaison with the Kitchen (E) - Planning wine list and list of non-alcoholic beverages (E) - Choice of furniture, fittings and equipment for Restaurant and Pantry (E) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (E) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (E) - Planning sales per day and per menu item (E) - General plan for normal Restaurant work (E) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (E) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (E) - Selection and recruitment of Restaurant staff (E) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (E) - Restaurant staffing and organization of Restaurant service (E) - General plan of shifts for ordinary Restaurant staff (E) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (E) - Training and motivation of Restaurant staff (E) - Discipline and behaviour of Restaurant staff (E) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (D) - Choice, acquisition and storage of wines and beverages (E) - Promotion, marketing and contact with potential clients (E) - Public relations and contacts with existing and potential clients and with opinion leaders (E) - Preparation of the pantry, shelving and service tables (D) - Setting up room and preparation of tables (D) - Preparation of service area and buffet (D) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (DE) - Checking on appearance and apparel of Restaurant staff waiting at tables (E) - Reserving tables and allocation of places for special events (DE) - Receiving clients on entry (D) - Cloakroom service (D) - Allocation of tables, showing guests to their table and settling them at table (DE) - Aperitif service (D) - Client observation: behavioural and marketing classification (DE) - Presenting menu and guiding clients in choice (DE) - Presenting wine list and guiding clients in choice (DE) - Taking orders for food (D) - Taking orders for non-alcoholic beverages (D) - Taking wine orders (D) - Collection of food from kitchen and bringing to Restaurant (D) - Collection of wines from cellar and bringing to Restaurant (D) - Collection of beverages from bar and bringing to Restaurant (D) - Providing buffet service and self-service (D) - Service of food at table (D) - Service of wine at table (D) - Service of non-alcoholic drinks at table (D) - Carving meat and preparation of fish, shellfish and poultry at table (D) - Cooking food beside the table (DE) - Changing serving dishes, plates and cutlery, cleaning the table during service (D) - Service of fruit (D) - Service of coffee (D) - Service of liqueurs (D) - Handling complaints and special requests (E) - Lost property (D) - Taking leave of guests and accompanying to Restaurant exit (D) - Providing room service (D) - Checking on the quality of service (E) - Cleaning of tables after service (D) - Cleaning of buffet and serving tables (D) - Cleaning of equipment (D) - Cleaning of Restaurant and furnishings (D) - Compilation and sorting of orders (D) - Accounting for orders and making up bill or invoice for clients (D) - Presenting bills (D) - Management of discounts, rebates, special terms and gratuities (DE) - Collection of payment of bills (D) - Reports and statistics on sales, clients, popularity of foods and productivity (E) - Budget for Restaurant department (E) - Making inventory of equipment and fittings (E) - Analysis of Restaurant service costs (E) - Analysis of Restaurant service results (E) - Routine maintenance of restaurant, fittings, equipment and furnishings (D) - Management of storeroom for restaurant dishes, cutlery and linen (D) - Supervision of quality of table and client service (DE) - Reporting damage, breakages and missing items (D) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

A vocational matriculation diploma issued by a State Vocational Institute after a vocational qualification diploma for "restaurant services operators - kitchen sector". The vocational profile is called "restaurant services technician". The course lasts five years: three until the vocational qualification diploma and two more for the vocational matriculation diploma, including practical stages. During the final two years, teaching is done in an integrated system with the Regions (vocational training). The usual age of participants ranges from 14 to 19.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

DESCRIPTION OF TASKS

Responsável pela distribuição de refeições

Clientele analysis (E) - Contacts with the Kitchen for synergetic planning of respective work (E) - Choice of cuisine and planning menus, in liaison with the Kitchen (E) - Planning wine list and list of non-alcoholic beverages (E) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (E) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (E) - General plan for normal Restaurant work (E) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (E) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (E) - General plan of shifts for ordinary Restaurant staff (E) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (E) - Training and motivation of Restaurant staff (E) - Discipline and behaviour of Restaurant staff (E) - Choice, acquisition and storage of wines and beverages (E) - Preparation of the pantry, shelving and service tables (D) - Setting up room and preparation of tables (D) - Preparation of service area and buffet (D) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (E) - Checking on appearance and apparel of Restaurant staff waiting at tables (D) - Reserving tables and allocation of places for special events (E) - Receiving clients on entry (E) - Cloakroom service (E) - Allocation of tables, showing guests to their table and settling them at table (E) - Aperitif service (D) - Client observation: behavioural and marketing classification (E) - Presenting menu and guiding clients in choice (D) - Presenting wine list and guiding clients in choice (D) - Taking orders for food (D) - Taking orders for non-alcoholic beverages (D) - Taking wine orders (D) - Collection of food from kitchen and bringing to Restaurant (D) - Collection of wines from cellar and bringing to Restaurant (D) - Collection of beverages from bar and bringing to Restaurant (D) - Providing buffet service and self-service (D) - Service of food at table (D) - Service of wine at table (D) - Service of non-alcoholic drinks at table (D) - Carving meat and preparation of fish, shellfish and poultry at table (D) - Cooking food beside the table (D) - Changing serving dishes, plates and cutlery, cleaning the table during service (D) - Service of fruit (D) - Service of coffee (D) - Service of liqueurs (D) - Handling complaints and special requests (E) - Lost property (E) - Taking leave of guests and accompanying to Restaurant exit (E) - Providing room service (D) - Checking on the quality of service (E) - Cleaning of tables after service (D) - Cleaning of buffet and serving tables (D) - Cleaning of equipment (D) - Cleaning of Restaurant and furnishings (D) - Compilation and sorting of orders (D) - Accounting for orders and making up bill or invoice for clients (D) - Presenting bills (D) - Collection of payment of bills (D) - Making inventory of equipment and fittings (E) - Routine maintenance of restaurant, fittings, equipment and furnishings (E) - Management of storeroom for restaurant dishes, cutlery and linen (E) - Supervision of quality of table and client service (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Basic schooling - 3rd cycle (9 years)

+ Special vocational training / table-bar (1 year)

+ Advanced special vocational training / head waiter (1 year)

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years
9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Maître d'hotel

Market and competition analysis (E) - Contacts with the Kitchen for synergetic planning of respective work (E) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (E) - Choice of cuisine and planning menus, in liaison with the Kitchen (E) - Planning wine list and list of non-alcoholic beverages (E) - Planning promotion and marketing for the Restaurant (E) - Planning sales per day and per menu item (E) - General plan for normal Restaurant work (E) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (E) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (E) - Selection and recruitment of Restaurant staff (E) - Restaurant staffing and organization of Restaurant service (E) - General plan of shifts for ordinary Restaurant staff (E) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (E) - Training and motivation of Restaurant staff (E) - Discipline and behaviour of Restaurant staff (E) - Choice, acquisition and storage of wines and beverages (E) - Promotion, marketing and contact with potential clients (E) - Public relations and contacts with existing and potential clients and with opinion leaders (E) - Preparation of the pantry, shelving and service tables (D) - Setting up room and preparation of tables (D) - Preparation of service area and buffet (D) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (D) - Checking on appearance and apparel of Restaurant staff waiting at tables (D) - Reserving tables and allocation of places for special events (DE) - Receiving clients on entry (DE) - Allocation of tables, showing guests to their table and settling them at table (DE) - Presenting menu and guiding clients in choice (D) - Presenting wine list and guiding clients in choice (D) - Taking wine orders (DE) - Handling complaints and special requests (E) - Taking leave of guests and accompanying to Restaurant exit (E) - Cleaning of tables after service (D) - Cleaning of buffet and serving tables (D) - Cleaning of equipment (D) - Cleaning of Restaurant and furnishings (D) - Reports and statistics on sales, clients, popularity of foods and productivity (D) - Analysis of Restaurant service costs (E) - Management of storeroom for restaurant dishes, cutlery and linen (D) - Supervision of quality of table and client service (D) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 3 (perhaps 4).

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Waiter/Waitress

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Meal distribution (RS-2)**

B	Employé à la distribution des repas
DK	Medarbejder ved restauration
D	Restaurantangestellter
E	Camarero
GR	Ergazomenos stis ipiresies episitisis
F	Employé à la distribution des repas
I	Addetto distribuzione pasti
P	Operador de serviços de restauração
UK	Waiter/Waitress

A. Description of the function

This function relates to all the activities of taking bookings from guests, welcoming them and showing them to tables, involving the premises and entertainment and catering services (whatever they may be called) at the disposal of the enterprise, presentation to those guests of food, drink and any other entertainment prepared for them, advising them on their choice, serving what they have chosen, waiting on them during their consumption of the service and performing all other organizational, management, implementation and administrative tasks complementing the function in question. The function often includes "room service" of food and drink to guests staying in the hotel.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area of meal service, the directory suggested by CEDEFOP lists the following practitioners:

the maître d'hotel (person in charge of meal service)

the waiter-waitress

the sommelier

The standard task descriptors refer to the functional area as a whole, but they have been broken down and referred to these practitioners in particular.

The reference structure used to relate and describe the practitioners in this function is a traditional medium- to good-quality restaurant (not a fast food restaurant) providing à la carte service, with a restaurant seating about 100 people plus a reception and banqueting area.

C. Criteria for the listing of descriptors

For uniformity of presentation, the descriptors for the tasks entailed in the service of meals are listed in the same general order as for the meal preparation function, although obviously in describing restaurant services the yardstick has been the sequence of dealing with the guest whereas, in the kitchen, the sequence and description of tasks focus on the various phases of handling the product.

In particular, task descriptors for the meal service function start with observing the market and preliminary analysis of the market and its potential production capacity (01-03). The next step consists of basic decisions and plans of work (04-13), the organization, training and supervision of human resources (14-21) and activities designed to attract clientele (24-27). Then come the day-to-day working activities, ranging from preparation for service (28-32), providing that service (33-61) and the final work of cleaning and tidying. Then come the tasks of record-keeping, making reports, verification and statistical and accounting analysis (66-75), the provision of general support for the Restaurant and its non-routine opening and closing.

Reference fonction: MEAL DISTRIBUTION(RS-2)
 Profile: WAITERWAITRESS

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-01	Market and competition analysis									
RS-02	Clientele analysis									
RS-03	Contacts with the Kitchen for synergetic planning of respective work									
RS-04	Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen									
RS-05	Choice of cuisine and planning menus, in liaison with the Kitchen									
RS-06	Planning wine list and list of non-alcoholic beverages									
RS-07	Choice of furniture, fittings and equipment for Restaurant and Pantry									
RS-08	Routine and special maintenance plan for Restaurant and Pantry equipment and technology									
RS-09	Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry									
RS-10	Planning promotion and marketing for the Restaurant									
RS-11	Planning sales per day and per menu item									
RS-12	General plan for normal Restaurant work									
RS-13	General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients									
RS-14	Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour"									
RS-15	Selection and recruitment of Restaurant staff									
RS-16	Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff									
RS-17	Restaurant staffing and organization of Restaurant service									
RS-18	General plan of shifts for ordinary Restaurant staff									
RS-19	Shifts and procedures for the inclusion and supervision of any casual Restaurant staff									
RS-20	Training and motivation of Restaurant staff									
RS-21	Discipline and behaviour of Restaurant staff									
RS-22	Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises									
RS-23	Choice, acquisition and storage of wines and beverages									
RS-24	Promotion, marketing and contact with potential clients									
RS-25	Public relations and contacts with existing and potential clients and with opinion leaders									
RS-26	Stipulation of agreements with clients and principals									
RS-27	Determining prices									
RS-28	Preparation of the pantry, shelving and service tables									
RS-29	Setting up room and preparation of tables									
RS-30	Preparation of service area and buffet									
RS-31	Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events									
RS-32	Checking on appearance and apparel of Restaurant staff waiting at tables									
RS-33	Reserving tables and allocation of places for special events									
RS-34	Receiving clients on entry									
RS-35	Cloakroom service									
RS-36	Allocation of tables, showing guests to their table and settling them at table									
RS-37	Aperitif service									
RS-38	Client observation: behavioural and marketing classification									

Reference fonction: MEAL DISTRIBUTION(RS-2)

Profile: WATERWAITRESS

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-39	Presenting menu and guiding clients in choice									
RS-40	Presenting wine list and guiding clients in choice									
RS-41	Taking orders for food									
RS-42	Taking orders for non-alcoholic beverages									
RS-43	Taking wine orders									
RS-44	Collection of food from kitchen and bringing to Restaurant									
RS-45	Collection of wines from cellar and bringing to Restaurant									
RS-46	Collection of beverages from bar and bringing to Restaurant									
RS-47	Providing buffet service and self-service									
RS-48	Service of food at table									
RS-49	Service of wine at table									
RS-50	Service of non-alcoholic drinks at table									
RS-51	Carving meat and preparation of fish, shellfish and poultry at table									
RS-52	Cooking food beside the table									
RS-53	Changing serving dishes, plates and cutlery, cleaning the table during service									
RS-54	Service of fruit									
RS-55	Service of coffee									
RS-56	Service of liqueurs									
RS-57	Handling complaints and special requests									
RS-58	Lost property									
RS-59	Taking leave of guests and accompanying to Restaurant exit									
RS-60	Providing room service									
RS-61	Checking on the quality of service									
RS-62	Cleaning of tables after service									
RS-63	Cleaning of buffet and serving tables									
RS-64	Cleaning of equipment									
RS-65	Cleaning of Restaurant and furnishings									
RS-66	Compilation and sorting of orders									
RS-67	Accounting for orders and making up bill or invoice for clients									
RS-68	Presenting bills									
RS-69	Management of discounts, rebates, special terms and gratuities									
RS-70	Collection of payment of bills									
RS-71	Reports and statistics on sales, clients, popularity of foods and productivity									
RS-72	Budget for Restaurant department									
RS-73	Making inventory of equipment and fittings									
RS-74	Analysis of Restaurant service costs									
RS-75	Analysis of Restaurant service results									
RS-76	Routine maintenance of restaurant, fittings, equipment and furnishings									

Reference fonction: MEAL DISTRIBUTION(RS-2)

Profile: WAITER/WAITRESS

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-77	Management of storeroom for restaurant dishes, cutlery and linen									
RS-78	Supervision of quality of table and client service									
RS-79	Reporting damage, breakages and missing items									
RS-80	Compliance with and application of health and public safety standards and regulations									
RS-81	Compliance with and application of fire and accident prevention standards and regulations									
RS-82	Special work before opening and close of season									
	Cloakroom service									
	Catering for his/her area									
	Writing up menus of mixed plates, sandwiches ...									
	Waiting on tables in lounges and terraces (lemonades)									
	Offering fine cigars									

Employé à la distribution des repas
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Preparation of the pantry, shelving and service tables (E) - Setting up room and preparation of tables (E) - Preparation of service area and buffet (E) - Reserving tables and allocation of places for special events (E) - Taking orders for food (E) - Taking orders for non-alcoholic beverages (E) - Collection of food from kitchen and bringing to Restaurant (E) - Service of food at table (E) - Service of non-alcoholic drinks at table (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Cooking food beside the table (E) - Changing serving dishes, plates and cutlery, cleaning the table during service (E) - Service of fruit (E) - Service of coffee (E) - Providing room service (E) - Cleaning of tables after service (E) - Cleaning of buffet and serving tables (E) - Cleaning of equipment (E) - Cleaning of Restaurant and furnishings (E) - Presenting bills (E) - Making inventory of equipment and fittings (E) - Routine maintenance of restaurant, fittings, equipment and furnishings (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

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Typical training route (1):

- a) full-time training provided by the education department:
vocational secondary education: hotel trade and equivalent
- b) part-time training for small businesses:
apprenticeship: catering
- c) Employment and Vocational Training Office: dining room

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	a: 4 b: 0 c: 0
To acquire the specific technical/specialist vocational knowledge (3):	a: 4 or 6 b: 3 c: 6 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Medarbejder ved restauration

Preparation of the pantry, shelving and service tables (E) - Setting up room and preparation of tables (E) - Reserving tables and allocation of places for special events (E) - Receiving clients on entry (E) - Cloakroom service (E) - Allocation of tables, showing guests to their table and settling them at table (DE) - Aperitif service (E) - Presenting menu and guiding clients in choice (DE) - Presenting wine list and guiding clients in choice (E) - Taking orders for food (E) - Taking orders for non-alcoholic beverages (E) - Taking wine orders (E) - Collection of food from kitchen and bringing to Restaurant (E) - Collection of wines from cellar and bringing to Restaurant (E) - Collection of beverages from bar and bringing to Restaurant (E) - Providing buffet service and self-service (E) - Service of food at table (E) - Service of wine at table (E) - Service of non-alcoholic drinks at table (E) - Cooking food beside the table (E) - Changing serving dishes, plates and cutlery, cleaning the table during service (E) - Service of fruit (E) - Service of coffee (E) - Service of liqueurs (E) - Providing room service (E) - Cleaning of tables after service (E) - Cleaning of buffet and serving tables (E) - Cleaning of equipment (E) - Compilation and sorting of orders (E) - Accounting for orders and making up bill or invoice for clients (E) - Presenting bills (DE) - Collection of payment of bills (DE) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E)

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Typical training route (1):

The specific training typically begins after the 10th year school-leaving examination. The special training is conditional upon a training agreement having been entered into with a firm. The specific waiter training course is built up as follows: 1st school period (20 weeks) can be replaced by practical work placement. 2nd school period (20 weeks). Remaining school periods are divided into 10+5 weeks with alternating work placement periods between each school period.

An apprenticeship examination is taken at the end of each school period.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10

To acquire the specific technical/specialist vocational knowledge (3):

3 + 4 months

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Restaurantangestellter

Training and motivation of Restaurant staff (E) - Preparation of the pantry, shelving and service tables (E) - Setting up room and preparation of tables (E) - Preparation of service area and buffet (E) - Allocation of tables, showing guests to their table and settling them at table (E) - Aperitif service (E) - Client observation: behavioural and marketing classification (E) - Presenting menu and guiding clients in choice (E) - Taking orders for food (E) - Taking orders for non-alcoholic beverages (E) - Collection of food from kitchen and bringing to Restaurant (E) - Collection of beverages from bar and bringing to Restaurant (E) - Providing buffet service and self-service (E) - Service of food at table (E) - Service of non-alcoholic drinks at table (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Cooking food beside the table (E) - Changing serving dishes, plates and cutlery, cleaning the table during service (E) - Service of fruit (E) - Service of coffee (E) - Service of liqueurs (E) - Providing room service (E) - Cleaning of tables after service (E) - Cleaning of buffet and serving tables (E) - Cleaning of equipment (E) - Presenting bills (E) - Collection of payment of bills (E) - Supervision of quality of table and client service (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

Cloakroom service (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training as restaurant specialist; relevant practical occupational experience (at least 2 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 - 10

To acquire the specific technical/specialist vocational knowledge (3):

min. 5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Camarero

Setting up room and preparation of tables (E) - Aperitif service (E) - Taking orders for food (E) - Collection of food from kitchen and bringing to Restaurant (E) - Collection of wines from cellar and bringing to Restaurant (E) - Providing buffet service and self-service (E) - Service of food at table (E) - Service of wine at table (E) - Service of non-alcoholic drinks at table (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Service of fruit (E) - Service of coffee (E) - Service of liqueurs (E) - Providing room service (E) - Cleaning of tables after service (E) - Presenting bills (E) - Making inventory of equipment and fittings (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E)

Catering for his/her area (E) - Writing up menus of mixed plates, sandwiches ... (E) - Waiting on tables in lounges and terraces (lemonades) (E) - Offering fine cigars (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is first-level vocational training in restaurant catering. Practitioners require at least two years' experience as assistant waiter/waitress and conversational knowledge of one language.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ergazomenos stis ipiresies episitisis

Preparation of the pantry, shelving and service tables (E) - Setting up room and preparation of tables (E) - Preparation of service area and buffet (E) - Reserving tables and allocation of places for special events (E) - Cloakroom service (E) - Allocation of tables, showing guests to their table and settling them at table (E) - Aperitif service (E) - Presenting menu and guiding clients in choice (E) - Taking orders for food (E) - Taking orders for non-alcoholic beverages (E) - Collection of food from kitchen and bringing to Restaurant (E) - Collection of wines from cellar and bringing to Restaurant (E) - Collection of beverages from bar and bringing to Restaurant (E) - Providing buffet service and self-service (E) - Service of food at table (E) - Service of non-alcoholic drinks at table (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Cooking food beside the table (E) - Changing serving dishes, plates and cutlery, cleaning the table during service (E) - Service of fruit (E) - Service of coffee (E) - Providing room service (E) - Cleaning of tables after service (E) - Cleaning of buffet and serving tables (E) - Cleaning of equipment (E) - Presenting bills (E) - Collection of payment of bills (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The 9-year compulsory education is usually followed by attendance at one of the State Schools for Tourist Industry Occupations, specifically in a Department of Hotel & Catering in which "restaurant work" is one of the main subjects. Attendance lasts 2 years and every school year consists of 8 months instruction in the School and 4 months' practice in a hotel or catering business.

Alternatively, many people take courses lasting 5½ months which are run in the context of these Schools and intended for working practitioners who have not received the above 2-year special instruction

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Employé à la distribution des repas
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Preparation of the pantry, shelving and service tables (E) - Setting up room and preparation of tables (E) - Preparation of service area and buffet (E) - Cloakroom service (E) - Taking orders for food (E) - Taking orders for non-alcoholic beverages (E) - Collection of food from kitchen and bringing to Restaurant (E) - Service of food at table (E) - Service of non-alcoholic drinks at table (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Cooking food beside the table (E) - Changing serving dishes, plates and cutlery, cleaning the table during service (E) - Service of fruit (E) - Service of coffee (E) - Providing room service (E) - Cleaning of tables after service (E) - Cleaning of buffet and serving tables (E) - Cleaning of equipment (E) - Cleaning of Restaurant and furnishings (E) - Presenting bills (E) - Collection of payment of bills (E) - Making inventory of equipment and fittings (E) - Routine maintenance of restaurant, fittings, equipment and furnishings (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Direct access with a "CAP" vocational training certificate in catering or a "BEP" vocational training certificate in hotel trade and catering, option B (restaurant)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Addetto distribuzione pasti

Preparation of the pantry, shelving and service tables (E) - Setting up room and preparation of tables (E) - Preparation of service area and buffet (E) - Receiving clients on entry (E) - Cloakroom service (E) - Allocation of tables, showing guests to their table and settling them at table (E) - Client observation: behavioural and marketing classification (E) - Presenting menu and guiding clients in choice (E) - Taking orders for food (E) - Collection of food from kitchen and bringing to Restaurant (E) - Providing buffet service and self-service (E) - Service of food at table (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Cooking food beside the table (E) - Changing serving dishes, plates and cutlery, cleaning the table during service (E) - Service of fruit (E) - Service of coffee (E) - Lost property (E) - Taking leave of guests and accompanying to Restaurant exit (E) - Providing room service (E) - Cleaning of tables after service (E) - Cleaning of buffet and serving tables (E) - Cleaning of equipment (E) - Cleaning of Restaurant and furnishings (E) - Compilation and sorting of orders (E) - Presenting bills (E) - Collection of payment of bills (E) - Routine maintenance of restaurant, fittings, equipment and furnishings (E) - Management of storeroom for restaurant dishes, cutlery and linen (E) - Supervision of quality of table and client service (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualification diploma issued by a State Vocational Institute for hotel and restaurant services. The vocational profile is called "restaurant services operator - kitchen sector". The course lasts three years and involves alternance training. The usual age of participants ranges from 14 to 17.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Operador de serviços de restauração

Preparation of the pantry, shelving and service tables (E) - Setting up room and preparation of tables (E) - Preparation of service area and buffet (E) - Checking on appearance and apparel of Restaurant staff waiting at tables (E) - Presenting menu and guiding clients in choice (E) - Taking orders for food (E) - Taking orders for non-alcoholic beverages (E) - Collection of food from kitchen and bringing to Restaurant (E) - Collection of beverages from bar and bringing to Restaurant (E) - Providing buffet service and self-service (E) - Service of food at table (E) - Service of non-alcoholic drinks at table (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Cooking food beside the table (E) - Changing serving dishes, plates and cutlery, cleaning the table during service (E) - Service of fruit (E) - Service of coffee (E) - Providing room service (E) - Cleaning of tables after service (E) - Cleaning of buffet and serving tables (E) - Cleaning of equipment (E) - Cleaning of Restaurant and furnishings (E) - Compilation and sorting of orders (E) - Accounting for orders and making up bill or invoice for clients (E) - Presenting bills (E) - Collection of payment of bills (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Basic schooling - 3rd cycle (9 years)
+ Special vocational training / table-bar (1 year)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Waiter/Waitress

Preparation of the pantry, shelving and service tables (E) - Setting up room and preparation of tables (E) - Preparation of service area and buffet (E) - Receiving clients on entry (E) - Aperitif service (E) - Presenting menu and guiding clients in choice (E) - Presenting wine list and guiding clients in choice (E) - Taking orders for food (E) - Taking orders for non-alcoholic beverages (E) - Taking wine orders (E) - Collection of food from kitchen and bringing to Restaurant (E) - Collection of wines from cellar and bringing to Restaurant (E) - Collection of beverages from bar and bringing to Restaurant (E) - Providing buffet service and self-service (E) - Service of food at table (E) - Service of wine at table (E) - Service of non-alcoholic drinks at table (E) - Carving meat and preparation of fish, shellfish and poultry at table (E) - Cooking food beside the table (E) - Changing serving dishes, plates and cutlery, cleaning the table during service (E) - Service of fruit (E) - Service of coffee (E) - Service of liqueurs (E) - Handling complaints and special requests (E) - Lost property (E) - Taking leave of guests and accompanying to Restaurant exit (E) - Providing room service (E) - Cleaning of tables after service (E) - Cleaning of buffet and serving tables (E) - Cleaning of equipment (E) - Accounting for orders and making up bill or invoice for clients (E) - Presenting bills (E) - Collection of payment of bills (E) - Reporting damage, breakages and missing items (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 2.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sommelier

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Meal distribution (RS-3)**

B	Sommelier
DK	
D	Weinkellner
E	Sommelier
GR	Servitoros krasiou
F	Sommelier
I	Sommelier
P	Empregado de vinhos
UK	Sommelier

A. Description of the function

This function relates to all the activities of taking bookings from guests, welcoming them and showing them to tables, involving the premises and entertainment and catering services (whatever they may be called) at the disposal of the enterprise, presentation to those guests of food, drink and any other entertainment prepared for them, advising them on their choice, serving what they have chosen, waiting on them during their consumption of the service and performing all other organizational, management, implementation and administrative tasks complementing the function in question. The function often includes "room service" of food and drink to guests staying in the hotel.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area of meal service, the directory suggested by CEDEFOP lists the following practitioners:

the maitre d'hotel (person in charge of meal service)
the waiter-waitress
the sommelier

The standard task descriptors refer to the functional area as a whole, but they have been broken down and referred to these practitioners in particular.

The reference structure used to relate and describe the practitioners in this function is a traditional medium- to good-quality restaurant (not a fast food restaurant) providing à la carte service, with a restaurant seating about 100 people plus a reception and banqueting area.

C. Criteria for the listing of descriptors

For uniformity of presentation, the descriptors for the tasks entailed in the service of meals are listed in the same general order as for the meal preparation function, although obviously in describing restaurant services the yardstick has been the sequence of dealing with the guest whereas, in the kitchen, the sequence and description of tasks focus on the various phases of handling the product.

In particular, task descriptors for the meal service function start with observing the market and preliminary analysis of the market and its potential production capacity (01-03). The next step consists of basic decisions and plans of work (04-13), the organization, training and supervision of human resources (14-21) and activities designed to attract clientele (24-27). Then come the day-to-day working activities, ranging from preparation for service (28-32), providing that service (33-61) and the final work of cleaning and tidying. Then come the tasks of record-keeping, making reports, verification and statistical and accounting analysis (66-75), the provision of general support for the Restaurant and its non-routine opening and closing.

Reference fonction: MEAL DISTRIBUTION(RS-3)

Profile: SOMMELIER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-01	Market and competition analysis									
RS-02	Clientele analysis									
RS-03	Contacts with the Kitchen for synergetic planning of respective work									
RS-04	Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen									
RS-05	Choice of cuisine and planning menus, in liaison with the Kitchen									
RS-06	Planning wine list and list of non-alcoholic beverages									
RS-07	Choice of furniture, fittings and equipment for Restaurant and Pantry									
RS-08	Routine and special maintenance plan for Restaurant and Pantry equipment and technology									
RS-09	Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry									
RS-10	Planning promotion and marketing for the Restaurant									
RS-11	Planning sales per day and per menu item									
RS-12	General plan for normal Restaurant work									
RS-13	General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients									
RS-14	Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour"									
RS-15	Selection and recruitment of Restaurant staff									
RS-16	Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff									
RS-17	Restaurant staffing and organization of Restaurant service									
RS-18	General plan of shifts for ordinary Restaurant staff									
RS-19	Shifts and procedures for the inclusion and supervision of any casual Restaurant staff									
RS-20	Training and motivation of Restaurant staff									
RS-21	Discipline and behaviour of Restaurant staff									
RS-22	Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises									
RS-23	Choice, acquisition and storage of wines and beverages									
RS-24	Promotion, marketing and contact with potential clients									
RS-25	Public relations and contacts with existing and potential clients and with opinion leaders									
RS-26	Stipulation of agreements with clients and principals									
RS-27	Determining prices									
RS-28	Preparation of the pantry, shelving and service tables									
RS-29	Setting up room and preparation of tables									
RS-30	Preparation of service area and buffet									
RS-31	Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events									
RS-32	Checking on appearance and apparel of Restaurant staff waiting at tables									
RS-33	Reserving tables and allocation of places for special events									
RS-34	Receiving clients on entry									
RS-35	Cloakroom service									
RS-36	Allocation of tables, showing guests to their table and settling them at table									
RS-37	Aperitif service									
RS-38	Client observation: behavioural and marketing classification									

Reference fonction: MEAL DISTRIBUTION(RS-3)

Profile: SOMMELIER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-39	Presenting menu and guiding clients in choice									
RS-40	Presenting wine list and guiding clients in choice									
RS-41	Taking orders for food									
RS-42	Taking orders for non-alcoholic beverages									
RS-43	Taking wine orders									
RS-44	Collection of food from kitchen and bringing to Restaurant									
RS-45	Collection of wines from cellar and bringing to Restaurant									
RS-46	Collection of beverages from bar and bringing to Restaurant									
RS-47	Providing buffet service and self-service									
RS-48	Service of food at table									
RS-49	Service of wine at table									
RS-50	Service of non-alcoholic drinks at table									
RS-51	Carving meat and preparation of fish, shellfish and poultry at table									
RS-52	Cooking food beside the table									
RS-53	Changing serving dishes, plates and cutlery, cleaning the table during service									
RS-54	Service of fruit									
RS-55	Service of coffee									
RS-56	Service of liqueurs									
RS-57	Handling complaints and special requests									
RS-58	Lost property									
RS-59	Taking leave of guests and accompanying to Restaurant exit									
RS-60	Providing room service									
RS-61	Checking on the quality of service									
RS-62	Cleaning of tables after service									
RS-63	Cleaning of buffet and serving tables									
RS-64	Cleaning of equipment									
RS-65	Cleaning of Restaurant and furnishings									
RS-66	Compilation and sorting of orders									
RS-67	Accounting for orders and making up bill or invoice for clients									
RS-68	Presenting bills									
RS-69	Management of discounts, rebates, special terms and gratuities									
RS-70	Collection of payment of bills									
RS-71	Reports and statistics on sales, clients, popularity of foods and productivity									
RS-72	Budget for Restaurant department									
RS-73	Making inventory of equipment and fittings									
RS-74	Analysis of Restaurant service costs									
RS-75	Analysis of Restaurant service results									
RS-76	Routine maintenance of restaurant, fittings, equipment and furnishings									

Reference fonction: MEAL DISTRIBUTION(RS-3)

Profile: SOMMELIER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-77	Management of storeroom for restaurant dishes, cutlery and linen									
RS-78	Supervision of quality of table and client service									
RS-79	Reporting damage, breakages and missing items									
RS-80	Compliance with and application of health and public safety standards and regulations									
RS-81	Compliance with and application of fire and accident prevention standards and regulations									
RS-82	Special work before opening and close of season									
	<i>Periodic stock-taking</i>									
	<i>Information on quality and maturation of wines</i>									
	<i>Receipt and control of deliveries</i>									
	<i>Formulation of wine list</i>									
	<i>Decanting wines</i>									
	<i>Tasting wines</i>									
	<i>Sampling all types of wine</i>									

DESCRIPTION OF TASKS**Sommelier**

Planning wine list and list of non-alcoholic beverages (E) - Choice, acquisition and storage of wines and beverages (E) - Aperitif service (E) - Presenting wine list and guiding clients in choice (E) - Taking wine orders (E) - Collection of wines from cellar and bringing to Restaurant (E) - Service of wine at table (E) - Service of liqueurs (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

a) full-time training provided by the education department

technical secondary education: hotel trade

technical secondary education: hotel trade - catering (specialization)

vocational secondary education: hotel trade + specialization

vocational secondary education: barkeeping techniques and equivalent

b) part-time training for small businesses

management training: caterer or banquet organizer + further training

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

a: 6 b:

To acquire the specific technical/specialist vocational knowledge (3):

a: 6/7 b: 2 + 1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Weinkellner

Planning wine list and list of non-alcoholic beverages (E) - Choice, acquisition and storage of wines and beverages (E) - Aperitif service (E) - Presenting wine list and guiding clients in choice (E) - Taking wine orders (E) - Collection of wines from cellar and bringing to Restaurant (E) - Service of wine at table (E)

Periodic stock-taking (E) - Information on quality and maturation of wines (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training as restaurant specialist; equivalent occupational experience or additional training in the area of wines
or: completed vocational training as winegrower or as cellarman/woman with long period of induction or additional training in the area of service

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 - 10

To acquire the specific technical/specialist vocational knowledge (3):

approx. 6

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sommelier

Planning wine list and list of non-alcoholic beverages (D) - Choice, acquisition and storage of wines and beverages (E) - Presenting wine list and guiding clients in choice (E) - Taking wine orders (E) - Service of wine at table (E) - Service of liqueurs (E) - Handling complaints and special requests (E) - Making inventory of equipment and fittings (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E)

Decanting wines (E) - Tasting wines (E) - Sampling all types of wine (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

The training required for this function is second-level vocational training in restaurant catering. Practitioners require at least three years' experience as waiter/waitress and vocational certification as sommelier as well as conversational knowledge of one language.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	6

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Servitoros krasiou

Planning wine list and list of non-alcoholic beverages (E) - Choice, acquisition and storage of wines and beverages (E) - Presenting wine list and guiding clients in choice (E) - Collection of wines from cellar and bringing to Restaurant (E) - Service of wine at table (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

The relative rarity of this occupation in Greece together with the lack of specific, distinct training or education for it, make the definition of a Description of typical training route difficult. The case usually found may be described as follows. The 9-year compulsory education is usually followed by attendance at one of the State Schools for Tourist Industry Occupations, specifically in a Department of Hotel & Catering in which "study of wines" is one of the main subjects. Attendance lasts 2 years and every school year consists of 8 months instruction in the School and 4 months' practice in a hotel or catering business.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sommelier

Choice, acquisition and storage of wines and beverages (E) - Aperitif service (E) - Presenting wine list and guiding clients in choice (E) - Taking wine orders (E) - Collection of wines from cellar and bringing to Restaurant (E) - Service of wine at table (E) - Service of liqueurs (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E)

Periodic stock-taking (E) - Information on quality and maturation of wines (E) - Receipt and control of deliveries (E) - Formulation of wine list (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Indirect access possible with a few years' experience in catering or in wine production or sales, and with a vocational training certificate as sommelier or a "CAP" vocational training certificate as cook or restaurant employee, a "BEP" vocational training certificate in hotel trade and catering, with a technical school-leaving certificate specializing in the hotel trade or with a vocational school-leaving certificate in catering with specialization as "sommelier employee"

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS



Sommelier

Planning wine list and list of non-alcoholic beverages (E) - Choice, acquisition and storage of wines and beverages (DE) - Client observation: behavioural and marketing classification (E) - Presenting wine list and guiding clients in choice (E) - Taking wine orders (E) - Collection of wines from cellar and bringing to Restaurant (DE) - Service of wine at table (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualification diploma issued by a State Vocational Institute for hotel and restaurant services. The vocational profile is called "restaurant services operator - kitchen sector". The course lasts three years and involves alternance training. The usual age of participants ranges from 14 to 17.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS**Empregado de vinhos**

Checking on appearance and apparel of Restaurant staff waiting at tables (E) - Aperitif service (E) - Presenting wine list and guiding clients in choice (E) - Taking wine orders (E) - Collection of wines from cellar and bringing to Restaurant (E) - Service of wine at table (E) - Service of liqueurs (E) - Cleaning of equipment (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

- Basic schooling - 3rd cycle (9 years)
- + Special vocational training / table-bar (1 year)
- + Advanced vocational training / wines (1 year)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Economics.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Business.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Accounting.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------------------------------------	--------------------------	--------------------------

Legal.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Behavioural socio-psychological

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Technological.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Technical.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Other.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Sommelier

Planning wine list and list of non-alcoholic beverages (E) - Selection and recruitment of Restaurant staff (E) - Choice, acquisition and storage of wines and beverages (E) - Promotion, marketing and contact with potential clients (E) - Allocation of tables, showing guests to their table and settling them at table (E) - Aperitif service (DE) - Presenting wine list and guiding clients in choice (DE) - Taking wine orders (DE) - Collection of wines from cellar and bringing to Restaurant (D) - Service of wine at table (DE) - Handling complaints and special requests (E) - Compliance with and application of health and public safety standards and regulations (E) - Compliance with and application of fire and accident prevention standards and regulations (E) - Special work before opening and close of season (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ, is as yet unavailable, but it is thought that this occupation will eventually fall at level 3/4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Food and beverage manager

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Catering Function (RR-1)**

B	Responsable des services de restauration
DK	Leder af restauration
D	Leiter Gastronomie
E	Responsable del servicio de restauración
GR	Ipethinos ipiresion episisis
F	Responsable des services de restauration
I	Responsabile dei servizi ristorativi
P	Responsável pelos serviços de restauração
UK	Food and beverage manager

A. Description of the function

This is related to meeting all the requirements for food and drink expressed by both the hotel guests and outsiders, either individually or in groups, who use the specific catering and bar services or the catering services for meetings which are provided by the enterprise. This function breaks down into two main branches: the production and service of meals and the production and service of drinks (including the bar). It includes all the management, planning, organization, administration, implementation and supervisory activities and tasks, ranging from procurement of supplies to their provision to customers, and including the storage, processing and presentation of foods, drink and services.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

The Catering function breaks down into two sub-functions whose basic aim is the same but which are in practice so diversified, in terms of organization, technology and working procedures, as to make it advisable to deal with them separately, i.e. as independent functions within each of which separate types of practitioners are to be found: those operating in the preparation of meals (kitchen and associated services), and those working in the service of meals (restaurant work and associated services).

In addition to these practitioners, there is a person at the top who is responsible for supervising, coordinating and regulating the whole Catering function, and is concerned both with the restaurant and with the kitchen. This person works both in enterprises offering just the one service, catering (restaurants, cafés, etc.) and, as the head of catering services (food and beverage manager), in medium-to-large undertakings where these services are part of a more extensive organizational system. An example would be a hotel that also has a restaurant where the general manager does wish to have to deal with two different people (one for the kitchen and another for the restaurant) but with a single person in charge of the whole catering function.

It should be borne in mind, at this point, that the functions (and the practitioners who are required to perform those functions) exist regardless of the size of staff of the undertaking. A single person may perform two or more different functions (for example, the chef or the maître d'hôtel may also act as food and beverage manager) but, in order to do this, they have two different functional hats that are not to be confused, nor even less overlap.

In the proposed CEDEFOP directory, the catering area includes six typical practitioners, i.e.

- for the catering function as a whole: - the food and beverage manager

- "meal production" function: - the chef, - the cook

- "meal service" function: - the maître d'hôtel, - the waiter-waitress, - the sommelier (in some cases)

This general framework provides an overview of the area but, in order to keep to the systematic approach adopted up to this point, national experts are recommended to feature, for the catering function as a whole, only the food and beverage manager. The five other practitioners should be related to the specific function of meal preparation or meal service to which each one belongs.

The reference structure to be used in relating and describing the practitioners in this function is a traditional medium- or good-quality restaurant (not a fast food restaurant) providing à la carte service, with a restaurant seating about 100 people plus a reception and banqueting area.

C. Criteria for the listing of descriptors

For the reasons explained above, no standard task descriptors are given for the Food and Beverage Manager, since these are contained in the two lists of task descriptors: for the meal preparation function or for the food service function. National experts are asked to select from these two lists and set out the tasks they feel are specific to the Food and Beverage Manager. They are reminded that a single task may be attributed to two different practitioners, and that the code used to specify the level of activation of each task may well be used to highlight (where necessary) any differences in their role vis-à-vis that task.

The attention of national experts is also drawn to the fact that, in the wording of the individual tasks contained in the two lists of descriptors, they should specify whether each task refers to the Kitchen or the Restaurant.

Reference fonction: CATERING FUNCTION(RR-1)
 Profile: FOOD AND BEVERAGE MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RC-01	Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired)									
RC-02	Designing and developing recipes									
RC-03	Experimenting with recipes									
RC-04	Choice of kitchen equipment and technology									
RC-05	Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink									
RC-06	Forecast plan of sales per day and per menu orders passed back from the Restaurant									
RC-07	Contacts with the Restaurant for synergetic planning of their activities									
RC-08	Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item									
RC-09	Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish"									
RC-10	Drawing up general plan for ordinary kitchen work									
RC-11	Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients									
RC-12	Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage									
RC-13	Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage									
RC-14	General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps"									
RC-15	Selecting and recruiting kitchen staff									
RC-16	Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff									
RC-17	Kitchen establishment table and organization									
RC-18	Arranging general shifts for ordinary kitchen staff									
RC-19	Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff									
RC-20	Training and motivation of kitchen staff									
RC-21	Supervising kitchen staff discipline and behaviour									
RC-22	General procurement plan for the season									
RC-23	Choice of provisions and suppliers									
RC-24	Procurement									
RC-25	Receiving provisions									
RC-26	Checking on quality of provisions									
RC-27	Checking on quantity of provisions									
RC-28	Checking on price of provisions, and accounting for them									
RC-29	Acceptance of provisions									
RC-30	Cleaning and preparation of raw materials before storage									
RC-31	Checking and accounting for rejects									
RC-32	Preparation of semi-processed produce									
RC-33	Storage and conservation of provisions									
RC-34	Stockroom and cold storage movements									
RC-35	Rejecting foods beyond their usable date or that have spoiled following storage									

Reference fonction: CATERING FUNCTION(RR-1)
Profile: FOOD AND BEVERAGE MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RC-36	Analysis of day's menu (including menu for special events)									
RC-37	Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers									
RC-38	Preparation of the kitchen for the day's work									
RC-39	Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoing and updating inventories									
RC-40	Washing and preliminary processing of raw (or semi-processed) materials to be used during the day									
RC-41	Reading, checking and sorting orders									
RC-42	Preparation of food									
RC-43	Cooking food									
RC-44	Making up portions									
RC-45	Preparation of and decoration of dishes (individual or serving dishes)									
RC-46	Preparation of buffet or special displays									
RC-47	Helping with buffet service									
RC-48	Helping with cooking beside the table									
RC-49	Processing and preparation for carrying out room service orders for which the Kitchen is responsible									
RC-50	Special processing, decoration and preparation									
RC-51	Handling complaints as to cooking									
RC-52	Discarding leftovers									
RC-53	Cooking for staff									
RC-54	Cleaning premises, storage units, equipment and machinery									
RC-55	Cleaning pots and pans, tools and kitchen fittings									
RC-56	Keeping records, making checks and compilation of statistics on the use of materials in the kitchen									
RC-57	Statistics on consumption, wastage and leftovers									
RC-58	Analysis of cost per dish, and reporting thereon									
RC-59	Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon									
RC-60	Analysis of productivity of Kitchen department									
RC-61	Budgeting for Kitchen department									
RC-62	Checking on the quality of the service provided by the Kitchen department									
RC-63	Analysis of the Kitchen department budget									
RC-64	Monitoring of compliance with and application of rules of hygiene in the Kitchen department									
RC-65	Fire and accident prevention in the Kitchen department									
RC-66	First aid and emergency management in the Kitchen department									
RC-67	Non-routine work in the Kitchen department before opening and before closing the season									
RC-68	Supervising safety of work and security of property in the Kitchen department									
RS-01	Market and competition analysis									
RS-02	Clientele analysis									
RS-03	Contacts with the Kitchen for synergetic planning of respective work									
RS-04	Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen									
RS-05	Choice of cuisine and planning menus, in liaison with the Kitchen									

Reference fonction: CATERING FUNCTION(RR-1)
 Profile: FOOD AND BEVERAGE MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-06	Planning wine list and list of non-alcoholic beverages									
RS-07	Choice of furniture, fittings and equipment for Restaurant and Pantry									
RS-08	Routine and special maintenance plan for Restaurant and Pantry equipment and technology									
RS-09	Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry									
RS-10	Planning promotion and marketing for the Restaurant									
RS-11	Planning sales per day and per menu item									
RS-12	General plan for normal Restaurant work									
RS-13	General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients									
RS-14	Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour"									
RS-15	Selection and recruitment of Restaurant staff									
RS-16	Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff									
RS-17	Restaurant staffing and organization of Restaurant service									
RS-18	General plan of shifts for ordinary Restaurant staff									
RS-19	Shifts and procedures for the inclusion and supervision of any casual Restaurant staff									
RS-20	Training and motivation of Restaurant staff									
RS-21	Discipline and behaviour of Restaurant staff									
RS-22	Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises									
RS-23	Choice, acquisition and storage of wines and beverages									
RS-24	Promotion, marketing and contact with potential clients									
RS-25	Public relations and contacts with existing and potential clients and with opinion leaders									
RS-26	Stipulation of agreements with clients and principals									
RS-27	Determining prices									
RS-28	Preparation of the pantry, shelving and service tables									
RS-29	Setting up room and preparation of tables									
RS-30	Preparation of service area and buffet									
RS-31	Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events									
RS-32	Checking on appearance and apparel of Restaurant staff waiting at tables									
RS-33	Reserving tables and allocation of places for special events									
RS-34	Receiving clients on entry									
RS-35	Cloakroom service									
RS-36	Allocation of tables, showing guests to their table and settling them at table									
RS-37	Aperitif service									
RS-38	Client observation: behavioural and marketing classification									
RS-39	Presenting menu and guiding clients in choice									
RS-40	Presenting wine list and guiding clients in choice									
RS-41	Taking orders for food									
RS-42	Taking orders for non-alcoholic beverages									
RS-43	Taking wine orders									

Reference function: CATERING FUNCTION(RR-1)
Profile: FOOD AND BEVERAGE MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-44	Collection of food from kitchen and bringing to Restaurant									
RS-45	Collection of wines from cellar and bringing to Restaurant									
RS-46	Collection of beverages from bar and bringing to Restaurant									
RS-47	Providing buffet service and self-service									
RS-48	Service of food at table									
RS-49	Service of wine at table									
RS-50	Service of non-alcoholic drinks at table									
RS-51	Carving meat and preparation of fish, shellfish and poultry at table									
RS-52	Cooking food beside the table									
RS-53	Changing serving dishes, plates and cutlery, cleaning the table during service									
RS-54	Service of fruit									
RS-55	Service of coffee									
RS-56	Service of liqueurs									
RS-57	Handling complaints and special requests									
RS-58	Lost property									
RS-59	Taking leave of guests and accompanying to Restaurant exit									
RS-60	Providing room service									
RS-61	Checking on the quality of service									
RS-62	Cleaning of tables after service									
RS-63	Cleaning of buffet and serving tables									
RS-64	Cleaning of equipment									
RS-65	Cleaning of Restaurant and furnishings									
RS-66	Compilation and sorting of orders									
RS-67	Accounting for orders and making up bill or invoice for clients									
RS-68	Presenting bills									
RS-69	Management of discounts, rebates, special terms and gratuities									
RS-70	Collection of payment of bills									
RS-71	Reports and statistics on sales, clients, popularity of foods and productivity									
RS-72	Budget for Restaurant department									
RS-73	Making inventory of equipment and fittings									
RS-74	Analysis of Restaurant service costs									
RS-75	Analysis of Restaurant service results									
RS-76	Routine maintenance of restaurant, fittings, equipment and furnishings									
RS-77	Management of storeroom for restaurant dishes, cutlery and linen									
RS-78	Supervision of quality of table and client service									
RS-79	Reporting damage, breakages and missing items									
RS-80	Compliance with and application of health and public safety standards and regulations									
RS-81	Compliance with and application of fire and accident prevention standards and regulations									

Reference fonction: CATERING FUNCTION(RR-1)
 Profile: FOOD AND BEVERAGE MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RS-82	Special work before opening and close of season									
	Analysis of market and competition									
	Observation and analysis of clientele									
	Choice of atmosphere, quality levels and price list in the light of the chosen target market									
	Choice of beverages to be served and service procedures to be adopted									
	Choice of furniture, furnishings, equipment and supplies for bar and bar room									
	Planning Bar work									
	Organization of the Bar service									
	Selection and recruitment of assistants									
	Statistical and cost analysis									
	Analysis of results of service									

Reponsable des services de restauration

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (DE) - Experimenting with recipes (D) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (DE) - Forecast plan of sales per day and per menu orders passed back from the Restaurant (DE) - Contacts with the Restaurant for synergetic planning of their activities (DE) - Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item (DE) - Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish" (DE) - Drawing up general plan for ordinary kitchen work (DE) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (DE) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (DE) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (DE) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (DE) - Selecting and recruiting kitchen staff (DE) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (DE) - Kitchen establishment table and organization (DE) - Arranging general shifts for ordinary kitchen staff (DE) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (DE) - Training and motivation of kitchen staff (DE) - Supervising kitchen staff discipline and behaviour (DE) - General procurement plan for the season (DE) - Choice of provisions and suppliers (DE) - Procurement (DE) - Receiving provisions (D) - Checking on quality of provisions (DE) - Checking on quantity of provisions (DE) - Checking on price of provisions, and accounting for them (DE) - Stockroom and cold storage movements (D) - Analysis of day's menu (including menu for special events) (D) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (D) - Preparation of the kitchen for the day's work (D) - Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories (D) - Reading, checking and sorting orders (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (DE) - Statistics on consumption, wastage and leftovers (DE) - Analysis of cost per dish, and reporting thereon (DE) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (DE) - Analysis of productivity of Kitchen department (DE) - Budgeting for Kitchen department (DE) - Checking on the quality of the service provided by the Kitchen department (DE) - Analysis of the Kitchen department budget (DE) - First aid and emergency management in the Kitchen department (D) - Non-routine work in the Kitchen department before opening and before closing the season (D) - Supervising safety of work and security of property in the Kitchen department (D)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

- a) full-time training provided by the education department:
technical secondary education: hotel trade + specialization:
"hotel management" or "catering" and equivalent
- b) part-time training for small businesses
management training: caterer or banquet organizer + further training

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

a:6	b: 3
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To acquire the specific technical/specialist vocational knowledge (3):

a: 6 + 1	b: 2 + 1
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Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leder af restauration

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (D) - Forecast plan of sales per day and per menu orders passed back from the Restaurant (D) - Drawing up general plan for ordinary kitchen work (D) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (D) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (D) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (D) - Kitchen establishment table and organization (D) - Training and motivation of kitchen staff (D) - Supervising kitchen staff discipline and behaviour (E) - General procurement plan for the season (D) - Checking on quality of provisions (D) - Checking on quantity of provisions (D) - Checking on price of provisions, and accounting for them (D) - Analysis of day's menu (including menu for special events) (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (D) - Statistics on consumption, wastage and leftovers (D) - Analysis of cost per dish, and reporting thereon (D) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (D) - Analysis of productivity of Kitchen department (D) - Budgeting for Kitchen department (D) - Checking on the quality of the service provided by the Kitchen department (D) - Analysis of the Kitchen department budget (D) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

The person will typically have taken the 10th year school-leaving examination. He will then undergo training as both cook and waiter, but with reductions in work experience and school periods. The pattern will be as follows: 1st school period (20 weeks) can be replaced by work experience placement. 2nd school period (20 weeks). The remaining school periods then alternate with work experience periods, so that the school periods for a cook are 10+5+10 weeks and for a waiter 10+5 weeks.

After he has completed one type of specialist training, the first and second school periods are omitted for the other training, and he also has some reduction in the subsequent work experience placements. The training ends with an apprenticeship examination for both training schemes.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10

To acquire the specific technical/specialist vocational knowledge (3):

5 + 6 months

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:



Diploma of specific vocational qualification:



Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....



Economics.....



Business.....



Accounting.....



Legal.....



Behavioural socio-psychological



Technological.....



Technical.....



Other.....



Leiter Gastronomie

Choice of kitchen equipment and technology (E) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (E) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (E) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (E) - Selecting and recruiting kitchen staff (DE) - General procurement plan for the season (E) - Choice of provisions and suppliers (E) - Procurement (E) - Checking on quality of provisions (E) - Checking on quantity of provisions (E) - Checking on price of provisions, and accounting for them (E) - Checking and accounting for rejects (E) - Analysis of day's menu (including menu for special events) (E) - Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers (E) - Analysis of productivity of Kitchen department (E) - Budgeting for Kitchen department (D) - Checking on the quality of the service provided by the Kitchen department (E) - Analysis of the Kitchen department budget (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D) - Fire and accident prevention in the Kitchen department (D) - Non-routine work in the Kitchen department before opening and before closing the season (D) - Market and competition analysis (E) - Planning promotion and marketing for the Restaurant (E) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (D) - Selection and recruitment of Restaurant staff (DE) - Choice, acquisition and storage of wines and beverages (D) - Promotion, marketing and contact with potential clients (E) - Public relations and contacts with existing and potential clients and with opinion leaders (E) - Stipulation of agreements with clients and principals (E) - Determining prices (E) - Checking on the quality of service (E) - Reports and statistics on sales, clients, popularity of foods and productivity (E) - Budget for Restaurant department (D) - Making inventory of equipment and fittings (D) - Analysis of Restaurant service costs (D) - Analysis of Restaurant service results (D) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training as cook, restaurant specialist or in another training occupation in the hotel and catering industry (generally 3 years); equivalent occupational experience as Food & Beverage Assistant

or: after completed vocational training and two years of occupational experience, attendance of a technical college for the hotel and catering industry (2 years) leading to certificate of qualified economist - hotel and catering industry option

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 - 10

To acquire the specific technical/specialist vocational knowledge (3):

min. 8

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsable del servicio de restauración

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (D) - Choice of kitchen equipment and technology (D) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (D) - Drawing up general plan for ordinary kitchen work (D) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (D) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (D) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (D) - Selecting and recruiting kitchen staff (D) - Kitchen establishment table and organization (D) - General procurement plan for the season (D) - Choice of provisions and suppliers (DE) - Analysis of day's menu (including menu for special events) (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (D) - Statistics on consumption, wastage and leftovers (D) - Analysis of cost per dish, and reporting thereon (D) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (D) - Analysis of productivity of Kitchen department (D) - Budgeting for Kitchen department (D) - Checking on the quality of the service provided by the Kitchen department (D) - Analysis of the Kitchen department budget (D) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D) - Market and competition analysis (D) - Clientele analysis (D) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (D) - Choice of furniture, fittings and equipment for Restaurant and Pantry (D) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (D) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (D) - Planning promotion and marketing for the Restaurant (DE) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (D) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (D) - Promotion, marketing and contact with potential clients (D) - Public relations and contacts with existing and potential clients and with opinion leaders (E) - Stipulation of agreements with clients and principals (E) - Determining prices (E) - Checking on the quality of service (D) - Reports and statistics on sales, clients, popularity of foods and productivity (DE) - Budget for Restaurant department (D) - Making inventory of equipment and fittings (D) - Analysis of Restaurant service costs (D) - Analysis of Restaurant service results (D) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is technical training in business and touristic activities, and a course in hotel management. Practitioners require at least three years' experience as restaurant or kitchen manager and conversational knowledge of two languages. Innovations which most affect this function involve technology in the field of communication and information processing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

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Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (D) - Designing and developing recipes (D) - Choice of kitchen equipment and technology (D) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (DE) - Forecast plan of sales per day and per menu orders passed back from the Restaurant (E) - Contacts with the Restaurant for synergetic planning of their activities (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (DE) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (D) - Kitchen establishment table and organization (D) - Training and motivation of kitchen staff (D) - Supervising kitchen staff discipline and behaviour (D) - General procurement plan for the season (D) - Choice of provisions and suppliers (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (D) - Statistics on consumption, wastage and leftovers (DE) - Analysis of cost per dish, and reporting thereon (E) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (E) - Analysis of productivity of Kitchen department (E) - Budgeting for Kitchen department (DE) - Checking on the quality of the service provided by the Kitchen department (D) - Analysis of the Kitchen department budget (DE) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D) - Fire and accident prevention in the Kitchen department (D) - First aid and emergency management in the Kitchen department (D) - Non-routine work in the Kitchen department before opening and before closing the season (D) - Supervising safety of work and security of property in the Kitchen department (D) - Market and competition analysis (DE) - Clientele analysis (DE) - Contacts with the Kitchen for synergetic planning of respective work (D) - Choice of cuisine and planning menus, in liaison with the Kitchen (D) - Planning wine list and list of non-alcoholic beverages (DE) - Choice of furniture, fittings and equipment for Restaurant and Pantry (DE) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (D) - Planning promotion and marketing for the Restaurant (D) - Planning sales per day and per menu item (E) - General plan for normal Restaurant work (D) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (D) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (DE) - Selection and recruitment of Restaurant staff (DE) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (D) - Restaurant staffing and organization of Restaurant service (DE) - Training and motivation of Restaurant staff (DE) - Discipline and behaviour of Restaurant staff (DE) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (D) - Choice, acquisition and storage of wines and beverages (D) - Promotion, marketing and contact with potential clients (DE) - Public relations and contacts with existing and potential clients and with opinion leaders (DE) - Stipulation of agreements with clients and principals (E) - Determining prices (E) - Checking on the quality of service (D) - Reports and statistics on sales, clients, popularity of foods and productivity (E) - Budget for Restaurant department (E) - Analysis of Restaurant service costs (DE) - Analysis of Restaurant service results (D) - Supervision of quality of table and client service (D) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

9-year compulsory general education

3-year attendance at the Lykeion

3-year attendance at the Higher School of Tourist Industry Occupations, (operating in Rhodes), or at a Tourist Business Department of the TEIs, plus 9-months' or 6-months' practice respectively.

Previous experience in a hotel's catering department or in another catering concern is essential.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

2 + 6 months

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Responsible des services de restauration
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Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (D) - Choice of kitchen equipment and technology (D) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (D) - Forecast plan of sales per day and per menu orders passed back from the Restaurant (D) - Drawing up general plan for ordinary kitchen work (D) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (D) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (D) - Selecting and recruiting kitchen staff (D) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (D) - Kitchen establishment table and organization (D) - Arranging general shifts for ordinary kitchen staff (D) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (D) - General procurement plan for the season (D) - Choice of provisions and suppliers (D) - Analysis of productivity of Kitchen department (E) - First aid and emergency management in the Kitchen department (D) - Supervising safety of work and security of property in the Kitchen department (D) - Market and competition analysis (E) - Clientele analysis (D) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (D) - Choice of cuisine and planning menus, in liaison with the Kitchen (D) - Choice of furniture, fittings and equipment for Restaurant and Pantry (D) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (D) - Planning promotion and marketing for the Restaurant (E) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (D) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (D) - Selection and recruitment of Restaurant staff (D) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (D) - Restaurant staffing and organization of Restaurant service (D) - General plan of shifts for ordinary Restaurant staff (D) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (D) - Promotion, marketing and contact with potential clients (E) - Public relations and contacts with existing and potential clients and with opinion leaders (E) - Stipulation of agreements with clients and principals (E) - Determining prices (E) - Checking on appearance and apparel of Restaurant staff waiting at tables (D) - Analysis of Restaurant service costs (D) - Analysis of Restaurant service results (D)

Analysis of market and competition (E) - Observation and analysis of clientele (D) - Choice of atmosphere, quality levels and price list in the light of the chosen target market (D) - Choice of beverages to be served and service procedures to be adopted (D) - Choice of furniture, furnishings, equipment and supplies for bar and bar room (D) - Planning Bar work (D) - Organization of the Bar service (D) - Selection and recruitment of assistants (D) - Statistical and cost analysis (D) - Analysis of results of service (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

Indirect access with a technical school-leaving certificate in hotel trade or a B.T.S., catering option, or a vocational school-leaving certificate in catering and experience as maître d'hôtel or in management of a family business

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsabile dei servizi ristorativi

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (D) - Choice of kitchen equipment and technology (D) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (D) - Contacts with the Restaurant for synergetic planning of their activities (DE) - Drawing up general plan for ordinary kitchen work (D) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (DE) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (D) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (D) - Selecting and recruiting kitchen staff (D) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (D) - Kitchen establishment table and organization (D) - Arranging general shifts for ordinary kitchen staff (D) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (D) - Training and motivation of kitchen staff (D) - Supervising kitchen staff discipline and behaviour (D) - General procurement plan for the season (D) - Choice of provisions and suppliers (D) - Checking on quality of provisions (D) - Checking on quantity of provisions (D) - Checking on price of provisions, and accounting for them (D) - Analysis of day's menu (including menu for special events) (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (D) - Statistics on consumption, wastage and leftovers (D) - Analysis of cost per dish, and reporting thereon (D) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (D) - Analysis of productivity of Kitchen department (D) - Budgeting for Kitchen department (D) - Checking on the quality of the service provided by the Kitchen department (D) - Analysis of the Kitchen department budget (D) - Market and competition analysis (DE) - Clientele analysis (DE) - Contacts with the Kitchen for synergetic planning of respective work (DE) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (D) - Choice of cuisine and planning menus, in liaison with the Kitchen (D) - Planning wine list and list of non-alcoholic beverages (D) - Choice of furniture, fittings and equipment for Restaurant and Pantry (D) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (D) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (D) - Planning promotion and marketing for the Restaurant (DE) - Planning sales per day and per menu item (D) - General plan for normal Restaurant work (D) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (DE) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (D) - Selection and recruitment of Restaurant staff (D) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (D) - Restaurant staffing and organization of Restaurant service (D) - General plan of shifts for ordinary Restaurant staff (D) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (D) - Training and motivation of Restaurant staff (D) - Discipline and behaviour of Restaurant staff (D) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (D) - Choice, acquisition and storage of wines and beverages (D) - Promotion, marketing and contact with potential clients (DE) - Public relations and contacts with existing and potential clients and with opinion leaders (DE) - Stipulation of agreements with clients and principals (DE) - Determining prices (DE) - Handling complaints and special requests (D) - Checking on the quality of service (D) - Reports and statistics on sales, clients, popularity of foods and productivity (D) - Budget for Restaurant department (D) - Making inventory of equipment and fittings (D) - Analysis of Restaurant service costs (D) - Analysis of Restaurant service results (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

A vocational matriculation diploma issued by a State Vocational Institute after a vocational qualification diploma for "restaurant services operators - kitchen sector". The vocational profile is called "restaurant services technician". The course lasts five years: three until the vocational qualification diploma and two more for the vocational matriculation diploma, including practical stages. During the final two years, teaching is done in an integrated system with the Regions (vocational training). The usual age of participants ranges from 14 to 19.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsável pelos serviços de restauração

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (D) - Designing and developing recipes (D) - Experimenting with recipes (D) - Choice of kitchen equipment and technology (E) - Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink (E) - Contacts with the Restaurant for synergetic planning of their activities (D) - Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item (D) - Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish" (D) - Drawing up general plan for ordinary kitchen work (D) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (D) - Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage (D) - Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (E) - Selecting and recruiting kitchen staff (E) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (D) - Kitchen establishment table and organization (E) - Arranging general shifts for ordinary kitchen staff (D) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (D) - Training and motivation of kitchen staff (D) - Supervising kitchen staff discipline and behaviour (D) - General procurement plan for the season (E) - Choice of provisions and suppliers (E) - Procurement (D) - Receiving provisions (D) - Checking on quality of provisions (D) - Checking on quantity of provisions (D) - Checking on price of provisions, and accounting for them (D) - Acceptance of provisions (D) - Rejecting foods beyond their usable date or that have spoiled following storage (D) - Analysis of day's menu (including menu for special events) (D) - Handling complaints as to cooking (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (D) - Statistics on consumption, wastage and leftovers (D) - Analysis of cost per dish, and reporting thereon (E) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (E) - Analysis of productivity of Kitchen department (E) - Budgeting for Kitchen department (E) - Checking on the quality of the service provided by the Kitchen department (D) - Analysis of the Kitchen department budget (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (D) - Fire and accident prevention in the Kitchen department (D) - First aid and emergency management in the Kitchen department (D) - Non-routine work in the Kitchen department before opening and before closing the season (D) - Supervising safety of work and security of property in the Kitchen department (D) - Market and competition analysis (E) - Clientele analysis (D) - Contacts with the Kitchen for synergetic planning of respective work (D) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (E) - Choice of cuisine and planning menus, in liaison with the Kitchen (D) - Planning wine list and list of non-alcoholic beverages (E) - Choice of furniture, fittings and equipment for Restaurant and Pantry (E) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (D) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (D) - Planning promotion and marketing for the Restaurant (E) - Planning sales per day and per menu item (E) - General plan for normal Restaurant work (D) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (D) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (E) - Selection and recruitment of Restaurant staff (E) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (D) - Restaurant staffing and organization of Restaurant service (E) - General plan of shifts for ordinary Restaurant staff (D) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (D) - Training and motivation of Restaurant staff (D) - Discipline and behaviour of Restaurant staff (D) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (E) - Choice, acquisition and storage of wines and beverages (E) - Promotion, marketing and contact with potential clients (E) - Public relations and contacts with existing and potential clients and with opinion leaders (E) - Stipulation of agreements with clients and principals (E) - Determining prices (E) - Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events (D) - Reserving tables and allocation of places for special events (D) - Receiving clients on entry (D) - Cloakroom service (D) - Allocation of tables, showing guests to their table and settling them at table (D) - Client observation: behavioural and marketing classification (D) - Handling complaints and special requests (D) - Lost property (D) - Taking leave of guests and accompanying to Restaurant exit (D) - Checking on the quality of service (E) - Management of discounts, rebates, special terms and gratuities (E) - Reports and statistics on sales, clients, popularity of foods and productivity (E) - Budget for Restaurant department (E) - Making inventory of equipment and fittings (D) - Analysis of Restaurant service costs (E) - Analysis of Restaurant service results (E) - Routine maintenance of restaurant, fittings, equipment and furnishings (D) - Management of storeroom for restaurant dishes, cutlery and linen (D) - Supervision of quality of table and client service (D) - Reporting damage, breakages and missing items (D) - Compliance with and application of health and public safety standards and regulations (D) - Compliance with and application of fire and accident prevention standards and regulations (D) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education - special training / hotel management (3 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Food and beverage manager

Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired) (E) - Designing and developing recipes (E) - Drawing up general plan for ordinary kitchen work (D) - Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients (D) - General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps" (E) - Selecting and recruiting kitchen staff (D) - Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff (D) - Kitchen establishment table and organization (E) - Arranging general shifts for ordinary kitchen staff (D) - Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff (D) - Training and motivation of kitchen staff (D) - Supervising kitchen staff discipline and behaviour (E) - General procurement plan for the season (D) - Choice of provisions and suppliers (D) - Analysis of day's menu (including menu for special events) (D) - Keeping records, making checks and compilation of statistics on the use of materials in the kitchen (D) - Statistics on consumption, wastage and leftovers (D) - Analysis of cost per dish, and reporting thereon (D) - Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon (D) - Analysis of productivity of Kitchen department (E) - Budgeting for Kitchen department (E) - Checking on the quality of the service provided by the Kitchen department (E) - Analysis of the Kitchen department budget (E) - Monitoring of compliance with and application of rules of hygiene in the Kitchen department (E) - Fire and accident prevention in the Kitchen department (E) - First aid and emergency management in the Kitchen department (E) - Non-routine work in the Kitchen department before opening and before closing the season (D) - Supervising safety of work and security of property in the Kitchen department (E) - Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen (E) - Choice of cuisine and planning menus, in liaison with the Kitchen (E) - Planning wine list and list of non-alcoholic beverages (DE) - Choice of furniture, fittings and equipment for Restaurant and Pantry (E) - Routine and special maintenance plan for Restaurant and Pantry equipment and technology (D) - Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry (DE) - Planning promotion and marketing for the Restaurant (E) - Planning sales per day and per menu item (DE) - General plan for normal Restaurant work (E) - General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients (E) - Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour" (E) - Selection and recruitment of Restaurant staff (DE) - Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff (E) - Restaurant staffing and organization of Restaurant service (E) - General plan of shifts for ordinary Restaurant staff (E) - Shifts and procedures for the inclusion and supervision of any casual Restaurant staff (E) - Training and motivation of Restaurant staff (DE) - Discipline and behaviour of Restaurant staff (E) - Acquisition of furniture, fittings, equipment and consumables for the Restaurant, Pantry and any complementary premises (E) - Choice, acquisition and storage of wines and beverages (D) - Promotion, marketing and contact with potential clients (E) - Public relations and contacts with existing and potential clients and with opinion leaders (E) - Stipulation of agreements with clients and principals (E) - Preparation of the pantry, shelving and service tables (D) - Setting up room and preparation of tables (D) - Preparation of service area and buffet (D) - Checking on appearance and apparel of Restaurant staff waiting at tables (E) - Handling complaints and special requests (D) - Checking on the quality of service (E) - Management of discounts, rebates, special terms and gratuities (E) - Reports and statistics on sales, clients, popularity of foods and productivity (DE) - Budget for Restaurant department (E) - Making inventory of equipment and fittings (D) - Analysis of Restaurant service costs (D) - Analysis of Restaurant service results (D) - Routine maintenance of restaurant, fittings, equipment and furnishings (D) - Management of storeroom for restaurant dishes, cutlery and linen (D) - Supervision of quality of table and client service (DE) - Reporting damage, breakages and missing items (DE) - Compliance with and application of health and public safety standards and regulations (DE) - Compliance with and application of fire and accident prevention standards and regulations (DE) - Special work before opening and close of season (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing a fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Bar manager/Head barperson

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Bar (RB-1)**

B	Responsable des services bar
DK	Leder af bar
D	Leiter Bar
E	Jefe de mostrador
GR	Ipeftinos ipiression bar
F	Responsable des services bar
I	Responsabile dei servizi di bar
P	Responsável pelos serviços bar
UK	Bar manager/Head barperson

A. Description of the function

This is the sale and service at the counter or in specially equipped areas or premises of alcoholic and non-alcoholic beverages, hot or cold, as well as confectionery, ices, snacks and cafeteria-type food. It also includes management, planning, organization, administration, implementation and supervisory tasks (as well as the provision of all the collateral services that improve the conduct of the function): accepting delivery and the storage of products, presentation, customer service and charging, and sometimes simple preparation performed by the bar service staff themselves.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area of the bar, the CEDEFOP directory cites only the following practitioner: the head barperson

The standard task descriptors refer to the functional area as a whole, but they have been broken down and referred to this practitioner in particular.

The reference structure here is a medium- to large-sized bar (which serves not just alcoholic drinks but also hot and non-alcoholic beverages and small snacks, both sweet and savoury), operating in the context of other services or also as a business in its own right, although the head barperson is not the same as the entrepreneur who performs general tasks of administration and is the legal and general representative of the business.

C. Criteria for the listing of descriptors

The task descriptors for the bar function start with the observation and preliminary analysis of the market and clientele (01-02). Next come basic decisions, leading up to the planning of bar work (03-06), the organization, training and control of human resources (07-11) and day-to-day opening and closing of the bar (12-15). These are followed by routine daily service work, which also includes any special services (16-30). Then come the tasks of cleaning (31-32), record-keeping, making reports, verification and statistical and accounts analysis (33-36) as well as the provision of general support for the bar and its non-routine opening and closing (37-42).

Reference fonction: BAR(RB-1)
 Profile: BAR MANAGER/HEAD BARPERSON

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RB-01	Analysis of market and competition									
RB-02	Observation and analysis of clientele									
RB-03	Choice of atmosphere, quality levels and price list in the light of the chosen target market									
RB-04	Choice of beverages to be served and service procedures to be adopted									
RB-05	Choice of furniture, furnishings, equipment and supplies for bar and bar room									
RB-06	Planning Bar work									
RB-07	Organization of the Bar service									
RB-08	Selection and recruitment of assistants									
RB-09	Training and motivation of junior staff									
RB-10	Arranging staffing and shifts									
RB-11	Staff discipline, behaviour and property									
RB-12	Opening and closing of Bar									
RB-13	Checking stocks									
RB-14	Restocking and associated procurement (or withdrawal) and acceptance of supplies									
RB-15	Preliminary bar preparation work									
RB-16	Inventory, unloading of materials, record-keeping and accounting for bar services									
RB-17	Client observation: behavioural and marketing classifications									
RB-18	Clientele contacts and public relations									
RB-19	Presentation of available drinks and guiding clients in their choice									
RB-20	Counter service of beverages									
RB-21	Counter service of snacks									
RB-22	Counter service of hot drinks									
RB-23	Service of pastries									
RB-24	Taking orders at tables									
RB-25	Table service									
RB-26	Dealing with special requests and services									
RB-27	Service of refreshments									
RB-28	Carrying out any room service orders from bar									
RB-29	Handling complaints									
RB-30	Handling discounts, rebates and gratuities									
RB-31	Cashier service									
RB-32	Cleaning of bar and its equipment and fittings									
RB-33	Cleaning of the bar area									
RB-34	Bar service budgeting									
RB-35	Checking on quality of Bar service									
RB-36	Statistical and cost analysis									
RB-37	Analysis of results of service									
RB-38	Safety of guests and their property									

Reference fonction: BAR(RB-1)
 Profile: BAR MANAGER/HEAD BARPERSON

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RB-39	Safety of Bar and its property									
RB-40	Compliance with and application of rules of hygiene									
RB-41	Compliance with and application of fire and accident prevention									
RB-42	Routine maintenance of Bar room, equipment, furnishings and fittings									
RB-43	Non-routine work before beginning and end of the season									
	<i>Participation in the selection of decor, quality levels and price lists in relation to the given target group</i>									
	<i>Selection of bar equipment and appliances</i>									
	<i>Development of new beverages (mixed beverages)</i>									
	<i>Preparing and serving cocktails</i>									
	<i>Preparing and serving canapés</i>									
	<i>Making purchases and cost calculations</i>									
	<i>Writing up lists of drinks and cocktails</i>									

DESCRIPTION OF TASKS

Responsable des services bar

Analysis of market and competition (DE) - Observation and analysis of clientele (DE) - Choice of atmosphere, quality levels and price list in the light of the chosen target market (E) - Choice of beverages to be served and service procedures to be adopted (E) - Choice of furniture, furnishings, equipment and supplies for bar and bar room (DE) - Planning Bar work (D) - Organization of the Bar service (DE) - Selection and recruitment of assistants (E) - Training and motivation of junior staff (E) - Arranging staffing and shifts (DE) - Staff discipline, behaviour and property (DE) - Opening and closing of Bar (D) - Checking stocks (D) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (DE) - Preliminary bar preparation work (D) - Inventory, unloading of materials, record-keeping and accounting for bar services (D) - Client observation: behavioural and marketing classifications (D) - Clientele contacts and public relations (D) - Presentation of available drinks and guiding clients in their choice (D) - Counter service of beverages (D) - Counter service of snacks (D) - Counter service of hot drinks (D) - Dealing with special requests and services (D) - Service of refreshments (D) - Handling complaints (D) - Handling discounts, rebates and gratuities (D) - Cashier service (D) - Cleaning of bar and its equipment and fittings (D) - Cleaning of the bar area (D) - Bar service budgeting (DE) - Checking on quality of Bar service (DE) - Statistical and cost analysis (DE) - Analysis of results of service (DE) - Safety of guests and their property (DE) - Safety of Bar and its property (DE) - Compliance with and application of rules of hygiene (D) - Compliance with and application of fire and accident prevention (D) - Routine maintenance of Bar room, equipment, furnishings and fittings (D) - Routine maintenance of Bar room, equipment, furnishings and fittings (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

a) full-time training provided by the education department

technical secondary education: hotel trade

technical secondary education: hotel trade plus specialization "catering"

vocational secondary education: hotel trade plus specialization: "barkeeping techniques" and equivalent

b) part-time training for small businesses

management training: caterer or banquet organizer + further training

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

a: 6 b: 3

To acquire the specific technical/specialist vocational knowledge (3):

a: 6 + 1 b: 2 + 1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leder af bar

Planning Bar work (DE) - Organization of the Bar service (DE) - Training and motivation of junior staff (DE) - Arranging staffing and shifts (DE) - Staff discipline, behaviour and property (DE) - Opening and closing of Bar (DE) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (DE) - Preliminary bar preparation work (DE) - Client observation: behavioural and marketing classifications (DE) - Presentation of available drinks and guiding clients in their choice (DE) - Counter service of beverages (DE) - Counter service of snacks (DE) - Counter service of hot drinks (DE) - Service of pastries (DE) - Taking orders at tables (DE) - Table service (DE) - Dealing with special requests and services (DE) - Service of refreshments (DE) - Handling complaints (DE) - Handling discounts, rebates and gratuities (DE) - Cashier service (DE) - Cleaning of bar and its equipment and fittings (DE) - Checking on quality of Bar service (DE) - Safety of guests and their property (DE) - Safety of Bar and its property (DE) - Compliance with and application of rules of hygiene (DE) - Compliance with and application of fire and accident prevention (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

The specific training typically begins after the 10th year school-leaving examination. The special training is conditional upon a training agreement having been entered into with a firm. The specific waiter training course is built up as follows: 1st school period (20 weeks) can be replaced by practical work placement. 2nd school period (20 weeks). Remaining school periods are divided into 10+5 weeks with alternating work placement periods between each school period.

An apprenticeship examination is taken at the end of each school period.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	10
To acquire the specific technical/specialist vocational knowledge (3):	3 + 4 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

DESCRIPTION OF TASKS

Leiter Bar

Choice of beverages to be served and service procedures to be adopted (E) - Planning Bar work (DE) - Organization of the Bar service (E) - Selection and recruitment of assistants (E) - Training and motivation of junior staff (E) - Arranging staffing and shifts (E) - Staff discipline, behaviour and property (E) - Opening and closing of Bar (E) - Checking stocks (E) - Preliminary bar preparation work (DE) - Client observation: behavioural and marketing classifications (E) - Clientele contacts and public relations (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Dealing with special requests and services (E) - Service of refreshments (DE) - Handling complaints (E) - Handling discounts, rebates and gratuities (E) - Cashier service (DE) - Bar service budgeting (E) - Checking on quality of Bar service (E) - Statistical and cost analysis (E) - Analysis of results of service (E) - Safety of guests and their property (E) - Safety of Bar and its property (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E)

Development of new beverages (mixed beverages) (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training as restaurant specialist; long period of occupational experience in the bar area

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9 - 10
To acquire the specific technical/specialist vocational knowledge (3):	min. 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Jefe de mostrador

Planning Bar work (D) - Organization of the Bar service (D) - Training and motivation of junior staff (D) - Arranging staffing and shifts (D) - Opening and closing of Bar (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (D) - Preliminary bar preparation work (D) - Inventory, unloading of materials, record-keeping and accounting for bar services (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Dealing with special requests and services (D) - Handling complaints (E) - Cashier service (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E)

Preparing and serving cocktails (DE) - Preparing and serving canapés (E) - Making purchases and cost calculations (DE) - Writing up lists of drinks and cocktails (D)

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Typical training route (1):

The training required for this function is second-level vocational training in restaurant catering. Practitioners require at least three years' experience as barperson and conversational knowledge of two languages. Innovations which most affect this function involve technology in the field of information processing.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Ipefthinos ipiression bar

Planning Bar work (D) - Organization of the Bar service (D) - Training and motivation of junior staff (DE) - Arranging staffing and shifts (D) - Staff discipline, behaviour and property (E) - Opening and closing of Bar (D) - Checking stocks (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (DE) - Preliminary bar preparation work (DE) - Inventory, unloading of materials, record-keeping and accounting for bar services (E) - Client observation: behavioural and marketing classifications (E) - Clientele contacts and public relations (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Service of pastries (E) - Dealing with special requests and services (E) - Service of refreshments (E) - Handling complaints (E) - Handling discounts, rebates and gratuities (E) - Cashier service (DE) - Cleaning of the bar area (D) - Bar service budgeting (E) - Checking on quality of Bar service (DE) - Statistical and cost analysis (E) - Safety of guests and their property (DE) - Safety of Bar and its property (DE) - Compliance with and application of rules of hygiene (DE) - Compliance with and application of fire and accident prevention (DE) - Routine maintenance of Bar room, equipment, furnishings and fittings (D) - Routine maintenance of Bar room, equipment, furnishings and fittings (DE)

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Typical training route (1):

The 9-year compulsory education is usually followed by attendance at one of the State Schools for Tourist Industry Occupations, specifically in a Department of Hotel & Catering in which "Bar work" is one of the main subjects. Attendance lasts 2 years and every school year consists of 8 months instruction in the School and 4 months' practice in a hotel or catering business.

Apart from the above Departments, courses lasting 5½ months are run for working practitioners who have not studied at appropriate Schools.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9
To acquire the specific technical/specialist vocational knowledge (3):	2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsable des services bar

Observation and analysis of clientele (E) - Choice of atmosphere, quality levels and price list in the light of the chosen target market (E) - Choice of beverages to be served and service procedures to be adopted (E) - Choice of furniture, furnishings, equipment and supplies for bar and bar room (E) - Planning Bar work (E) - Organization of the Bar service (E) - Selection and recruitment of assistants (E) - Training and motivation of junior staff (E) - Arranging staffing and shifts (E) - Staff discipline, behaviour and property (E) - Opening and closing of Bar (E) - Checking stocks (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (E) - Preliminary bar preparation work (E) - Inventory, unloading of materials, record-keeping and accounting for bar services (E) - Client observation: behavioural and marketing classifications (E) - Clientele contacts and public relations (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Service of pastries (E) - Taking orders at tables (E) - Table service (E) - Handling complaints (E) - Handling discounts, rebates and gratuities (E) - Cashier service (E) - Cleaning of bar and its equipment and fittings (E) - Cleaning of the bar area (E) - Bar service budgeting (E) - Checking on quality of Bar service (E) - Statistical and cost analysis (E) - Analysis of results of service (E) - Safety of guests and their property (E) - Safety of Bar and its property (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E)

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Typical training route (1):

Indirect access with a "CAP" vocational training certificate for café-bar with additional specification as "barman"

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

DESCRIPTION OF TASKS

Responsabile dei servizi di bar

Analysis of market and competition (E) - Observation and analysis of clientele (DE) - Choice of atmosphere, quality levels and price list in the light of the chosen target market (E) - Choice of beverages to be served and service procedures to be adopted (E) - Choice of furniture, furnishings, equipment and supplies for bar and bar room (E) - Planning Bar work (E) - Organization of the Bar service (E) - Selection and recruitment of assistants (E) - Training and motivation of junior staff (E) - Arranging staffing and shifts (E) - Staff discipline, behaviour and property (E) - Opening and closing of Bar (DE) - Checking stocks (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (DE) - Preliminary bar preparation work (DE) - Inventory, unloading of materials, record-keeping and accounting for bar services (E) - Client observation: behavioural and marketing classifications (E) - Clientele contacts and public relations (DE) - Presentation of available drinks and guiding clients in their choice (DE) - Counter service of beverages (DE) - Counter service of snacks (DE) - Counter service of hot drinks (DE) - Service of pastries (DE) - Taking orders at tables (DE) - Table service (DE) - Dealing with special requests and services (E) - Service of refreshments (DE) - Carrying out any room service orders from bar (D) - Handling complaints (E) - Handling discounts, rebates and gratuities (E) - Cashier service (DE) - Cleaning of bar and its equipment and fittings (D) - Cleaning of the bar area (D) - Bar service budgeting (E) - Checking on quality of Bar service (E) - Statistical and cost analysis (E) - Analysis of results of service (E) - Safety of guests and their property (DE) - Safety of Bar and its property (DE) - Compliance with and application of rules of hygiene (DE) - Compliance with and application of fire and accident prevention (DE) - Routine maintenance of Bar room, equipment, furnishings and fittings (D) - Routine maintenance of Bar room, equipment, furnishings and fittings (DE)

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Typical training route (1):

A vocational matriculation diploma issued by a State Vocational Institute after a vocational qualification diploma for "restaurant services operators - bar sector". The vocational profile is called "restaurant services technician". The course lasts five years: three until the vocational qualification diploma and two more for the vocational matriculation diploma, including practical stages. During the final two years, teaching is done in an integrated system with the Regions (vocational training). The usual age of participants ranges from 14 to 19.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsável pelos serviços bar

Analysis of market and competition (E) - Observation and analysis of clientele (E) - Choice of beverages to be served and service procedures to be adopted (E) - Planning Bar work (E) - Organization of the Bar service (E) - Selection and recruitment of assistants (E) - Training and motivation of junior staff (E) - Arranging staffing and shifts (E) - Staff discipline, behaviour and property (E) - Opening and closing of Bar (D) - Checking stocks (D) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (D) - Preliminary bar preparation work (D) - Inventory, unloading of materials, record-keeping and accounting for bar services (E) - Client observation: behavioural and marketing classifications (E) - Clientele contacts and public relations (D) - Presentation of available drinks and guiding clients in their choice (D) - Counter service of beverages (D) - Counter service of snacks (D) - Counter service of hot drinks (D) - Service of pastries (D) - Taking orders at tables (D) - Table service (D) - Dealing with special requests and services (D) - Service of refreshments (E) - Carrying out any room service orders from bar (D) - Handling complaints (E) - Handling discounts, rebates and gratuities (E) - Cashier service (D) - Cleaning of bar and its equipment and fittings (D) - Cleaning of the bar area (D) - Bar service budgeting (E) - Checking on quality of Bar service (E) - Statistical and cost analysis (E) - Analysis of results of service (E) - Safety of guests and their property (E) - Safety of Bar and its property (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E)

Participation in the selection of decor, quality levels and price lists in relation to the given target group (E) - Selection of bar equipment and appliances (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

- Basic schooling - 3rd cycle (9 years)
- + Special vocational training / table-bar (1 year)
- + Advanced vocational training / bar manager (1 year)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Bar manager/Head barperson

Choice of beverages to be served and service procedures to be adopted (E) - Organization of the Bar service (E) - Training and motivation of junior staff (E) - Arranging staffing and shifts (E) - Staff discipline, behaviour and property (E) - Opening and closing of Bar (DE) - Checking stocks (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (DE) - Preliminary bar preparation work (DE) - Inventory, unloading of materials, record-keeping and accounting for bar services (E) - Client observation: behavioural and marketing classifications (E) - Clientele contacts and public relations (E) - Presentation of available drinks and guiding clients in their choice (DE) - Counter service of beverages (DE) - Counter service of snacks (DE) - Counter service of hot drinks (DE) - Dealing with special requests and services (DE) - Service of refreshments (DE) - Handling complaints (E) - Handling discounts, rebates and gratuities (E) - Cashier service (DE) - Cleaning of bar and its equipment and fittings (DE) - Cleaning of the bar area (D) - Safety of guests and their property (E) - Safety of Bar and its property (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (D) - Routine maintenance of Bar room, equipment, furnishings and fittings (DE)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 3.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barman/Barmaid

Sub-sector: **Hotel/catering sub-sector**

Reference function: **Bar (RB-2)**

B	Employé aux services bar
DK	
D	Angestellter Bar
E	Empleado del servicio del bar (barman)
GR	Ergazomenos sto bar
F	
I	Addetto ai servizi di bar
P	Barman
UK	Barman/Barmaid

A. Description of the function

This is the sale and service at the counter or in specially equipped areas or premises of alcoholic and non-alcoholic beverages, hot or cold, as well as confectionery, ices, snacks and cafeteria-type food. It also includes management, planning, organization, administration, implementation and supervisory tasks (as well as the provision of all the collateral services that improve the conduct of the function): accepting delivery and the storage of products, presentation, customer service and charging, and sometimes simple preparation performed by the bar service staff themselves.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area of the bar, the CEDEFOP directory cites only the following practitioner: the head barperson

The standard task descriptors refer to the functional area as a whole, but they have been broken down and referred to this practitioner in particular.

The reference structure here is a medium- to large-sized bar (which serves not just alcoholic drinks but also hot and non-alcoholic beverages and small snacks, both sweet and savoury), operating in the context of other services or also as a business in its own right, although the head barperson is not the same as the entrepreneur who performs general tasks of administration and is the legal and general representative of the business.

C. Criteria for the listing of descriptors

The task descriptors for the bar function start with the observation and preliminary analysis of the market and clientele (01-02). Next come basic decisions, leading up to the planning of bar work (03-06), the organization, training and control of human resources (07-11) and day-to-day opening and closing of the bar (12-15). These are followed by routine daily service work, which also includes any special services (16-30). Then come the tasks of cleaning (31-32), record-keeping, making reports, verification and statistical and accounts analysis (33-36) as well as the provision of general support for the bar and its non-routine opening and closing (37-42).

Reference fonction: BAR(RB-2)
 Profile: BARMAN/BARMAID

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RB-01	Analysis of market and competition									
RB-02	Observation and analysis of clientele									
RB-03	Choice of atmosphere, quality levels and price list in the light of the chosen target market									
RB-04	Choice of beverages to be served and service procedures to be adopted									
RB-05	Choice of furniture, furnishings, equipment and supplies for bar and bar room									
RB-06	Planning Bar work									
RB-07	Organization of the Bar service									
RB-08	Selection and recruitment of assistants									
RB-09	Training and motivation of junior staff									
RB-10	Arranging staffing and shifts									
RB-11	Staff discipline, behaviour and property									
RB-12	Opening and closing of Bar									
RB-13	Checking stocks									
RB-14	Restocking and associated procurement (or withdrawal) and acceptance of supplies									
RB-15	Preliminary bar preparation work									
RB-16	Inventory, unloading of materials, record-keeping and accounting for bar services									
RB-17	Client observation: behavioural and marketing classifications									
RB-18	Clientele contacts and public relations									
RB-19	Presentation of available drinks and guiding clients in their choice									
RB-20	Counter service of beverages									
RB-21	Counter service of snacks									
RB-22	Counter service of hot drinks									
RB-23	Service of pastries									
RB-24	Taking orders at tables									
RB-25	Table service									
RB-26	Dealing with special requests and services									
RB-27	Service of refreshments									
RB-28	Carrying out any room service orders from bar									
RB-29	Handling complaints									
RB-30	Handling discounts, rebates and gratuities									
RB-31	Cashier service									
RB-32	Cleaning of bar and its equipment and fittings									
RB-33	Cleaning of the bar area									
RB-34	Bar service budgeting									
RB-35	Checking on quality of Bar service									
RB-36	Statistical and cost analysis									
RB-37	Analysis of results of service									
RB-38	Safety of guests and their property									

Reference fonction: BAR (RB-2)
 Profile: BARMAN/BARMAID

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
RB-39	Safety of Bar and its property									
RB-40	Compliance with and application of rules of hygiene									
RB-41	Compliance with and application of fire and accident prevention									
RB-42	Routine maintenance of Bar room, equipment, furnishings and fittings									
RB-43	Non-routine work before beginning and end of the season									

Employé aux services bar

Opening and closing of Bar (E) - Checking stocks (E) - Preliminary bar preparation work (E) - Inventory, unloading of materials, record-keeping and accounting for bar services (E) - Client observation: behavioural and marketing classifications (E) - Clientele contacts and public relations (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Service of pastries (E) - Taking orders at tables (E) - Table service (E) - Dealing with special requests and services (E) - Service of refreshments (E) - Carrying out any room service orders from bar (E) - Handling complaints (E) - Handling discounts, rebates and gratuities (E) - Cashier service (E) - Cleaning of bar and its equipment and fittings (E) - Cleaning of the bar area (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

- a) full-time training provided by the education department
 technical secondary education: hotel trade and equivalent
 vocational secondary education: hotel trade and equivalent
- b) part-time training for small businesses
 management training: catering
 management training: banquet caterer
- c) Employment and Vocational Training Office:
 vocational training certificate: dining room

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	a: 3 b: c: 0
To acquire the specific technical/specialist vocational knowledge (3):	a: 3 b: 2 c: 6 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Angestellter Bar

Checking stocks (E) - Preliminary bar preparation work (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Taking orders at tables (E) - Table service (E) - Dealing with special requests and services (E) - Service of refreshments (E) - Carrying out any room service orders from bar (E) - Cashier service (E) - Cleaning of bar and its equipment and fittings (E) - Cleaning of the bar area (E) - Safety of guests and their property (E) - Safety of Bar and its property (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Certificate of compulsory schooling or intermediate school-leaving certificate; completed vocational training as restaurant specialist or as a specialist assistant in the hotel and catering industry; several years of practical occupational experience

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9 - 10
To acquire the specific technical/specialist vocational knowledge (3):	approx. 5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Empleado del servicio del bar (barman)

Opening and closing of Bar (E) - Checking stocks (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (E) - Preliminary bar preparation work (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Service of pastries (E) - Taking orders at tables (E) - Table service (E) - Service of refreshments (E) - Carrying out any room service orders from bar (E) - Cashier service (E) - Cleaning of bar and its equipment and fittings (E) - Cleaning of the bar area (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is first-level vocational training in restaurant catering. Practitioners require at least two years' experience as assistant barperson and conversational knowledge of one language.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ergazomenos sto bar

Opening and closing of Bar (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (E) - Preliminary bar preparation work (E) - Clientele contacts and public relations (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Service of pastries (E) - Taking orders at tables (E) - Table service (E) - Service of refreshments (E) - Cashier service (E) - Cleaning of bar and its equipment and fittings (E) - Cleaning of the bar area (E) - Compliance with and application of rules of hygiene (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The 9-year compulsory education is followed by the exercise of occupational activity, during which (at a time normally outside the tourist season) a training course is undertaken lasting 5½ months and operated especially for working practitioners. Such courses are run in the context of the State Schools for Tourist Industry Occupations.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	
To acquire the specific technical/specialist vocational knowledge (3):	9 + 5 ½ months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS



Addetto ai servizi di bar

Opening and closing of Bar (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (E) - Preliminary bar preparation work (E) - Clientele contacts and public relations (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Service of pastries (E) - Taking orders at tables (E) - Table service (E) - Service of refreshments (E) - Carrying out any room service orders from bar (E) - Cashier service (E) - Cleaning of bar and its equipment and fittings (E) - Cleaning of the bar area (E) - Safety of guests and their property (E) - Safety of Bar and its property (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualification diploma issued by a State Vocational Institute for hotel and restaurant services. The vocational profile is called "restaurant services operator - bar sector". The course lasts three years and involves alternance training. The usual age of participants ranges from 14 to 17.

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years
8

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Barman

Opening and closing of Bar (E) - Checking stocks (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (E) - Preliminary bar preparation work (E) - Clientele contacts and public relations (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Service of pastries (E) - Taking orders at tables (E) - Table service (E) - Dealing with special requests and services (E) - Carrying out any room service orders from bar (E) - Cashier service (E) - Cleaning of bar and its equipment and fittings (E) - Cleaning of the bar area (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Basic schooling - 3rd cycle (9 years)
+ Special vocational training / table-bar (1 year)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barman/Barmaid

Opening and closing of Bar (E) - Checking stocks (E) - Restocking and associated procurement (or withdrawal) and acceptance of supplies (E) - Preliminary bar preparation work (E) - Inventory, unloading of materials, record-keeping and accounting for bar services (E) - Client observation: behavioural and marketing classifications (E) - Presentation of available drinks and guiding clients in their choice (E) - Counter service of beverages (E) - Counter service of snacks (E) - Counter service of hot drinks (E) - Service of pastries (E) - Taking orders at tables (E) - Table service (E) - Dealing with special requests and services (E) - Service of refreshments (E) - Carrying out any room service orders from bar (E) - Handling complaints (E) - Cashier service (E) - Cleaning of bar and its equipment and fittings (E) - Cleaning of the bar area (E) - Safety of guests and their property (E) - Safety of Bar and its property (E) - Compliance with and application of rules of hygiene (E) - Compliance with and application of fire and accident prevention (E) - Routine maintenance of Bar room, equipment, furnishings and fittings (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 1 (perhaps 2).

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CEDEFOP
Community Directory of Occupational Profiles

Section II: Occupational profile forms

1. Agency sub-sector



Travel agency manager

Sub-sector: **Agency sub-sector**

Reference function: **General Management (AG-1)**

B	Manager général d'agence de voyages
DK	Generel leder af rejsebureau
D	Leiter Reisebüro
E	Director de agencia de viajes
GR	General manager: praktoriou taxidion
F	Manager général d'agence de voyages
I	General manager
P	Director de agência de viagens (general manager)
UK	Travel agency manager

A. Description of the function

The general management function relates to the achievement of the specific objectives of an organization (in this case a travel agency) by the optimum use of all the human and physical resources available to the organization or that it can acquire. This function consists of applying management principles and techniques to the specific operational and management problems faced by travel agencies face both in the production of travel services and combinations of travel and holidays and in the presentation and sale of its own or third party services to the end customer. It includes: the identification and evaluation of the reference strategic framework, setting objectives, defining policies and their effects, planning, coordination, supervision, control, general management, organizational and personnel motivation activities, evaluation of results and systematic observation of variations in the reference strategic framework.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area, the CEDEFOP directory cites only the following practitioner:
the travel agency general manager

The standard task descriptors refer to the functional area as a whole, but they have been broken down and referred to this practitioner in particular.

The working situation used as a reference in describing practitioners in this branch in the form of the standard task descriptors listed below is a medium- to large-sized travel agency (with 5 to 7 employees) that can issue its own tickets (airline, rail and shipping) and that operates in the field of tourism either by selling third party products (tour operators) or by having its own small-scale programming of package holidays or, finally, by combinations of tailor-made, individual and group travel.

C. Criteria for the listing of descriptors

The task descriptors for the General Management function have already been discussed, and the criteria used in determining their sequence are repeated here solely for convenience and uniformity of presentation. The criterion adopted in listing the task descriptors is to start with market research (01), go on to the definition of objectives and strategies (02-04), follow with the planning and policy-making phase (05-14) and then to the organization of work and associated budgeting and staff management operations (15-23). There follow the identification and management of demand (24-30), the acquisition of capital assets and arrangements for technical plant (31-33), administration and accounting (34-40), verification and control (41-43) and finally general activities and representation (44-47).

In substance, the sequence in which the descriptors are listed has been assumed to correspond roughly to the "marketing cycle". This criterion naturally serves only as an outline, since there are tasks not associated with the cycle in question as well as duties that, taken singly, could have been listed in all phases of the cycle.

Reference fonction: GENERAL MANAGEMENT(AG-1)
 Profile: TRAVEL AGENCY MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AG-01	Management statistics, market research and survey of competition									
AG-02	Segmentation of demand, targeting and positioning of the agency and its main services									
AG-03	The agency's system of objectives and its vocational profile									
AG-04	The agency's general strategies and tactics									
AG-05	Financial policy									
AG-06	Product policy									
AG-07	Quality policy									
AG-08	Policy on the maintenance, management and replacement of plant, equipment and fittings									
AG-09	Personnel policy and establishment table									
AG-10	Policy on pricing and optimization of bookings and the sale of package holidays (yield management)									
AG-11	Policy on scale of charges, pricing and optimum allotment and availability of travel services (yield management)									
AG-12	Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management)									
AG-13	Policy on communication and promotion									
AG-14	Policy on marketing and sales									
AG-15	Structure and running of the agency's departments and functions									
AG-16	Operation of the agency's departments and functions									
AG-17	Ordered synergy of all the agency's departments and services in achieving its goals									
AG-19	In-house communication system									
AG-20	Personnel selection, recruitment and career planning									
AG-21	Assignment of responsibilities and tasks to personnel									
AG-22	Personnel training and motivation									
AG-23	Budgeting for agency departments and functions									
AG-24	Advertising and promotion									
AG-25	Marketing and sales									
AG-26	Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events									
AG-27	Discounts, rebates, gratuities and special terms									
AG-28	General administration									
AG-29	Non-routine complaint management									
AG-30	Agency public relations									
AG-31	Routine procurement and the acquisition of services									
AG-32	Non-routine procurement and the acquisition of services, and contacts with major suppliers									
AG-33	Analysis of routine and extraordinary intervention programmes and proposals from outside staff									
AG-34	General administration									
AG-35	General accounting									
AG-36	Budget analysis									
AG-37	Client accounting									
AG-38	Wages and salaries accounting									
AG-39	Supplier accounting									

Reference fonction: GENERAL MANAGEMENT(AG-1)

Profile: TRAVEL AGENCY MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AG-40	Analysis of costs, sales, return and productivity									
AG-41	Supervision of agency activities									
AG-42	Staff discipline, behaviour and property, and measures thereon									
AG-43	Service quality control									
AG-44	Improving and maintaining agency effectiveness, efficiency and functions									
AG-45	Technique of stipulation of conventions and agreements									
AG-46	Agency representation									
AG-47	Relations with proprietors									
	<i>Contact with proprietors (cf. RG-47)</i>									
	<i>Monitors subordinate staff before special situations</i>									

Manager général d'agence de voyages

Management statistics, market research and survey of competition (D) - Segmentation of demand, targeting and positioning of the agency and its main services (D) - The agency's system of objectives and its vocational profile (D) - The agency's general strategies and tactics (D) - Financial policy (D) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (D) - Policy on pricing and optimization of bookings and the sale of package holidays (yield management) (D) - Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (D) - Structure and running of the agency's departments and functions (D) - Operation of the agency's departments and functions (D) - Ordered synergy of all the agency's departments and services in achieving its goals (D) - In-house communication system (D) - Personnel selection, recruitment and career planning (E) - Assignment of responsibilities and tasks to personnel (E) - Personnel training and motivation (D) - Advertising and promotion (D) - Marketing and sales (D) - Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events (D) - Discounts, rebates, gratuities and special terms (D) - General administration (D) - Non-routine complaint management (E) - Agency public relations (D) - Routine procurement and the acquisition of services (D) - Non-routine procurement and the acquisition of services, and contacts with major suppliers (E) - Analysis of routine and extraordinary intervention programmes and proposals from outside staff (D) - General administration (D) - General accounting (D) - Budget analysis (D) - Client accounting (D) - Wages and salaries accounting (D) - Supplier accounting (D) - Analysis of costs, sales, return and productivity (D) - Supervision of agency activities (E) - Staff discipline, behaviour and property, and measures thereon (D) - Service quality control (D) - Improving and maintaining agency effectiveness, efficiency and functions (E) - Technique of stipulation of conventions and agreements (D) - Agency representation (E) - Relations with proprietors (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

The persons selected will clearly require a university background in economics.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Generel leder af rejsebureau

Segmentation of demand, targeting and positioning of the agency and its main services (D) - The agency's system of objectives and its vocational profile (D) - The agency's general strategies and tactics (D) - Financial policy (D) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (D) - Policy on pricing and optimization of bookings and the sale of package holidays (yield management) (D) - Policy on scale of charges, pricing and optimum allotment and availability of travel services (yield management) (D) - Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (D) - Structure and running of the agency's departments and functions (D) - Operation of the agency's departments and functions (D) - Ordered synergy of all the agency's departments and services in achieving its goals (D) - In-house communication system (D) - Personnel selection, recruitment and career planning (D) - Personnel training and motivation (D) - Budgeting for agency departments and functions (DE) - Advertising and promotion (D) - Marketing and sales (D) - Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events (D) - General administration (D) - Agency public relations (D) - Non-routine procurement and the acquisition of services, and contacts with major suppliers (D) - Analysis of routine and extraordinary intervention programmes and proposals from outside staff (D) - General administration (D) - General accounting (D) - Budget analysis (D) - Client accounting (D) - Supplier accounting (D) - Analysis of costs, sales, return and productivity (D) - Supervision of agency activities (D) - Staff discipline, behaviour and property, and measures thereon (D) - Service quality control (D) - Improving and maintaining agency effectiveness, efficiency and functions (D) - Agency representation (D) - Relations with proprietors (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no typical training route for a manager in the travel branch. There is generally 10 years of compulsory schooling plus 2-3 years of upper secondary school and higher education entrance examination. In addition there is specialist training lasting 2-3 years followed by advanced and continuing training in business economics and specific further training courses in IATA-UFTAA in outward ticketing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	13
To acquire the specific technical/specialist vocational knowledge (3):	2 - 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Leiter Reisebüro

Management statistics, market research and survey of competition (E) - Segmentation of demand, targeting and positioning of the agency and its main services (E) - The agency's system of objectives and its vocational profile (E) - The agency's general strategies and tactics (E) - Financial policy (E) - Product policy (E) - Quality policy (E) - Policy on the maintenance, management and replacement of plant, equipment and fittings (E) - Personnel policy and establishment table (E) - Policy on pricing and optimization of bookings and the sale of package holidays (yield management) (E) - Policy on scale of charges, pricing and optimum allotment and availability of travel services (yield management) (E) - Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management) (E) - Policy on communication and promotion (E) - Policy on marketing and sales (E) - Structure and running of the agency's departments and functions (E) - Operation of the agency's departments and functions (E) - Ordered synergy of all the agency's departments and services in achieving its goals (D) - In-house communication system (E) - Personnel selection, recruitment and career planning (E) - Assignment of responsibilities and tasks to personnel (E) - Personnel training and motivation (DE) - Budgeting for agency departments and functions (E) - Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events (E) - Discounts, rebates, gratuities and special terms (E) - General administration (D) - Non-routine complaint management (E) - Agency public relations (E) - Non-routine procurement and the acquisition of services, and contacts with major suppliers (E) - Analysis of routine and extraordinary intervention programmes and proposals from outside staff (E) - Budget analysis (D) - Analysis of costs, sales, return and productivity (D) - Supervision of agency activities (E) - Staff discipline, behaviour and property, and measures thereon (E) - Service quality control (E) - Improving and maintaining agency effectiveness, efficiency and functions (E) - Technique of stipulation of conventions and agreements (E) - Agency representation (E)

Contact with proprietors (cf. RG-47) (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Specialised college of further education/university entrance qualifications; study at a specialised college of further education with appropriate course of study (e. g. tourism; tourism/transport; tourism economics etc.) leading to certificate of qualified economist (FH);

or: study at a scientific university e.g. leading to degree in applied economics, degree in macroeconomics, degree in economics with appropriate specialisation

also: intermediate school-leaving certificate or specialised college of further education/university entrance qualifications; completed vocational training in travel trade; two years of relevant practical occupational experience; followed by either

- further education leading to certificate of qualified economist - travel/tourism option or

- further education leading to qualification as tourism economist

alternatively: specialised college of further education/university entrance qualifications; study at a specialised college of further education with appropriate course of study (e.g. tourism; tourism/transport; tourism economics etc.) leading to qualification of applied economics graduate (FH);

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12/13 or 10

To acquire the specific technical/specialist vocational knowledge (3):

4 or 7

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Director de agencia de viajes

Management statistics, market research and survey of competition (D) - The agency's system of objectives and its vocational profile (D) - The agency's general strategies and tactics (D) - Financial policy (D) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (D) - Policy on marketing and sales (D) - Ordered synergy of all the agency's departments and services in achieving its goals (D) - Assignment of responsibilities and tasks to personnel (D) - Personnel training and motivation (DE) - Budgeting for agency departments and functions (D) - Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events (E) - Client accounting (D) - Improving and maintaining agency effectiveness, efficiency and functions (D) - Technique of stipulation of conventions and agreements (E) - Agency representation (E) - Relations with proprietors (D)

Monitors subordinate staff before special situations (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is technical training in business and touristic activities. Practitioners require proficiency in one language, preferably English, and basic knowledge of French and German. Innovations which most affect this function involve information processing.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

General manager: praktoriou taxidion

Management statistics, market research and survey of competition (DE) - Segmentation of demand, targeting and positioning of the agency and its main services (D) - The agency's general strategies and tactics (D) - Financial policy (D) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (D) - Policy on pricing and optimization of bookings and the sale of package holidays (yield management) (D) - Policy on scale of charges, pricing and optimum allotment and availability of travel services (yield management) (D) - Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (D) - Structure and running of the agency's departments and functions (D) - Operation of the agency's departments and functions (D) - Ordered synergy of all the agency's departments and services in achieving its goals (D) - In-house communication system (D) - Assignment of responsibilities and tasks to personnel (D) - Personnel training and motivation (DE) - Budgeting for agency departments and functions (D) - Advertising and promotion (D) - Marketing and sales (D) - Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events (D) - Discounts, rebates, gratuities and special terms (D) - General administration (D) - Non-routine complaint management (DE) - Agency public relations (DE) - Non-routine procurement and the acquisition of services, and contacts with major suppliers (DE) - Analysis of routine and extraordinary intervention programmes and proposals from outside staff (D) - Budget analysis (D) - Supplier accounting (D) - Analysis of costs, sales, return and productivity (D) - Supervision of agency activities (DE) - Staff discipline, behaviour and property, and measures thereon (DE) - Service quality control (DE) - Improving and maintaining agency effectiveness, efficiency and functions (D) - Technique of stipulation of conventions and agreements (D) - Agency representation (DE) - Relations with proprietors (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

9-year compulsory education.

3-year education at a general or vocational Lykeion

Entrance exams to tertiary education

3-year attendance at a Tourist Business Department of a TEI plus 6 months' practice or 4-year attendance at a university-level School in a faculty of Economics and Management

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years

9 + 3 + 4

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Manager général d'agence de voyages

Management statistics, market research and survey of competition (D) - Segmentation of demand, targeting and positioning of the agency and its main services (D) - The agency's general strategies and tactics (D) - Financial policy (D) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (D) - Policy on pricing and optimization of bookings and the sale of package holidays (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (D) - Structure and running of the agency's departments and functions (D) - Ordered synergy of all the agency's departments and services in achieving its goals (D) - Personnel selection, recruitment and career planning (E) - Assignment of responsibilities and tasks to personnel (E) - Personnel training and motivation (E) - Advertising and promotion (D) - Marketing and sales (D) - Discounts, rebates, gratuities and special terms (E) - General administration (E) - Non-routine complaint management (E) - Agency public relations (E) - Routine procurement and the acquisition of services (D) - Non-routine procurement and the acquisition of services, and contacts with major suppliers (E) - Analysis of routine and extraordinary intervention programmes and proposals from outside staff (E) - General administration (E) - General accounting (D) - Budget analysis (E) - Wages and salaries accounting (D) - Analysis of costs, sales, return and productivity (E) - Supervision of agency activities (E) - Staff discipline, behaviour and property, and measures thereon (D) - Service quality control (D) - Improving and maintaining agency effectiveness, efficiency and functions (D) - Agency representation (E) - Relations with proprietors (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Indirect access after several years of experience as salesperson, person in charge of sales, person in charge of production.

The acquisition of a license as travel agent depends on certain conditions, one of which is to demonstrate professional aptitude as Head of Agency. The candidate must either have worked 5 years in a travel agency (including 3 as management staff), or have a B.T.S. [Brevet de technicien supérieur, vocational training certificate granted to 18-year-olds] in tourism or an equivalent qualification and have worked 2 years as management staff.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

General manager

Management statistics, market research and survey of competition (DE) - Segmentation of demand, targeting and positioning of the agency and its main services (DE) - The agency's system of objectives and its vocational profile (DE) - The agency's general strategies and tactics (DE) - Financial policy (D) - Product policy (D) - Quality policy (D) - Policy on the maintenance, management and replacement of plant, equipment and fittings (D) - Personnel policy and establishment table (D) - Policy on pricing and optimization of bookings and the sale of package holidays (yield management) (D) - Policy on scale of charges, pricing and optimum allotment and availability of travel services (yield management) (D) - Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management) (D) - Policy on communication and promotion (D) - Policy on marketing and sales (D) - Structure and running of the agency's departments and functions (D) - Operation of the agency's departments and functions (D) - Ordered synergy of all the agency's departments and services in achieving its goals (D) - In-house communication system (DE) - Personnel selection, recruitment and career planning (DE) - Assignment of responsibilities and tasks to personnel (DE) - Personnel training and motivation (DE) - Budgeting for agency departments and functions (DE) - Advertising and promotion (D) - Marketing and sales (D) - Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events (DE) - Discounts, rebates, gratuities and special terms (D) - General administration (D) - Non-routine complaint management (DE) - Agency public relations (DE) - Routine procurement and the acquisition of services (D) - Non-routine procurement and the acquisition of services, and contacts with major suppliers (DE) - Analysis of routine and extraordinary intervention programmes and proposals from outside staff (E) - General administration (D) - General accounting (D) - Budget analysis (DE) - Client accounting (D) - Wages and salaries accounting (D) - Supplier accounting (D) - Analysis of costs, sales, return and productivity (D) - Supervision of agency activities (E) - Staff discipline, behaviour and property, and measures thereon (D) - Service quality control (D) - Improving and maintaining agency effectiveness, efficiency and functions (D) - Technique of stipulation of conventions and agreements (D) - Agency representation (E) - Relations with proprietors (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Various training routes are possible. The suggested route is one which combines a period of economic training (e.g., commercial institute or university course in economics) with a specialization in tourism. Acquisition of the specialized technical knowledge can, however, be achieved by attendance of the humanist stream of an upper secondary school (liceo). In this case, further training is required after school-leaving examinations in order to acquire the necessary knowledge in the field of economics and tourism. Until now, university-level training for managers in the tourist industry had been lacking in Italy, so that this training function has been taken over by the three-year master in "economics and tourism techniques" organized by the Study Centre for Tourism in Assisi. Now the gap has been filled by the offer of degree courses in tourism economics at the universities of Perugia and Bologna, and a short diploma course in economics and management of tourist services is planned.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	9

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Director de agência de viagens (general manager)

Management statistics, market research and survey of competition (E) - Segmentation of demand, targeting and positioning of the agency and its main services (E) - The agency's system of objectives and its vocational profile (E) - The agency's general strategies and tactics (E) - Product policy (E) - Quality policy (E) - Personnel policy and establishment table (E) - Policy on pricing and optimization of bookings and the sale of package holidays (yield management) (E) - Policy on scale of charges, pricing and optimum allotment and availability of travel services (yield management) (E) - Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management) (E) - Policy on communication and promotion (E) - Policy on marketing and sales (E) - Structure and running of the agency's departments and functions (E) - Operation of the agency's departments and functions (D) - Ordered synergy of all the agency's departments and services in achieving its goals (D) - In-house communication system (E) - Personnel selection, recruitment and career planning (E) - Assignment of responsibilities and tasks to personnel (D) - Personnel training and motivation (E) - Budgeting for agency departments and functions (E) - Advertising and promotion (D) - Marketing and sales (D) - Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events (E) - Discounts, rebates, gratuities and special terms (E) - General administration (E) - Non-routine complaint management (E) - Agency public relations (D) - Routine procurement and the acquisition of services (D) - Non-routine procurement and the acquisition of services, and contacts with major suppliers (E) - Analysis of routine and extraordinary intervention programmes and proposals from outside staff (E) - General administration (D) - General accounting (D) - Budget analysis (E) - Client accounting (D) - Wages and salaries accounting (D) - Supplier accounting (D) - Analysis of costs, sales, return and productivity (E) - Supervision of agency activities (E) - Staff discipline, behaviour and property, and measures thereon (D) - Service quality control (E) - Improving and maintaining agency effectiveness, efficiency and functions (E) - Technique of stipulation of conventions and agreements (E) - Agency representation (E) - Relations with proprietors (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Basic schooling - 3rd cycle (9 years)

+ Special vocational training / table-bar (1 year)

+ Tertiary education - special training / management - touristic operations (3 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Travel agency manager

Management statistics, market research and survey of competition (DE) - Segmentation of demand, targeting and positioning of the agency and its main services (DE) - The agency's system of objectives and its vocational profile (E) - The agency's general strategies and tactics (E) - Financial policy (E) - Product policy (E) - Quality policy (E) - Policy on the maintenance, management and replacement of plant, equipment and fittings (E) - Personnel policy and establishment table (E) - Policy on pricing and optimization of bookings and the sale of package holidays (yield management) (E) - Policy on scale of charges, pricing and optimum allotment and availability of travel services (yield management) (E) - Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management) (E) - Policy on communication and promotion (E) - Operation of the agency's departments and functions (E) - Ordered synergy of all the agency's departments and services in achieving its goals (E) - In-house communication system (D) - Personnel selection, recruitment and career planning (DE) - Assignment of responsibilities and tasks to personnel (E) - Personnel training and motivation (DE) - Budgeting for agency departments and functions (DE) - Advertising and promotion (D) - Marketing and sales (D) - Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events (DE) - Discounts, rebates, gratuities and special terms (DE) - General administration (DE) - Non-routine complaint management (E) - Agency public relations (E) - Routine procurement and the acquisition of services (D) - Non-routine procurement and the acquisition of services, and contacts with major suppliers (E) - General administration (D) - General accounting (D) - Budget analysis (D) - Client accounting (D) - Supervision of agency activities (E) - Staff discipline, behaviour and property, and measures thereon (E) - Service quality control (DE) - Improving and maintaining agency effectiveness, efficiency and functions (E) - Agency representation (E) - Relations with proprietors (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sales, ticketing and bookings manager

Sub-sector: **Agency sub-sector**

Reference function: **Distribution and Sales (AV-1)**

B	Responsable des ventes, ticketing et réservations
DK	Leder af salg, billetudstedelse og reservation
D	Leiter Verkauf, Tickets und Reservierungen
E	Jefe de ventas
GR	Ipeftinos poliseon, ekdosi isitirion ke kratiseon
F	Responsable des ventes, ticketing et réservations
I	Responsabile delle vendite, ticketing e prenotazioni
P	Responsável pela venda, preparação de bilhetes e reservas
UK	Sales, ticketing and bookings manager

A. Description of the function

This relates to the presentation, promotion, booking, sale and distribution to clientele, both individual and group, of all services and travel packages prepared by the agency's "production function", as well as individual (or package) hotel, transport and complementary services marketed and sold by the agency on behalf of third parties, on a commission basis. The function also includes ticketing and travel documentation for those services.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's directory lists the following practitioners:
the travel agency sales, ticketing and bookings manager

the travel agency sales, ticketing and booking clerk (counter clerk)

Although the standard task descriptors refer to the functional area in general, they have been broken down with particular reference to these two practitioners.

They do not include the courier and guide, because they have been included in the public sector/professional branch. They identify functions which are almost always performed by travel agencies that go to outsiders for certain specialist skills.

The reference system for the proper use of the standard task descriptors is that of a medium- to large-sized travel agency.

The reference situation for the proper use of standard task descriptors, therefore, is a medium- to large-sized travel agency (with 5 to 7 employees) that can issue its own tickets (airline, rail and shipping) and that operates in the field of tourism either by selling third party products (tour operators) or by having its own small-scale programming of package holidays or, finally, by combinations of tailor-made, individual and group travel.

C. Criteria for the listing of descriptors

The standard task descriptors for this function start with the work of research, analysis and taking basic decisions (01-05). The next stage is general planning (06-09) and marketing policies (10-16), followed by the acquisition, organization, training and supervision of staff (17-21). The next stage is the group of tasks whereby the capital and organizational assets are acquired (22-26) in order to perform the primary work of this function, in other words sales, where the focus is on counter work. The descriptors for this activity range from 27 to 51 and are listed from the time when the client enters the agency to the time when he pays (from that point on, responsibility is assumed by the travel operation work, which is administered by the production function). There follow the outside activities of promotion, marketing and sale (52-62), and the last stage consists of administration and accounting.

Reference fonction: DISTRIBUTION AND SALES(AV-1)
 Profile: SALES, TICKETING AND BOOKINGS MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AV-01	Market analysis, research, assessment and statistics relating to products and the competition									
AV-02	Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel									
AV-03	Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives									
AV-04	Target market identification and configuration									
AV-05	By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services									
AV-06	Defining brochure planning guidelines to be proposed to the production department									
AV-07	Defining pre-packaged proposals for group travel to be set up the production department									
AV-08	Analysis of services that the production department should provide in support of the setting up of individual travel									
AV-09	Defining guidelines to be followed by the production department in setting up hotel and conference services									
AV-10	Planning promotion work									
AV-11	Planning, marketing and sales									
AV-12	Establishing pricing policy									
AV-13	Sales forecasting for services, branches, products, product lines and market segments									
AV-14	Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services									
AV-15	Pricing									
AV-16	General sales planning									
AV-17	Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications									
AV-18	Personnel selection and recruitment									
AV-19	Staff training and motivation									
AV-20	Distribution of tasks and shifts to personnel									
AV-21	Staff discipline and behaviour									
AV-22	Finalization and acquisition and storage of brochures and other literature on packages, services and products offered and combinations thereof, options and availability									
AV-23	Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers									
AV-24	Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties									
AV-25	Giving instructions to counter staff and suggesting sales lines									
AV-26	Setting up the office									
AV-27	Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services									
AV-28	Receiving and welcoming customers at the counter									
AV-29	Briefing customers and their observation, evaluation and market classification: making records of observations									
AV-30	Consulting and using "historic customer file"									
AV-31	Customer support and understanding customer demand									
AV-32	Identification of solutions suited to both the customer and the agency									
AV-33	Explaining, discussing and finalizing individual arrangements									
AV-34	Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution									
AV-35	Supply of promotional, information and assessment materials to the customer									

Reference fonction: DISTRIBUTION AND SALES(AV-1)
 Profile: SALES, TICKETING AND BOOKINGS MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AV-36	Compilation of customer record									
AV-37	Use of techniques for encouraging the act of purchase									
AV-38	Conveying of instructions and documents to production department for the measures for which it is responsible									
AV-39	Pricing services									
AV-40	Presentation of estimates									
AV-41	Booking (or option) operations									
AV-42	Updating availability, options management, confirming bookings									
AV-43	Checking and collecting, and accounting for, deposits, advances and credit documents									
AV-44	Management of amendments and changes									
AV-45	Dealing with complaints and problems									
AV-46	Dealing with cancellations and "no shows"									
AV-47	Issue of tickets, vouchers and other travel documents, making records and concerning those documents									
AV-48	Management of discounts, rebates, gratuities and special terms									
AV-49	Granting of credit, deferred payments and related reminders and payment recovery									
AV-50	Currency exchange and records of transactions									
AV-51	Collection of payment and associated documents									
AV-52	Customer classification									
AV-53	Organization of outside work of contacts and promotion visits, presentations, marketing and sales									
AV-54	Drawing up and finalizing sales arguments and presentation and sales material									
AV-55	Instructions to promoters and salesmen									
AV-56	Contact with tour operators for the promotion and sale of their brochure offers									
AV-57	Contact with corporate and "large customers"									
AV-58	Agreement on conditions or special terms granted to "large customers"									
AV-59	Public relations with existing and potential clients									
AV-60	Direct mailing re special offers and reminders and for brochure distribution									
AV-61	Window displays and other promotional activities									
AV-62	Taking part in trade fairs, exhibitions, workshops, educational activities, etc.									
AV-63	Accounting and record-keeping for the department's services									
AV-64	Customer accounting and invoicing									
AV-65	Records and statistics on bookings accepted and refused									
AV-66	Departmental budgeting									
AV-67	Brochure and literature stock management									
AV-68	Service quality control									
AV-69	Planning and developing proposals for changes and innovations									

DESCRIPTION OF TASKS

Responsable des ventes, ticketing et réservations

Market analysis, research, assessment and statistics relating to products and the competition (D) - Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel (D) - Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives (E) - Target market identification and configuration (E) - By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services (E) - Defining brochure planning guidelines to be proposed to the production department (E) - Defining pre-packaged proposals for group travel to be set up the production department (D) - Analysis of services that the production department should provide in support of the setting up of individual travel (E) - Defining guidelines to be followed by the production department in setting up hotel and conference services (E) - Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services (E) - General sales planning (E) - Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications (D) - Staff training and motivation (E) - Distribution of tasks and shifts to personnel (E) - Staff discipline and behaviour (E) - Finalization and acquisition and storage of brochures and other literature on packages, services and products offered and combinations thereof, options and availability (D) - Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (D) - Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties (D) - Giving instructions to counter staff and suggesting sales lines (E) - Setting up the office (D) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (D) - Consulting and using "historic customer file" (E) - Conveying of instructions and documents to production department for the measures for which it is responsible (E) - Pricing services (E) - Presentation of estimates (E) - Dealing with complaints and problems (E) - Management of discounts, rebates, gratuities and special terms (E) - Granting of credit, deferred payments and related reminders and payment recovery (E) - Organization of outside work of contacts and promotion visits, presentations, marketing and sales (E) - Drawing up and finalizing sales arguments and presentation and sales material (E) - Instructions to promoters and salesmen (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Contact with corporate and "large customers" (E) - Agreement on conditions or special terms granted to "large customers" (E) - Public relations with existing and potential clients (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Departmental budgeting (D) - Service quality control (E) - Planning and developing proposals for changes and innovations (E)

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Typical training route (1):

- a) full-time training provided by the education department preferably third-level secondary education involving tourism and knowledge of the travel agency sector
- b) part-time training for small businesses
 - management training: travel agency operator
 - management training: touring bus company operator

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

a: 4	b:
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To acquire the specific technical/specialist vocational knowledge (3):

a: 3	b: 2
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Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Economics.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Business.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Accounting.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Legal.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Behavioural socio-psychological

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Technological.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Technical.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Other.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Leder af salg, billetudstedelse og reservation

Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel (D) - Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives (D) - Target market identification and configuration (D) - By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services (D) - Planning promotion work (D) - Planning, marketing and sales (D) - Establishing pricing policy (D) - Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services (D) - Pricing (D) - General sales planning (D) - Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications (D) - Personnel selection and recruitment (D) - Staff discipline and behaviour (D) - Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (D) - Giving instructions to counter staff and suggesting sales lines (D) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (D) - Identification of solutions suited to both the customer and the agency (D) - Conveying of instructions and documents to production department for the measures for which it is responsible (D) - Pricing services (D) - Presentation of estimates (D) - Dealing with complaints and problems (D) - Management of discounts, rebates, gratuities and special terms (D) - Granting of credit, deferred payments and related reminders and payment recovery (D) - Organization of outside work of contacts and promotion visits, presentations, marketing and sales (D) - Drawing up and finalizing sales arguments and presentation and sales material (D) - Instructions to promoters and salesmen (D) - Contact with corporate and "large customers" (D) - Agreement on conditions or special terms granted to "large customers" (D) - Direct mailing re special offers and reminders and for brochure distribution (D) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (DE) - Departmental budgeting (D) - Service quality control (D) - Planning and developing proposals for changes and innovations (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no typical training route for a manager of sales, ticketing and booking in a travel agency. There is generally ten years of compulsory schooling followed by vocational training and occupational experience from the branch. Many employees in this function have started as couriers abroad. There is also continuing training, e.g. courses in IATA-UFTAA ticketing and estimating and sales, as well as law relating to the branch. Continuing training in the form of IATA course is compulsory for outgoing agencies.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	10 - 13
To acquire the specific technical/specialist vocational knowledge (3):	3 - 2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Leiter Verkauf, Tickets und Reservierungen

Market analysis, research, assessment and statistics relating to products and the competition (E) - Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel (E) - Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives (E) - Target market identification and configuration (E) - Defining pre-packaged proposals for group travel to be set up the production department (E) - Analysis of services that the production department should provide in support of the setting up of individual travel (E) - Planning promotion work (E) - Planning, marketing and sales (E) - Sales forecasting for services, branches, products, product lines and market segments (E) - Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services (E) - General sales planning (E) - Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications (D) - Staff training and motivation (E) - Distribution of tasks and shifts to personnel (E) - Staff discipline and behaviour (D) - Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (E) - Consulting and using "historic customer file" (E) - Use of techniques for encouraging the act of purchase (D) - Dealing with complaints and problems (E) - Management of discounts, rebates, gratuities and special terms (D) - Organization of outside work of contacts and promotion visits, presentations, marketing and sales (E) - Drawing up and finalizing sales arguments and presentation and sales material (E) - Instructions to promoters and salesmen (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Contact with corporate and "large customers" (E) - Agreement on conditions or special terms granted to "large customers" (E) - Public relations with existing and potential clients (E) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Departmental budgeting (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Intermediate school-leaving certificate or specialised college of further education/university entrance qualifications; completed vocational training leading to certificate in travel commerce; two years of relevant practical occupational experience; followed by either

- further education leading to certificate of qualified economist - travel/tourism option or
- further education leading to qualification as tourism economist

alternatively: specialised college of further education/university entrance qualifications; study at a specialised college of further education with appropriate course of study (e.g. tourism; tourism/transport; tourist business economics etc.) leading to qualification of applied economics graduate (FH):

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10 or 12/13

To acquire the specific technical/specialist vocational knowledge (3):

7 or 4

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Jefe de ventas

Market analysis, research, assessment and statistics relating to products and the competition (D) - Staff training and motivation (D) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (D) - Briefing customers and their observation, evaluation and market classification: making records of observations (D) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (DE) - Supply of promotional, information and assessment materials to the customer (D) - Pricing services (D) - Booking (or option) operations (D) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (D) - Management of discounts, rebates, gratuities and special terms (D) - Granting of credit, deferred payments and related reminders and payment recovery (D) - Collection of payment and associated documents (D) - Organization of outside work of contacts and promotion visits, presentations, marketing and sales (D) - Drawing up and finalizing sales arguments and presentation and sales material (D) - Contact with tour operators for the promotion and sale of their brochure offers (D) - Direct mailing re special offers and reminders and for brochure distribution (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is technical training in business and touristic activities or an intermediate degree in economics or business. Practitioners require at least three years' experience as salesperson and proficiency in English as well as knowledge of French and German. Innovations which most affect this function involve technology in the field of information processing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ipefthinos poliseon, ekdosi isitirion ke kratiseon

Market analysis, research, assessment and statistics relating to products and the competition (DE) - Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel (DE) - Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives (DE) - Target market identification and configuration (DE) - Defining pre-packaged proposals for group travel to be set up the production department (E) - Analysis of services that the production department should provide in support of the setting up of individual travel (E) - Planning promotion work (DE) - Planning, marketing and sales (DE) - Sales forecasting for services, branches, products, product lines and market segments (E) - Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services (E) - General sales planning (DE) - Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications (D) - Staff training and motivation (DE) - Distribution of tasks and shifts to personnel (E) - Staff discipline and behaviour (D) - Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (D) - Setting up the office (D) - Postal and telephone contacts for information, promotion and marketing vis.à-vis potential customers intending to use the agency's services (D) - Consulting and using "historic customer file" (DE) - Use of techniques for encouraging the act of purchase (D) - Dealing with complaints and problems (D) - Management of discounts, rebates, gratuities and special terms (D) - Organization of outside work of contacts and promotion visits, presentations, marketing and sales (D) - Drawing up and finalizing sales arguments and presentation and sales material (D) - Instructions to promoters and salesmen (E) - Contact with tour operators for the promotion and sale of their brochure offers (D) - Contact with corporate and "large customers" (E) - Agreement on conditions or special terms granted to "large customers" (E) - Public relations with existing and potential clients (E) - Window displays and other promotional activities` (D) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Departmental budgeting (D) - Brochure and literature stock management (D) - Service quality control (E) - Planning and developing proposals for changes and innovations (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

9-year compulsory education.

b. 3-year education at a general or vocational Lykeion

c. 2-year attendance at the Department of Higher-grade Staff for Tourist Offices, of the State School of Tourist Industry Occupations, plus 6 months' practice in tourist offices.

d. Reasonable amount of experience

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsable des ventes, ticketing et réservations

Market analysis, research, assessment and statistics relating to products and the competition (E) - Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel (E) - Target market identification and configuration (E) - By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services (E) - Defining brochure planning guidelines to be proposed to the production department (E) - Defining pre-packaged proposals for group travel to be set up the production department (E) - Planning promotion work (E) - Planning, marketing and sales (E) - Establishing pricing policy (E) - Sales forecasting for services, branches, products, product lines and market segments (E) - Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services (E) - Pricing (E) - General sales planning (E) - Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications (E) - Staff training and motivation (E) - Distribution of tasks and shifts to personnel (E) - Staff discipline and behaviour (E) - Giving instructions to counter staff and suggesting sales lines (E) - Setting up the office (E) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (D) - Receiving and welcoming customers at the counter (D) - Consulting and using "historic customer file" (D) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (D) - Compilation of customer record (D) - Conveying of instructions and documents to production department for the measures for which it is responsible (E) - Booking (or option) operations (D) - Updating availability, options management, confirming bookings (D) - Checking and collecting, and accounting for, deposits, advances and credit documents (D) - Management of amendments and changes (D) - Dealing with complaints and problems (D) - Dealing with cancellations and "no shows" (D) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (D) - Collection of payment and associated documents (D) - Customer classification (D) - Instructions to promoters and salesmen (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (D) - Accounting and record-keeping for the department's services (E) - Customer accounting and invoicing (D) - Records and statistics on bookings accepted and refused (E) - Departmental budgeting (E) - Brochure and literature stock management (D) - Service quality control (E) - Planning and developing proposals for changes and innovations (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Indirect access after experience as sales, ticketing and reservations employee and with a B.T.S. in tourism or vocational training provided by further training organizations.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

DESCRIPTION OF TASKS

Responsabile delle vendite, ticketing e prenotazioni

Market analysis, research, assessment and statistics relating to products and the competition (E) - Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel (E) - Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives (E) - Target market identification and configuration (E) - By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services (E) - Defining brochure planning guidelines to be proposed to the production department (E) - Defining pre-packaged proposals for group travel to be set up the production department (E) - Analysis of services that the production department should provide in support of the setting up of individual travel (E) - Defining guidelines to be followed by the production department in setting up hotel and conference services (E) - Planning promotion work (E) - Planning, marketing and sales (E) - Establishing pricing policy (E) - Sales forecasting for services, branches, products, product lines and market segments (E) - Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services (E) - Pricing (E) - General sales planning (E) - Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications (E) - Personnel selection and recruitment (E) - Staff training and motivation (E) - Distribution of tasks and shifts to personnel (E) - Staff discipline and behaviour (E) - Finalization and acquisition and storage of brochures and other literature on packages, services and products offered and combinations thereof, options and availability (DE) - Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (DE) - Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties (DE) - Giving instructions to counter staff and suggesting sales lines (E) - Setting up the office (D) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (DE) - Receiving and welcoming customers at the counter (D) - Briefing customers and their observation, evaluation and market classification: making records of observations (DE) - Consulting and using "historic customer file" (DE) - Customer support and understanding customer demand (D) - Identification of solutions suited to both the customer and the agency (D) - Explaining, discussing and finalizing individual arrangements (D) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (DE) - Supply of promotional, information and assessment materials to the customer (D) - Compilation of customer record (D) - Use of techniques for encouraging the act of purchase (D) - Conveying of instructions and documents to production department for the measures for which it is responsible (D) - Pricing services (D) - Presentation of estimates (D) - Booking (or option) operations (D) - Updating availability, options management, confirming bookings (D) - Checking and collecting, and accounting for, deposits, advances and credit documents (D) - Management of amendments and changes (D) - Dealing with complaints and problems (DE) - Dealing with cancellations and "no shows" (D) - Management of discounts, rebates, gratuities and special terms (DE) - Granting of credit, deferred payments and related reminders and payment recovery (DE) - Currency exchange and records of transactions (D) - Collection of payment and associated documents (D) - Customer classification (D) - Organization of outside work of contacts and promotion visits, presentations, marketing and sales (DE) - Drawing up and finalizing sales arguments and presentation and sales material (E) - Instructions to promoters and salesmen (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Contact with corporate and "large customers" (E) - Agreement on conditions or special terms granted to "large customers" (DE) - Public relations with existing and potential clients (DE) - Direct mailing re special offers and reminders and for brochure distribution (D) - Window displays and other promotional activities (D) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (DE) - Accounting and record-keeping for the department's services (D) - Customer accounting and invoicing (D) - Records and statistics on bookings accepted and refused (D) - Departmental budgeting (E) - Brochure and literature stock management (E) - Service quality control (DE) - Planning and developing proposals for changes and innovations (E)

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Typical training route (1):

A vocational matriculation diploma obtained after a vocational qualification diploma issued by a State Vocational Institute (three years) and vocational matriculation diploma (two years). The vocational profile is called "tourist industry technician". The overall length of training is five years (14-19 years of age), including practical stages in an integrated system with the Regions (vocational training) in the final two years.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

- Language skills.....
- Economics.....
- Business.....
- Accounting.....
- Legal.....
- Behavioural socio-psychological
- Technological.....
- Tecical.....
- Other.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsável pela venda, preparação de bilhetes e reservas

Market analysis, research, assessment and statistics relating to products and the competition (E) - Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel (E) - Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives (E) - Target market identification and configuration (E) - By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services (E) - Defining brochure planning guidelines to be proposed to the production department (E) - Defining pre-packaged proposals for group travel to be set up the production department (E) - Analysis of services that the production department should provide in support of the setting up of individual travel (E) - Defining guidelines to be followed by the production department in setting up hotel and conference services (E) - 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Drawing up and finalizing sales arguments and presentation and sales material (E) - Instructions to promoters and salesmen (E) - Contact with tour operators for the promotion and sale of their brochure offers (D) - Contact with corporate and "large customers" (E) - Agreement on conditions or special terms granted to "large customers" (E) - Public relations with existing and potential clients (D) - Direct mailing re special offers and reminders and for brochure distribution (D) - Window displays and other promotional activities (D) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Accounting and record-keeping for the department's services (D) - Customer accounting and invoicing (D) - Records and statistics on bookings accepted and refused (D) - Departmental budgeting (E) - Brochure and literature stock management (D) - Service quality control (E) - Planning and developing proposals for changes and innovations (E)

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Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education - special training / management - touristic operations (3 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sales, ticketing and bookings manager

Market analysis, research, assessment and statistics relating to products and the competition (DE) - Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel (DE) - Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives (E) - Target market identification and configuration (E) - By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services (E) - Defining brochure planning guidelines to be proposed to the production department (E) - Defining pre-packaged proposals for group travel to be set up the production department (E) - Analysis of services that the production department should provide in support of the setting up of individual travel (E) - Defining guidelines to be followed by the production department in setting up hotel and conference services (E) - Planning promotion work (E) - Planning, marketing and sales (E) - General sales planning (E) - Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications (E) - Personnel selection and recruitment (E) - Staff training and motivation (E) - Distribution of tasks and shifts to personnel (E) - Staff discipline and behaviour (E) - Finalization and acquisition and storage of brochures and other literature on packages, services and products offered and combinations thereof, options and availability (DE) - Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (DE) - Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties (DE) - Giving instructions to counter staff and suggesting sales lines (E) - Setting up the office (D) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (D) - Briefing customers and their observation, evaluation and market classification: making records of observations (D) - Identification of solutions suited to both the customer and the agency (E) - Use of techniques for encouraging the act of purchase (DE) - Conveying of instructions and documents to production department for the measures for which it is responsible (E) - Pricing services (E) - Presentation of estimates (E) - Booking (or option) operations (D) - Updating availability, options management, confirming bookings (D) - Checking and collecting, and accounting for, deposits, advances and credit documents (DE) - Management of amendments and changes (E) - Dealing with complaints and problems (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (D) - Management of discounts, rebates, gratuities and special terms (E) - Granting of credit, deferred payments and related reminders and payment recovery (E) - Currency exchange and records of transactions (D) - Collection of payment and associated documents (D) - Organization of outside work of contacts and promotion visits, presentations, marketing and sales (E) - Drawing up and finalizing sales arguments and presentation and sales material (E) - Instructions to promoters and salesmen (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Contact with corporate and "large customers" (E) - Agreement on conditions or special terms granted to "large customers" (E) - Public relations with existing and potential clients (E) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Customer accounting and invoicing (D) - Departmental budgeting (E) - Brochure and literature stock management (E) - Service quality control (E) - Planning and developing proposals for changes and innovations (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sales, ticketing and booking clerk (counter clerk)

Sub-sector: **Agency sub-sector**

Reference function: **Distribution and Sales (AV-2)**

B	Employé aux ventes, ticketing et réservations (Agent de comptoir)
DK	Medarbejder ved salg, billetudstedelse og reservation
D	Angestellter Verkauf, Tickets und Reservierungen
E	Vendedor de agencias de viajes
GR	Ergazomenos se polisis, ekdosi isitirion ke krasisis
F	Employé aux ventes, ticketing et réservations (Agent de comptoir)
I	Addetto alle vendite, ticketing e prenotazioni (banconista)
P	Operador da venda, emissão de bilhetes e reservas
UK	Sales, ticketing and booking clerk (counter clerk)

A. Description of the function

This relates to the presentation, promotion, booking, sale and distribution to clientele, both individual and group, of all services and travel packages prepared by the agency's "production function", as well as individual (or package) hotel, transport and complementary services marketed and sold by the agency on behalf of third parties, on a commission basis. The function also includes ticketing and travel documentation for those services.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's directory lists the following practitioners:
the travel agency sales, ticketing and bookings manager
the travel agency sales, ticketing and booking clerk (counter clerk)

Although the standard task descriptors refer to the functional area in general, they have been broken down with particular reference to these two practitioners.

They do not include the courier and guide, because they have been included in the public sector/professional branch. They identify functions which are almost always performed by travel agencies that go to outsiders for certain specialist skills.

The reference system for the proper use of the standard task descriptors is that of a medium- to large-sized travel agency.

The reference situation for the proper use of standard task descriptors, therefore, is a medium- to large-sized travel agency (with 5 to 7 employees) that can issue its own tickets (airline, rail and shipping) and that operates in the field of tourism either by selling third party products (tour operators) or by having its own small-scale programming of package holidays or, finally, by combinations of tailor-made, individual and group travel.

C. Criteria for the listing of descriptors

The standard task descriptors for this function start with the work of research, analysis and taking basic decisions (01-05). The next stage is general planning (06-09) and marketing policies (10-16), followed by the acquisition, organization, training and supervision of staff (17-21). The next stage is the group of tasks whereby the capital and organizational assets are acquired (22-26) in order to perform the primary work of this function, in other words sales, where the focus is on counter work. The descriptors for this activity range from 27 to 51 and are listed from the time when the client enters the agency to the time when he pays (from that point on, responsibility is assumed by the travel operation work, which is administered by the production function). There follow the outside activities of promotion, marketing and sale (52-62), and the last stage consists of administration and accounting.

Reference fonction: DISTRIBUTION AND SALES(AV-2)
 Profile: SALES, TICKETING AND BOOKING CLERK (COUNTER CLERK)

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AV-01	Market analysis, research, assessment and statistics relating to products and the competition									
AV-02	Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel									
AV-03	Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives									
AV-04	Target market identification and configuration									
AV-05	By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services									
AV-06	Defining brochure planning guidelines to be proposed to the production department									
AV-07	Defining pre-packaged proposals for group travel to be set up the production department									
AV-08	Analysis of services that the production department should provide in support of the setting up of individual travel									
AV-09	Defining guidelines to be followed by the production department in setting up hotel and conference services									
AV-10	Planning promotion work									
AV-11	Planning, marketing and sales									
AV-12	Establishing pricing policy									
AV-13	Sales forecasting for services, branches, products, product lines and market segments									
AV-14	Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services									
AV-15	Pricing									
AV-16	General sales planning									
AV-17	Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications									
AV-18	Personnel selection and recruitment									
AV-19	Staff training and motivation									
AV-20	Distribution of tasks and shifts to personnel									
AV-21	Staff discipline and behaviour									
AV-22	Finalization and acquisition and storage of brochures and other literature on packages, services and products offered and combinations thereof, options and availability									
AV-23	Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers									
AV-24	Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties									
AV-25	Giving instructions to counter staff and suggesting sales lines									
AV-26	Setting up the office									
AV-27	Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services									
AV-28	Receiving and welcoming customers at the counter									
AV-29	Briefing customers and their observation, evaluation and market classification: making records of observations									
AV-30	Consulting and using "historic customer file"									
AV-31	Customer support and understanding customer demand									
AV-32	Identification of solutions suited to both the customer and the agency									
AV-33	Explaining, discussing and finalizing individual arrangements									
AV-34	Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution									
AV-35	Supply of promotional, information and assessment materials to the customer									

Reference fonction: DISTRIBUTION AND SALES(AV-2)
 Profile: SALES, TICKETING AND BOOKING CLERK (COUNTER CLERK)

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AV-36	Compilation of customer record									
AV-37	Use of techniques for encouraging the act of purchase									
AV-38	Conveying of instructions and documents to production department for the measures for which it is responsible									
AV-39	Pricing services									
AV-40	Presentation of estimates									
AV-41	Booking (or option) operations									
AV-42	Updating availability, options management, confirming bookings									
AV-43	Checking and collecting, and accounting for, deposits, advances and credit documents									
AV-44	Management of amendments and changes									
AV-45	Dealing with complaints and problems									
AV-46	Dealing with cancellations and "no shows"									
AV-47	Issue of tickets, vouchers and other travel documents, making records and concerning those documents									
AV-48	Management of discounts, rebates, gratuities and special terms									
AV-49	Granting of credit, deferred payments and related reminders and payment recovery									
AV-50	Currency exchange and records of transactions									
AV-51	Collection of payment and associated documents									
AV-52	Customer classification									
AV-53	Organization of outside work of contacts and promotion visits, presentations, marketing and sales									
AV-54	Drawing up and finalizing sales arguments and presentation and sales material									
AV-55	Instructions to promoters and salesmen									
AV-56	Contact with tour operators for the promotion and sale of their brochure offers									
AV-57	Contact with corporate and "large customers"									
AV-58	Agreement on conditions or special terms granted to "large customers"									
AV-59	Public relations with existing and potential clients									
AV-60	Direct mailing re special offers and reminders and for brochure distribution									
AV-61	Window displays and other promotional activities									
AV-62	Taking part in trade fairs, exhibitions, workshops, educational activities, etc.									
AV-63	Accounting and record-keeping for the department's services									
AV-64	Customer accounting and invoicing									
AV-65	Records and statistics on bookings accepted and refused									
AV-66	Departmental budgeting									
AV-67	Brochure and literature stock management									
AV-68	Service quality control									
AV-69	Planning and developing proposals for changes and innovations									
	Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (cf. AV-23)									
	Offers and assesses material for presentation and sale									

Employé aux ventes, ticketing et réservations (Agent de comptoir)
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Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (E) - Receiving and welcoming customers at the counter (E) - Briefing customers and their observation, evaluation and market classification: making records of observations (E) - Consulting and using "historic customer file" (E) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (E) - Supply of promotional, information and assessment materials to the customer (E) - Compilation of customer record (E) - Use of techniques for encouraging the act of purchase (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Management of amendments and changes (E) - Dealing with cancellations and "no shows" (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Management of discounts, rebates, gratuities and special terms (E) - Currency exchange and records of transactions (E) - Collection of payment and associated documents (E) - Customer classification (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (E) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Accounting and record-keeping for the department's services (E) - Customer accounting and invoicing (E) - Records and statistics on bookings accepted and refused (E) - Brochure and literature stock management (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Third-level vocational secondary training, sales and display, is sufficient, but technical secondary training in tourism or public relations is preferable.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

4

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Medarbejder ved salg, billetudstedelse og reservation

Market analysis, research, assessment and statistics relating to products and the competition (E) - Defining brochure planning guidelines to be proposed to the production department (E) - Defining pre-packaged proposals for group travel to be set up the production department (E) - Analysis of services that the production department should provide in support of the setting up of individual travel (E) - Defining guidelines to be followed by the production department in setting up hotel and conference services (E) - Sales forecasting for services, branches, products, product lines and market segments (E) - Staff training and motivation (E) - Distribution of tasks and shifts to personnel (E) - Finalization and acquisition and storage of brochures and other literature on packages, services and products offered and combinations thereof, options and availability (E) - Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties (E) - Setting up the office (E) - Receiving and welcoming customers at the counter (E) - Briefing customers and their observation, evaluation and market classification: making records of observations (E) - Consulting and using "historic customer file" (E) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (E) - Supply of promotional, information and assessment materials to the customer (E) - Use of techniques for encouraging the act of purchase (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Management of amendments and changes (E) - Dealing with cancellations and "no shows" (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Currency exchange and records of transactions (E) - Collection of payment and associated documents (E) - Customer classification (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Public relations with existing and potential clients (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (E) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (DE) - Accounting and record-keeping for the department's services (E) - Customer accounting and invoicing (E) - Records and statistics on bookings accepted and refused (E) - Brochure and literature stock management (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no typical training route for this profile. There is generally 10 years of compulsory schooling, possibly followed by two to three years of upper secondary school, higher education entrance examinations. Vocational training lasting 2 - 3 years can then be followed within trade and office work, and the employee will have undertaken a short period of vocational training specific to the branch. The difference between manager and staff has thus to date been continuing training and practical experience.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	10 - 13
To acquire the specific technical/specialist vocational knowledge (3):	3 - 2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

DESCRIPTION OF TASKS

Angestellter Verkauf, Tickets und Reservierungen

Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties (E) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (E) - Receiving and welcoming customers at the counter (E) - Briefing customers and their observation, evaluation and market classification: making records of observations (E) - Consulting and using "historic customer file" (E) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Supply of promotional, information and assessment materials to the customer (E) - Compilation of customer record (E) - Use of techniques for encouraging the act of purchase (E) - Presentation of estimates (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Management of amendments and changes (E) - Dealing with complaints and problems (E) - Dealing with cancellations and "no shows" (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Management of discounts, rebates, gratuities and special terms (E) - Currency exchange and records of transactions (E) - Customer classification (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Contact with corporate and "large customers" (E) - Public relations with existing and potential clients (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (E) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Accounting and record-keeping for the department's services (E) - Customer accounting and invoicing (E) - Records and statistics on bookings accepted and refused (E) - Brochure and literature stock management (E)

Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (cf. AV-23) (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Intermediate school-leaving certificate or specialised college of further education/university entrance qualifications; completed vocational training leading to certificate in travel commerce (dual system)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10 or 12/13

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Vendedor de agencias de viajes

Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (E) - Briefing customers and their observation, evaluation and market classification: making records of observations (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (E) - Supply of promotional, information and assessment materials to the customer (E) - Pricing services (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Currency exchange and records of transactions (E) - Collection of payment and associated documents (E) - Drawing up and finalizing sales arguments and presentation and sales material (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Direct mailing re special offers and reminders and for brochure distribution (E)

Offers and assesses material for presentation and sale (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is second-level vocational training for travel agents as well as a course in sales techniques and service to the public. English proficiency is required, as well as knowledge of French and German. Innovations which most affect this function involve technology in the field of information processing (C.R.S.).

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

6

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Ergazomenos se polisis, ekdosi isitirion ke kratisis

Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (E) - Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties (E) - Setting up the office (E) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (E) - Consulting and using "historic customer file" (E) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (E) - Supply of promotional, information and assessment materials to the customer (E) - Compilation of customer record (E) - Use of techniques for encouraging the act of purchase (E) - Conveying of instructions and documents to production department for the measures for which it is responsible (E) - Pricing services (E) - Presentation of estimates (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Management of amendments and changes (E) - Dealing with complaints and problems (E) - Dealing with cancellations and "no shows" (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Granting of credit, deferred payments and related reminders and payment recovery (E) - Currency exchange and records of transactions (E) - Collection of payment and associated documents (E) - Customer classification (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (E) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Accounting and record-keeping for the department's services (E) - Customer accounting and invoicing (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

- a. 9-year compulsory education.
- b. 3-year education at a general or vocational Lykeion
- c. 2-year attendance at the Department of Higher-grade Staff for Tourist Offices, of the State School of Tourist Industry Occupations, plus 6 months' practice in tourist offices.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9 + 3
To acquire the specific technical/specialist vocational knowledge (3):	2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employé aux ventes, ticketing et réservations (Agent de comptoir)

Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (E) - Receiving and welcoming customers at the counter (E) - Consulting and using "historic customer file" (E) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (E) - Compilation of customer record (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Dealing with complaints and problems (E) - Dealing with cancellations and "no shows" (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Collection of payment and associated documents (E) - Customer classification (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (E) - Customer accounting and invoicing (E) - Brochure and literature stock management (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Direct access with a B.T.S. in tourism or with university entrance matriculation + one year's experience in tourism. Access to this position can also be by way of regular vocational training provided by further training organizations after job experience in related fields (hotel trade, distribution).

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS



Addetto alle vendite, ticketing e prenotazioni (banconista)

Finalization and acquisition and storage of brochures and other literature on packages, services and products offered and combinations thereof, options and availability (E) - Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers (E) - Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties (E) - Setting up the office (E) - Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (E) - Receiving and welcoming customers at the counter (E) - Briefing customers and their observation, evaluation and market classification: making records of observations (E) - Consulting and using "historic customer file" (E) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (E) - Supply of promotional, information and assessment materials to the customer (E) - Compilation of customer record (E) - Use of techniques for encouraging the act of purchase (E) - Conveying of instructions and documents to production department for the measures for which it is responsible (E) - Pricing services (E) - Presentation of estimates (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Management of amendments and changes (E) - Dealing with complaints and problems (E) - Dealing with cancellations and "no shows" (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Currency exchange and records of transactions (E) - Collection of payment and associated documents (E) - Customer classification (E) - Public relations with existing and potential clients (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (E) - Taking part in trade fairs, exhibitions, workshops, educational activities, etc. (E) - Accounting and record-keeping for the department's services (E) - Customer accounting and invoicing (E) - Records and statistics on bookings accepted and refused (E) - Brochure and literature stock management (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualification diploma issued by a State Vocational Institute - tourism branch, services sector. The vocational profile is called "tourist industry operator". The course lasts three years (from 14 to 17 years of age) and involves alternance training.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Economics.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------------------------------------	--------------------------	--------------------------

Business.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Accounting.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Legal.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Behavioural socio-psychological

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Technological.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------------------------------------	--------------------------	--------------------------

Technical.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Other.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Operador da venda, emissão de bilhetes e reservas

Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services (E) - Receiving and welcoming customers at the counter (E) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (E) - Supply of promotional, information and assessment materials to the customer (E) - Compilation of customer record (E) - Use of techniques for encouraging the act of purchase (E) - Conveying of instructions and documents to production department for the measures for which it is responsible (E) - Pricing services (E) - Presentation of estimates (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Management of amendments and changes (E) - Dealing with cancellations and "no shows" (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Currency exchange and records of transactions (E) - Collection of payment and associated documents (E) - Customer classification (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Public relations with existing and potential clients (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (E) - Records and statistics on bookings accepted and refused (E) - Brochure and literature stock management (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Basic schooling - 3rd cycle (9 years)
 + Teaching - special vocational training / travel agency techniques (3 years)

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	9
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sales, ticketing and booking clerk (counter clerk)

Receiving and welcoming customers at the counter (E) - Briefing customers and their observation, evaluation and market classification: making records of observations (E) - Consulting and using "historic customer file" (E) - Customer support and understanding customer demand (E) - Identification of solutions suited to both the customer and the agency (E) - Explaining, discussing and finalizing individual arrangements (E) - Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution (E) - Supply of promotional, information and assessment materials to the customer (E) - Compilation of customer record (E) - Use of techniques for encouraging the act of purchase (E) - Conveying of instructions and documents to production department for the measures for which it is responsible (E) - Pricing services (E) - Presentation of estimates (E) - Booking (or option) operations (E) - Updating availability, options management, confirming bookings (E) - Checking and collecting, and accounting for, deposits, advances and credit documents (E) - Management of amendments and changes (E) - Dealing with complaints and problems (E) - Dealing with cancellations and "no shows" (E) - Issue of tickets, vouchers and other travel documents, making records and concerning those documents (E) - Currency exchange and records of transactions (E) - Collection of payment and associated documents (E) - Contact with tour operators for the promotion and sale of their brochure offers (E) - Contact with corporate and "large customers" (E) - Public relations with existing and potential clients (E) - Direct mailing re special offers and reminders and for brochure distribution (E) - Window displays and other promotional activities (E) - Customer accounting and invoicing (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 2.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Travel services product development manager

Sub-sector: **Agency sub-sector**

Reference function: **Production (AP-1)**

B	Responsable de production dans les agences de voyages
DK	Leder af produktion i rejsebureau
D	Angebotsgestalter im Reisebüro
E	Jefe de producto
GR	Ipeftinos paragogis se grafio taxidion
F	Responsable de production dans les agences de voyages
I	Responsabile del servizio produzione
P	Responsável de produção em agências de viagens
UK	Travel services product development manager

A. Description of the function

This relates to the initial conception, planning, estimating, implementation and management of all travel services and packages (brochure and tailor-made, individual and group) that the agency offers its clientele, as well as contacts and contracts with suppliers for the acquisition and regulation of services of all types included in those packages, together with operational assistance provided to clientele (direct) and through partners in the local area in the various phases of those travel services. The function also includes "reception services" and all the tasks required in providing and managing those services, as well as all other organizational, management, administration and operational activities collateral to the performance of the function.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's suggested directory lists the following practitioners:
the travel agency production manager
the travel agency production clerk

The function in which these practitioners operate is responsible for both the acquisition of third party products sold by the agency and the production of the agency's own services and travel packages (incoming and outgoing) that the agency sells to its clientele (individual or group), whether those clients come to the agency direct or whether they are channelled by other tourist operators. In other words, this function is concerned with arranging for all the products and services sold by the agency, including reception services such as short journeys, excursions and assistance to tourists sent by other agencies, etc. In this context, it also deals in travel operation (a classic service production activity), negotiations for the acquisition of individual services which are then incorporated in its packages, the selection of suppliers, the acquisition of possible allotments, quality control, etc.

The reference situation for the proper use of standard task descriptors, therefore, is a medium- to large-sized travel agency (with 5 to 7 employees) that can issue its own tickets (airline, rail and shipping) and that operates in the field of tourism either by selling third party products (tour operators) or by having its own small-scale programming of package holidays or, finally, by combinations of tailor-made, individual and group travel.

The function does not include large tour operators, or agencies which merely retail products already put together by third parties, where the production function obviously would merely be the acquisition of such services.

C. Criteria for the listing of descriptors

The task descriptors for the travel agency production function are listed starting with basic strategic decisions (01-03), followed by the analytical scheduling of the agency's activities (04-09), the tasks of staff selection, training and supervision (10-15) and then the acquisition of outside services, space and cooperation (16-21). Once these vital prerequisites for actual travel agency work have been brought into being, the next stage is the packaging and arrangement of special and hotel services (22-25), the description and documentation of what is on offer (26-28), administration, record-keeping and cost and yield analysis (29-38), concluding with "travel operator's activities" in their various forms (39-49).

Reference function: PRODUCTION(AP-1)
Profile: TRAVEL SERVICES PRODUCT DEVELOPMENT MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AP-01	Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition									
AP-02	Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives									
AP-03	In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services									
AP-04	Analysis of business and sales predictions provided by sales department									
AP-05	Analysis of brochure travel planning guidelines									
AP-06	Analysis of the planning guidelines for proposals for group travel arrangements									
AP-07	Analysis of services that the department will have to activate to support the creation of individual travel solutions									
AP-08	Analysis of planning guidelines for hotel and conference services									
AP-09	General planning of production work									
AP-10	Staff and organization production services									
AP-11	Selection and acquisition of in-house staff									
AP-12	Selection and acquisition of outside staff									
AP-13	Staff training and motivation									
AP-14	Assignment of tasks and shifts for employees									
AP-15	Staff discipline and behaviour									
AP-16	Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures									
AP-17	Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures									
AP-18	Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements									
AP-19	Organization, management and supervision of network of contacts, correspondents and suppliers									
AP-20	Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly									
AP-21	Organization, management and supervision of network of accompanying persons, guides and accompanying persons									
AP-22	Setting up, putting together and estimating cost of brochure package travel and the options									
AP-23	Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups									
AP-24	Setting up, putting together and estimating cost of hotel services									
AP-25	Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group									
AP-26	Technical description of products and combinations, options and availability of those products									
AP-27	Preparation of and forwarding documentation and information to sales departments in support of their work									
AP-28	Technical production of brochures									
AP-29	Agreements with existing and potential suppliers									
AP-30	Special accounting and record-keeping for air ticketing									
AP-31	Special accounting and record-keeping for rail ticketing									
AP-32	Special accounting and record-keeping for shipping line ticketing									
AP-33	Special accounting and record-keeping for special services and ticketing									

Reference fonction: PRODUCTION(AP-1)
 Profile: TRAVEL SERVICES PRODUCT DEVELOPMENT MANAGER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AP-34	Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis)									
AP-35	Cost and yield analysis and statistics for individual products, segments, groups, lines and product components									
AP-36	Client accounts and records									
AP-37	General department accounting									
AP-38	Department budgeting									
AP-39	Internal work of: travel operation, arranging special events and organizing hotel services									
AP-40	Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services									
AP-41	Application of currency, customs, health, police and other regulations									
AP-42	Issuing visas, authorizations, certificates and special terms									
AP-43	Dealing with unforeseen incidents during client travel and adopting appropriate measures									
AP-44	Location of and urgent contact with clients during travel									
AP-45	Measures to deal with cancellations and "no-shows"									
AP-46	Measures to deal with changes									
AP-47	Measures and checks associated with the safety of clients and their property									
AP-48	Handling complaints and problems									
AP-49	Service quality control									
	<i>informs superiors regarding the design of tourist products</i>									
	<i>Updates data base on tourist services on offer</i>									

Responsable de production dans les agences de voyages

Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition (D) - Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives (D) - In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (D) - Analysis of business and sales predictions provided by sales department (D) - Analysis of brochure travel planning guidelines (D) - Analysis of the planning guidelines for proposals for group travel arrangements (D) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (D) - Analysis of planning guidelines for hotel and conference services (D) - General planning of production work (E) - Staff and organization production services (E) - Selection and acquisition of in-house staff (E) - Selection and acquisition of outside staff (E) - Staff training and motivation (E) - Assignment of tasks and shifts for employees (E) - Staff discipline and behaviour (D) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (D) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (D) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (D) - Organization, management and supervision of network of contacts, correspondents and suppliers (D) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (D) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (D) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (D) - Client accounts and records (D) - General department accounting (D) - Department budgeting (D) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (D) - Application of currency, customs, health, police and other regulations (D) - Measures and checks associated with the safety of clients and their property (D) - Handling complaints and problems (D) - Service quality control (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

In order to correctly fulfill the tasks associated with this function, persons in this position require a short-term higher degree - tourism sector.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	6
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leder af produktion i rejsebureau

Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives (D) - In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (D) - General planning of production work (D) - Staff and organization production services (D) - Selection and acquisition of in-house staff (D) - Selection and acquisition of outside staff (D) - Staff training and motivation (D) - Staff discipline and behaviour (D) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (D) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (D) - Department budgeting (D) - Internal work of: travel operation, arranging special events and organizing hotel services (D) - Measures to deal with cancellations and "no-shows" (D) - Measures to deal with changes (D) - Measures and checks associated with the safety of clients and their property (D) - Handling complaints and problems (D) - Service quality control (D)

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Typical training route (1):

There is no typical training route for a manager of production in a travel agency. There is generally ten years of compulsory schooling followed by vocational training and occupational experience from the branch. Many employees in this function have started as couriers abroad. There is also continuing training, e.g. course in IATA-UFTAA ticketing and estimating and sale and law in relation to the branch.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

13

To acquire the specific technical/specialist vocational knowledge (3):

2 - 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Angebotsgestalter im Reisebüro

Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition (E) - Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives (E) - In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (E) - Analysis of brochure travel planning guidelines (E) - Analysis of the planning guidelines for proposals for group travel arrangements (E) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (E) - Analysis of planning guidelines for hotel and conference services (E) - General planning of production work (E) - Staff and organization production services (E) - Selection and acquisition of in-house staff (E) - Selection and acquisition of outside staff (E) - Staff training and motivation (E) - Assignment of tasks and shifts for employees (E) - Staff discipline and behaviour (D) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (E) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (E) - Organization, management and supervision of network of contacts, correspondents and suppliers (E) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (E) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (E) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (E) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (D) - General department accounting (D) - Department budgeting (E) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (D) - Service quality control (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Intermediate school-leaving certificate or specialised college of further education/university entrance qualifications; completed vocational training leading to certificate in travel commerce (dual system)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10 or 12/13

To acquire the specific technical/specialist vocational knowledge (3):

7 or 4

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Jefe de producto

In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (D) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (D) - General planning of production work (D) - Staff and organization production services (D) - Staff training and motivation (DE) - Assignment of tasks and shifts for employees (D) - Staff discipline and behaviour (D) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (D) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (D) - Technical production of brochures (D) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (D) - Handling complaints and problems (E) - Service quality control (D)

Informs superiors regarding the design of tourist products (D) - Updates data base on tourist services on offer (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is technical training in business and touristic activities. Practitioners require proficiency in one language, preferably English, and basic knowledge of French and German. Innovations which most affect this function involve information processing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Ipefthinos paragogis se grafio taxidion

Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition (E) - Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives (D) - In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (D) - Analysis of business and sales predictions provided by sales department (E) - Analysis of brochure travel planning guidelines (E) - Analysis of the planning guidelines for proposals for group travel arrangements (E) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (D) - Analysis of planning guidelines for hotel and conference services (E) - General planning of production work (D) - Staff and organization production services (D) - Staff training and motivation (DE) - Assignment of tasks and shifts for employees (DE) - Staff discipline and behaviour (E) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (DE) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (E) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (E) - Organization, management and supervision of network of contacts, correspondents and suppliers (D) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (D) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (D) - Setting up, putting together and estimating cost of brochure package travel and the options (D) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (D) - Setting up, putting together and estimating cost of hotel services (D) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (D) - Technical description of products and combinations, options and availability of those products (D) - Preparation of and forwarding documentation and information to sales departments in support of their work (D) - Technical production of brochures (D) - Agreements with existing and potential suppliers (DE) - Special accounting and record-keeping for special services and ticketing (D) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (DE) - General department accounting (D) - Department budgeting (DE) - Internal work of: travel operation, arranging special events and organizing hotel services (D) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (D) - Application of currency, customs, health, police and other regulations (D) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (D) - Location of and urgent contact with clients during travel (D) - Measures and checks associated with the safety of clients and their property (D) - Handling complaints and problems (E) - Service quality control (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

- a. 9-year compulsory education.
- b. 3-year education at a general or vocational Lykeion
- c. 2-year attendance at the Department of Higher-grade Staff for Tourist Offices, of the State School of Tourist Industry Occupations, plus 6 months' practice in tourist offices.
- d. Reasonable amount of experience

It often happens that instead of item (c) we have the case of university graduates, usually from an Economics direction, who somehow "find themselves" in the travel bureaux sector and in such cases a fair amount of previous experience is an essential requirement.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsable de production dans les agences de voyages

Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition (E) - In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (D) - Analysis of brochure travel planning guidelines (E) - Analysis of the planning guidelines for proposals for group travel arrangements (E) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (E) - Analysis of planning guidelines for hotel and conference services (E) - General planning of production work (D) - Assignment of tasks and shifts for employees (E) - Staff discipline and behaviour (E) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (E) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (E) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (E) - Organization, management and supervision of network of contacts, correspondents and suppliers (E) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (E) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (E) - Setting up, putting together and estimating cost of brochure package travel and the options (D) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (D) - Setting up, putting together and estimating cost of hotel services (D) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (D) - Technical description of products and combinations, options and availability of those products (E) - Preparation of and forwarding documentation and information to sales departments in support of their work (E) - Technical production of brochures (E) - Agreements with existing and potential suppliers (D) - Special accounting and record-keeping for air ticketing (E) - Special accounting and record-keeping for rail ticketing (E) - Special accounting and record-keeping for shipping line ticketing (E) - Special accounting and record-keeping for special services and ticketing (E) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (E) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (E) - Client accounts and records (D) - General department accounting (D) - Department budgeting (E) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (D) - Application of currency, customs, health, police and other regulations (D) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (D) - Location of and urgent contact with clients during travel (D) - Measures to deal with cancellations and "no-shows" (D) - Measures to deal with changes (D) - Measures and checks associated with the safety of clients and their property (D) - Handling complaints and problems (E) - Service quality control (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

No direct access to this position after a particular training route: indirect access after several years' experience in a travel agency in positions involving management functions and responsibility.

The typical training route is the B.T.S. in tourism-leisure.

Also possible are vocational training routes and general tertiary education routes.

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years
12

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsabile del servizio produzione

Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition (E) - Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives (E) - In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (E) - Analysis of business and sales predictions provided by sales department (E) - Analysis of brochure travel planning guidelines (E) - Analysis of the planning guidelines for proposals for group travel arrangements (E) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (E) - Analysis of planning guidelines for hotel and conference services (E) - General planning of production work (E) - Staff and organization production services (E) - Selection and acquisition of in-house staff (E) - Selection and acquisition of outside staff (E) - Staff training and motivation (E) - Assignment of tasks and shifts for employees (E) - Staff discipline and behaviour (E) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (DE) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (DE) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (DE) - Organization, management and supervision of network of contacts, correspondents and suppliers (DE) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (DE) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (DE) - Setting up, putting together and estimating cost of brochure package travel and the options (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (D) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (DE) - Technical description of products and combinations, options and availability of those products (DE) - Preparation of and forwarding documentation and information to sales departments in support of their work (D) - Technical production of brochures (D) - Agreements with existing and potential suppliers (D) - Special accounting and record-keeping for air ticketing (D) - Special accounting and record-keeping for rail ticketing (D) - Special accounting and record-keeping for shipping line ticketing (D) - Special accounting and record-keeping for special services and ticketing (D) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (D) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (DE) - Client accounts and records (D) - General department accounting (D) - Department budgeting (E) - Internal work of: travel operation, arranging special events and organizing hotel services (D) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (DE) - Application of currency, customs, health, police and other regulations (D) - Issuing visas, authorizations, certificates and special terms (D) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (D) - Location of and urgent contact with clients during travel (D) - Measures to deal with cancellations and "no-shows" (D) - Measures to deal with changes (D) - Measures and checks associated with the safety of clients and their property (D) - Handling complaints and problems (DE) - Service quality control (E)

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Typical training route (1):

A vocational matriculation diploma issued by a State Vocational Institute -tourism branch, services sector - after a vocational qualification diploma for "tourist industry operator". The vocational profile is called "tourist industry technician". The overall length of training is five years (from 14 to 19 years of age), including practical stages in an integrated system with the Regions (vocational training) in the final two years.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsável de produção em agências de viagens

Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition (E) - Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives (E) - In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (E) - Analysis of business and sales predictions provided by sales department (E) - Analysis of brochure travel planning guidelines (E) - Analysis of the planning guidelines for proposals for group travel arrangements (E) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (E) - Analysis of planning guidelines for hotel and conference services (E) - General planning of production work (E) - Staff and organization production services (E) - Selection and acquisition of outside staff (E) - Staff training and motivation (E) - Assignment of tasks and shifts for employees (E) - Staff discipline and behaviour (E) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (E) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (E) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (E) - Organization, management and supervision of network of contacts, correspondents and suppliers (E) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (E) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (E) - Setting up, putting together and estimating cost of brochure package travel and the options (D) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (D) - Setting up, putting together and estimating cost of hotel services (D) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (D) - Technical description of products and combinations, options and availability of those products (D) - Preparation of and forwarding documentation and information to sales departments in support of their work (D) - Technical production of brochures (D) - Agreements with existing and potential suppliers (D) - Special accounting and record-keeping for air ticketing (D) - Special accounting and record-keeping for rail ticketing (D) - Special accounting and record-keeping for shipping line ticketing (D) - Special accounting and record-keeping for special services and ticketing (D) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (D) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (E) - Client accounts and records (D) - General department accounting (D) - Department budgeting (E) - Internal work of: travel operation, arranging special events and organizing hotel services (D) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (D) - Application of currency, customs, health, police and other regulations (D) - Issuing visas, authorizations, certificates and special terms (D) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (D) - Location of and urgent contact with clients during travel (D) - Measures to deal with cancellations and "no-shows" (D) - Measures to deal with changes (D) - Measures and checks associated with the safety of clients and their property (D) - Handling complaints and problems (E) - Service quality control (E)

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Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education - special training / management - touristic operations
(3 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Travel services product development manager

Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition (DE) - Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives (DE) - In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services (DE) - Analysis of business and sales predictions provided by sales department (E) - Analysis of brochure travel planning guidelines (E) - Analysis of the planning guidelines for proposals for group travel arrangements (E) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (E) - Analysis of planning guidelines for hotel and conference services (E) - General planning of production work (E) - Staff and organization production services (E) - Selection and acquisition of in-house staff (E) - Selection and acquisition of outside staff (E) - Staff training and motivation (DE) - Assignment of tasks and shifts for employees (E) - Staff discipline and behaviour (E) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (DE) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (DE) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (DE) - Organization, management and supervision of network of contacts, correspondents and suppliers (DE) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (DE) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (DE) - Setting up, putting together and estimating cost of brochure package travel and the options (D) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (D) - Setting up, putting together and estimating cost of hotel services (D) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (D) - Technical description of products and combinations, options and availability of those products (D) - Preparation of and forwarding documentation and information to sales departments in support of their work (D) - Technical production of brochures (D) - Agreements with existing and potential suppliers (D) - Special accounting and record-keeping for air ticketing (D) - Special accounting and record-keeping for rail ticketing (D) - Special accounting and record-keeping for shipping line ticketing (D) - Special accounting and record-keeping for special services and ticketing (D) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (DE) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (DE) - Client accounts and records (D) - General department accounting (DE) - Department budgeting (E) - Internal work of: travel operation, arranging special events and organizing hotel services (E) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (E) - Application of currency, customs, health, police and other regulations (D) - Issuing visas, authorizations, certificates and special terms (D) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (D) - Location of and urgent contact with clients during travel (D) - Measures to deal with cancellations and "no-shows" (D) - Measures to deal with changes (D) - Measures and checks associated with the safety of clients and their property (D) - Handling complaints and problems (DE) - Service quality control (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ, is as yet unavailable, but it is thought that this occupation will eventually fall at level 4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Travel services product development assistant

Sub-sector: Agency sub-sector

Reference function: Production (AP-2)

B	Employé à la production dans les agences de voyages
DK	Medarbejder ved produktion i rejsebureau
D	Angestellter Reisebüro
E	Empleado de producto
GR	Ergazomenos stin paragogi se grafio taxidion
F	Employé à la production dans les agences de voyages
I	Addetto al servizio produzione
P	Operador das funções de produção nas agências de viagens
UK	Travel services product development assistant

A. Description of the function

This relates to the initial conception, planning, estimating, implementation and management of all travel services and packages (brochure and tailor-made, individual and group) that the agency offers its clientele, as well as contacts and contracts with suppliers for the acquisition and regulation of services of all types included in those packages, together with operational assistance provided to clientele (direct) and through partners in the local area in the various phases of those travel services. The function also includes "reception services" and all the tasks required in providing and managing those services, as well as all other organizational, management, administration and operational activities collateral to the performance of the function.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's suggested directory lists the following practitioners:
the travel agency production manager
the travel agency production clerk

The function in which these practitioners operate is responsible for both the acquisition of third party products sold by the agency and the production of the agency's own services and travel packages (incoming and outgoing) that the agency sells to its clientele (individual or group), whether those clients come to the agency direct or whether they are channelled by other tourist operators. In other words, this function is concerned with arranging for all the products and services sold by the agency, including reception services such as short journeys, excursions and assistance to tourists sent by other agencies, etc. In this context, it also deals in travel operation (a classic service production activity), negotiations for the acquisition of individual services which are then incorporated in its packages, the selection of suppliers, the acquisition of possible allotments, quality control, etc.

The reference situation for the proper use of standard task descriptors, therefore, is a medium- to large-sized travel agency (with 5 to 7 employees) that can issue its own tickets (airline, rail and shipping) and that operates in the field of tourism either by selling third party products (tour operators) or by having its own small-scale programming of package holidays or, finally, by combinations of tailor-made, individual and group travel.

The function does not include large tour operators, or agencies which merely retail products already put together by third parties, where the production function obviously would merely be the acquisition of such services.

C. Criteria for the listing of descriptors

The task descriptors for the travel agency production function are listed starting with basic strategic decisions (01-03), followed by the analytical scheduling of the agency's activities (04-09), the tasks of staff selection, training and supervision (10-15) and then the acquisition of outside services, space and cooperation (16-21). Once these vital prerequisites for actual travel agency work have been brought into being, the next stage is the packaging and arrangement of special and hotel services (22-25), the description and documentation of what is on offer (26-28), administration, record-keeping and cost and yield analysis (29-38), concluding with "travel operator's activities" in their various forms (39-49).

Reference fonction: PRODUCTION(AP-2)
 Profile: TRAVEL SERVICES PRODUCT DEVELOPMENT ASSISTANT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AP-01	Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition									
AP-02	Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives									
AP-03	In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services									
AP-04	Analysis of business and sales predictions provided by sales department									
AP-05	Analysis of brochure travel planning guidelines									
AP-06	Analysis of the planning guidelines for proposals for group travel arrangements									
AP-07	Analysis of services that the department will have to activate to support the creation of individual travel solutions									
AP-08	Analysis of planning guidelines for hotel and conference services									
AP-09	General planning of production work									
AP-10	Staff and organization production services									
AP-11	Selection and acquisition of in-house staff									
AP-12	Selection and acquisition of outside staff									
AP-13	Staff training and motivation									
AP-14	Assignment of tasks and shifts for employees									
AP-15	Staff discipline and behaviour									
AP-16	Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures									
AP-17	Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures									
AP-18	Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements									
AP-19	Organization, management and supervision of network of contacts, correspondents and suppliers									
AP-20	Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly									
AP-21	Organization, management and supervision of network of accompanying persons, guides and accompanying persons									
AP-22	Setting up, putting together and estimating cost of brochure package travel and the options									
AP-23	Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups									
AP-24	Setting up, putting together and estimating cost of hotel services									
AP-25	Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group									
AP-26	Technical description of products and combinations, options and availability of those products									
AP-27	Preparation of and forwarding documentation and information to sales departments in support of their work									
AP-28	Technical production of brochures									
AP-29	Agreements with existing and potential suppliers									
AP-30	Special accounting and record-keeping for air ticketing									
AP-31	Special accounting and record-keeping for rail ticketing									
AP-32	Special accounting and record-keeping for shipping line ticketing									
AP-33	Special accounting and record-keeping for special services and ticketing									

Reference fonction: PRODUCTION(AP-2)
 Profile: TRAVEL SERVICES PRODUCT DEVELOPMENT ASSISTANT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
AP-34	Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis)									
AP-35	Cost and yield analysis and statistics for individual products, segments, groups, lines and product components									
AP-36	Client accounts and records									
AP-37	General department accounting									
AP-38	Department budgeting									
AP-39	Internal work of: travel operation, arranging special events and organizing hotel services									
AP-40	Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services									
AP-41	Application of currency, customs, health, police and other regulations									
AP-42	Issuing visas, authorizations, certificates and special terms									
AP-43	Dealing with unforeseen incidents during client travel and adopting appropriate measures									
AP-44	Location of and urgent contact with clients during travel									
AP-45	Measures to deal with cancellations and "no-shows"									
AP-46	Measures to deal with changes									
AP-47	Measures and checks associated with the safety of clients and their property									
AP-48	Handling complaints and problems									
AP-49	Service quality control									
	<i>Informs superiors regarding the design of tourist products</i>									
	<i>Updates data base on tourist services on offer</i>									

Employé à la production dans les agences de voyages

Analysis of business and sales predictions provided by sales department (E) - Analysis of brochure travel planning guidelines (E) - Analysis of the planning guidelines for proposals for group travel arrangements (E) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (E) - Analysis of planning guidelines for hotel and conference services (E) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (E) - Setting up, putting together and estimating cost of brochure package travel and the options (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (E) - Technical description of products and combinations, options and availability of those products (E) - Preparation of and forwarding documentation and information to sales departments in support of their work (E) - Technical production of brochures (E) - Agreements with existing and potential suppliers (DE) - Special accounting and record-keeping for air ticketing (E) - Special accounting and record-keeping for rail ticketing (E) - Special accounting and record-keeping for shipping line ticketing (E) - Special accounting and record-keeping for special services and ticketing (E) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (E) - Application of currency, customs, health, police and other regulations (E) - Issuing visas, authorizations, certificates and special terms (E) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (E) - Location of and urgent contact with clients during travel (E) - Measures to deal with cancellations and "no-shows" (E) - Measures to deal with changes (E) - Measures and checks associated with the safety of clients and their property (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary education with specialization in tourism (preferably a third-level certificate, 3rd year tourism - recreation - group activities)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

4

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Medarbejder ved produktion i rejsebureau

Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition (E) - Analysis of business and sales predictions provided by sales department (E) - Analysis of brochure travel planning guidelines (E) - Analysis of the planning guidelines for proposals for group travel arrangements (E) - Analysis of services that the department will have to activate to support the creation of individual travel solutions (E) - Assignment of tasks and shifts for employees (E) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (E) - Organization, management and supervision of network of contacts, correspondents and suppliers (E) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (E) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (E) - Setting up, putting together and estimating cost of brochure package travel and the options (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (E) - Technical description of products and combinations, options and availability of those products (E) - Preparation of and forwarding documentation and information to sales departments in support of their work (E) - Technical production of brochures (E) - Agreements with existing and potential suppliers (E) - Special accounting and record-keeping for air ticketing (E) - Special accounting and record-keeping for rail ticketing (E) - Special accounting and record-keeping for shipping line ticketing (E) - Special accounting and record-keeping for special services and ticketing (E) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (E) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (E) - Client accounts and records (E) - General department accounting (E) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (E) - Application of currency, customs, health, police and other regulations (E) - Issuing visas, authorizations, certificates and special terms (E) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (E) - Location of and urgent contact with clients during travel (E)

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Typical training route (1):

There is no typical training route for this profile. There is generally 10 years of compulsory schooling, possibly followed by two to three years of upper secondary school, higher education entrance examinations. Vocational training lasting 2 - 3 years can then be undertaken within commerce and office work, and the employee will have undertaken a short period of vocational training specific to the branch. The difference between manager and staff has thus to date been continuing training and practical experience.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	10 - 13
To acquire the specific technical/specialist vocational knowledge (3):	3 - 2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Angestellter Reisebüro

Setting up, putting together and estimating cost of brochure package travel and the options (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (E) - Technical description of products and combinations, options and availability of those products (E) - Preparation of and forwarding documentation and information to sales departments in support of their work (E) - Technical production of brochures (E) - Agreements with existing and potential suppliers (E) - Special accounting and record-keeping for air ticketing (E) - Special accounting and record-keeping for rail ticketing (E) - Special accounting and record-keeping for shipping line ticketing (E) - Special accounting and record-keeping for special services and ticketing (E) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (E) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (E) - Client accounts and records (E) - Application of currency, customs, health, police and other regulations (E) - Issuing visas, authorizations, certificates and special terms (E) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (E) - Location of and urgent contact with clients during travel (E) - Measures to deal with cancellations and "no-shows" (E) - Measures to deal with changes (E) - Measures and checks associated with the safety of clients and their property (D) - Handling complaints and problems (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Intermediate school-leaving certificate or specialised college of further education/university entrance qualifications; completed vocational training leading to certificate in travel commerce (dual system)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

10 or 12/13

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Empleado de producto

Analysis of services that the department will have to activate to support the creation of individual travel solutions (E) - Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (E) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Technical production of brochures (E) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (E)

Informs superiors regarding the design of tourist products (E) - Updates data base on tourist services on offer (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is second-level vocational training for travel agents. Practitioners require advanced knowledge of English and basic knowledge of other languages, preferably French and German. Innovations which most affect this function involve information processing.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ergazomenos stin paragogi se grafio taxidion

Organization, management and supervision of network of contacts, correspondents and suppliers (E) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (E) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (E) - Setting up, putting together and estimating cost of brochure package travel and the options (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (E) - Technical description of products and combinations, options and availability of those products (E) - Preparation of and forwarding documentation and information to sales departments in support of their work (E) - Technical production of brochures (E) - Agreements with existing and potential suppliers (E) - Special accounting and record-keeping for air ticketing (E) - Special accounting and record-keeping for rail ticketing (E) - Special accounting and record-keeping for shipping line ticketing (E) - Special accounting and record-keeping for special services and ticketing (E) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (E) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (E) - Client accounts and records (E) - General department accounting (E) - Internal work of: travel operation, arranging special events and organizing hotel services (E) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (E) - Application of currency, customs, health, police and other regulations (E) - Issuing visas, authorizations, certificates and special terms (E) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (E) - Location of and urgent contact with clients during travel (E) - Measures to deal with cancellations and "no-shows" (E) - Measures to deal with changes (E) - Measures and checks associated with the safety of clients and their property (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

- a. 9-year compulsory education.
- b. 3-year education at a general or vocational Lykeion
- c. 2-year attendance at the Department of Higher-grade Staff for Tourist Offices, of the State School of Tourist Industry Occupations, plus 6 months' practice in tourist offices.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employé à la production dans les agences de voyages

Setting up, putting together and estimating cost of brochure package travel and the options (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (E) - Agreements with existing and potential suppliers (E) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (E) - Application of currency, customs, health, police and other regulations (E) - Issuing visas, authorizations, certificates and special terms (E) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (E) - Location of and urgent contact with clients during travel (E) - Measures to deal with cancellations and "no-shows" (E) - Measures to deal with changes (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Indirect access with a B.T.S. in tourism or other B.T.S. types such as a B.T.S. Commercial Activity or B.T.S. for office and information technology or with a "Bac" (secondary school leaving) + one year of university studies in tourism, after having had professional experience as a salesperson.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Addetto al servizio produzione

Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures (E) - Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures (E) - Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements (E) - Organization, management and supervision of network of contacts, correspondents and suppliers (E) - Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly (E) - Organization, management and supervision of network of accompanying persons, guides and accompanying persons (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (E) - Technical description of products and combinations, options and availability of those products (E) - Preparation of and forwarding documentation and information to sales departments in support of their work (E) - Technical production of brochures (E) - Agreements with existing and potential suppliers (E) - Special accounting and record-keeping for air ticketing (E) - Special accounting and record-keeping for rail ticketing (E) - Special accounting and record-keeping for shipping line ticketing (E) - Special accounting and record-keeping for special services and ticketing (E) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (E) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (E) - Client accounts and records (E) - General department accounting (E) - Department budgeting (E) - Internal work of: travel operation, arranging special events and organizing hotel services (E) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (E) - Application of currency, customs, health, police and other regulations (E) - Issuing visas, authorizations, certificates and special terms (E) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (E) - Location of and urgent contact with clients during travel (E) - Measures to deal with changes (E) - Measures and checks associated with the safety of clients and their property (E) - Handling complaints and problems (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualification diploma issued by a State Vocational Institute - tourism branch, services sector. The vocational profile is called "tourist industry operator". The course lasts three years (from 14 to 17 years of age) and involves alternance training.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Operador das funções de produção nas agências de viagens

Setting up, putting together and estimating cost of brochure package travel and the options (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (E) - Technical description of products and combinations, options and availability of those products (E) - Preparation of and forwarding documentation and information to sales departments in support of their work (E) - Technical production of brochures (E) - Internal work of: travel operation, arranging special events and organizing hotel services (E) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (E) - Application of currency, customs, health, police and other regulations (E) - Issuing visas, authorizations, certificates and special terms (E) - Location of and urgent contact with clients during travel (E) - Measures to deal with cancellations and "no-shows" (E) - Measures to deal with changes (E) - Measures and checks associated with the safety of clients and their property (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Basic schooling - 3rd cycle (9 years)

+ Teaching - special vocational training / travel agency techniques (3 years)

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years

9

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Travel services product development assistant

Setting up, putting together and estimating cost of brochure package travel and the options (E) - Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups (E) - Setting up, putting together and estimating cost of hotel services (E) - Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group (E) - Technical description of products and combinations, options and availability of those products (E) - Preparation of and forwarding documentation and information to sales departments in support of their work (E) - Technical production of brochures (E) - Agreements with existing and potential suppliers (E) - Special accounting and record-keeping for air ticketing (E) - Special accounting and record-keeping for rail ticketing (E) - Special accounting and record-keeping for shipping line ticketing (E) - Special accounting and record-keeping for special services and ticketing (E) - Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis) (E) - Cost and yield analysis and statistics for individual products, segments, groups, lines and product components (E) - Client accounts and records (E) - Internal work of: travel operation, arranging special events and organizing hotel services (E) - Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services (E) - Application of currency, customs, health, police and other regulations (E) - Issuing visas, authorizations, certificates and special terms (E) - Dealing with unforeseen incidents during client travel and adopting appropriate measures (E) - Location of and urgent contact with clients during travel (E) - Measures to deal with cancellations and "no-shows" (E) - Measures to deal with changes (E) - Measures and checks associated with the safety of clients and their property (E) - Handling complaints and problems (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 2 or 3 (depending on level of personal responsibility (complexity of work activities)).

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CEDEFOP
Community Directory of Occupational Profiles

Section II: Occupational profile forms

1. Public/professional sub-sector

Tourist office director

Sub-sector: **Public/professional sub-sector**

Reference function: **General Management (PG-1)**

B	Directeur d'office de tourisme
DK	Direktør turistbureau
D	Direktor des Fremdenverkehrsbüros
E	Jefe de oficina de promoción turística
GR	Dieftintis touristikou grafiou
F	Directeur d'office de tourisme
I	Direttore di ufficio turistico
P	Director de agência turística
UK	Tourist office director

A. Description of the function

This function relates to the achievement of specific objectives of an organization through the optimum use of all human and physical resources at the organization's disposal or that it can acquire, control or influence. In this case, the function consists of applying management principles and techniques to typical and specialist problems entailed in the direction and management of offices and bodies concerned with tourist development of a specific type or in a specific area. These functions are in the fields of promotion, marketing and provision of assistance to tourists as well as that of tourism development, additional regulation and upgrading of what is on offer and the resources and attractions on which it is based. The general management function includes: identifying and evaluating the reference strategic framework, setting objectives, defining policies and their effects, planning, coordination, supervision, control, general management, organization and staff motivation, evaluation of results and the systematic observation of variations in the strategic framework.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's suggested directory specifies the following practitioner:
the tourist office director

This practitioner corresponds to the person in charge of an office which, at local or regional level (and whatever the nature of that office - public sector, association or consortium), is concerned with the promotion of tourist development in the area or locality, the provision of technical assistance and information to tourists visiting that area and possibly the organization and support of initiatives, entertainment and events to enhance its attractions.

It should be repeated here that it is not only possible but also common for small and large tourist offices to have an office director who is engaged, at operating level as well, in certain technical functions that come within the specific sphere of promotion or development activities. In this case, however, he wears the hat of the marketing manager or the person in charge of tourist development projects. For this reason task descriptors should be listed under the heading of "office director" only if they relate to decisions on and the approach to policy on organization and control which the general manager has to adopt in respect to those activities. More specifically, technical and operational tasks coming under this heading are included in task descriptors relating to other practitioners (not the general manager), who come within the branch of "tourist development and promotion".

It would not be proper, then, to take the task descriptors for these practitioners and add them to the descriptors for the office director just because in practice it is fairly common for them to perform those tasks.

The organizational system to which reference should be made in describing the general manager is the local tourist office, not large bodies or agencies which, in certain countries, perform similar functions at national or international level.

C. Criteria for the listing of descriptors

The order of listing task descriptors for the public sector-professional branch starts with market research and defining objectives and strategy (01-06). In particular, the first five tasks relate to research of the problems, nature and system of objectives of the tourist system for whose benefit the tourist office is to direct its work, whereas the sixth task is to translate those external factors into the office's own strategies and tactics. Next come the main policies that the director of the office has to set up, direct and monitor (07-17). In certain countries, tourist offices perform all these tasks, whereas in others they tackle only some of them. In yet others, offices engage in other intervention policies that are not included in the descriptors. Careful use (with possible additions) of the descriptors proposed will highlight those differences. Once policies have been established (what has to be done), the next step is to organize the office, set up activities and coordinate and monitor the services it provides (18-24). Next come the operations of selection, training, supervision and assignment of tasks to personnel (25-28). Then come the activities of representation and public correlations (29-32), ending with administration and general activities (33-41).

For the descriptors on operational work, see the comments in the preceding box on the person of the director of tourist offices.

Reference fonction: GENERAL MANAGEMENT(PG-1)
Profile: TOURIST OFFICE DIRECTOR

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PG-01	Research to determine supply, demand and competition in the area or locality covered by the office									
PG-02	Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office									
PG-03	Determining set of objectives and occupational profile of the tourist system in the relevant area									
PG-04	Determining segmentation of demand, target market, diversification and positioning of the area or location in question									
PG-05	Defining and determining the nature of the image of the area or location in question									
PG-06	Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives									
PG-07	Policy on identifying and publicizing the quantity, quality and services on offer									
PG-08	Policy on identifying and verifying the feasibility and potential users of what is on offer									
PG-09	Policy on providing incentives for the quantity, services on offer									
PG-10	Policy on verification and control of the quantity, quality and services on offer									
PG-11	Policy on determining and publicizing the prices for what is on offer									
PG-12	Policy on verification and control of prices for what is on offer									
PG-13	Policy on support and incentives for events, entertainment and other tourist initiatives									
PG-14	Policy and marketing and communications									
PG-15	Policy on the production of marketing, promotion and information material									
PG-16	Policy on support and assistance for tour operators, carriers and other bodies directing tourist demand towards the area or location in question									
PG-17	Policy on the provision of information and assistance to tourists and intermediaries									
PG-18	Office structure and organization									
PG-19	Internal office communications system									
PG-20	Structure and organization of individual departments and services									
PG-21	Operation of activities of departments and services									
PG-22	Ordered synergy of all departments and services in the office in order to achieve the preset objectives									
PG-23	Monitoring the quality of the services and work provided by the office									
PG-24	Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality									
PG-25	Personnel selection, recruitment and courier structuring									
PG-26	Allocation of responsibilities and tasks to personnel									
PG-27	Personnel training and motivation									
PG-28	Personnel supervision and discipline									
PG-29	Public relations									
PG-30	Representation									
PG-31	Relations with third parties									
PG-32	Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities									
PG-33	General administration									
PG-34	Consideration of and investigation of proposals, reports and measures									
PG-35	Budgeting for the company services and functions									
PG-36	General accounting									
PG-37	Wages and salaries accounting									
PG-38	Analysis of costs, sales, yield and productivity									

Reference fonction: GENERAL MANAGEMENT(PG-1)
 Profile: TOURIST OFFICE DIRECTOR

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PG-39	Reports on proposals and special relations									
PG-40	Procurement and provision of supplies									
PG-41	Stipulation of conventions and agreements									
	<i>Drafting and concluding contracts</i>									
	<i>Taking account of regulations and decisions of higher authorities</i>									
	<i>Preparing business reports and statistics</i>									
	<i>Claims</i>									
	<i>Strategies for increasing the attractiveness of the holiday site/area and its image for guests, tour operators etc.</i>									
	<i>Advice and support in planning local building and communication infrastructure, environmental and landscape protection</i>									
	<i>Exchanges of information and collaboration with other tourist offices and agencies</i>									

Directeur d'office de tourisme

Research to determine supply, demand and competition in the area or locality covered by the office (D) - Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office (D) - Determining set of objectives and occupational profile of the tourist system in the relevant area (D) - Determining segmentation of demand, target market, diversification and positioning of the area or location in question (D) - Defining and determining the nature of the image of the area or location in question (D) - Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (D) - Policy on identifying and publicizing the quantity, quality and services on offer (D) - Policy on identifying and verifying the feasibility and potential users of what is on offer (E) - Policy on providing incentives for the quantity, services on offer (E) - Policy on verification and control of the quantity, quality and services on offer (E) - Policy on determining and publicizing the prices for what is on offer (E) - Policy on verification and control of prices for what is on offer (E) - Policy on support and incentives for events, entertainment and other tourist initiatives (E) - Policy and marketing and communications (E) - Policy on the production of marketing, promotion and information material (E) - Policy on support and assistance for tour operators, carriers and other bodies directing tourist demand towards the area or location in question (D) - Policy on the provision of information and assistance to tourists and intermediaries (D) - Office structure and organization (E) - Internal office communications system (D) - Structure and organization of individual departments and services (D) - Operation of activities of departments and services (E) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (D) - Monitoring the quality of the services and work provided by the office (D) - Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality (D) - Personnel selection, recruitment and courier structuring (E) - Allocation of responsibilities and tasks to personnel (E) - Personnel training and motivation (D) - Personnel supervision and discipline (D) - Public relations (D) - Representation (D) - Relations with third parties (D) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (D) - General administration (D) - Consideration of and investigation of proposals, reports and measures (E) - Budgeting for the company services and functions (E) - General accounting (E) - Wages and salaries accounting (D) - Analysis of costs, sales, yield and productivity (D) - Reports on proposals and special relations (D) - Procurement and provision of supplies (D) - Stipulation of conventions and agreements (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

The most desirable candidate is a person with general university training (geography, history, etc.) and a specialization in economics, or a person holding a degree in economics with post-university training in tourism.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	6
To acquire the specific technical/specialist vocational knowledge (3):	4

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Direktør turistbureau

Research to determine supply, demand and competition in the area or locality covered by the office (D) - Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office (D) - Determining set of objectives and occupational profile of the tourist system in the relevant area (E) - Determining segmentation of demand, target market, diversification and positioning of the area or location in question (D) - Defining and determining the nature of the image of the area or location in question (E) - Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (E) - Policy on identifying and publicizing the quantity, quality and services on offer (E) - Policy on identifying and verifying the feasibility and potential users of what is on offer (E) - Policy on providing incentives for the quantity, services on offer (E) - Policy on verification and control of the quantity, quality and services on offer (E) - Policy on determining and publicizing the prices for what is on offer (E) - Policy on verification and control of prices for what is on offer (E) - Policy on support and incentives for events, entertainment and other tourist initiatives (D) - Policy and marketing and communications (D) - Policy on the production of marketing, promotion and information material (D) - Policy on support and assistance for tour operators, carriers and other bodies directing tourist demand towards the area or location in question (D) - Policy on the provision of information and assistance to tourists and intermediaries (D) - Office structure and organization (D) - Internal office communications system (D) - Structure and organization of individual departments and services (D) - Operation of activities of departments and services (D) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (E) - Monitoring the quality of the services and work provided by the office (E) - Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality (D) - Personnel selection, recruitment and courier structuring (D) - Allocation of responsibilities and tasks to personnel (E) - Personnel training and motivation (E) - Personnel supervision and discipline (E) - Public relations (D) - Representation (E) - Relations with third parties (E) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (D) - General administration (D) - Consideration of and investigation of proposals, reports and measures (D) - Budgeting for the company services and functions (E) - General accounting (D) - Wages and salaries accounting (D) - Analysis of costs, sales, yield and productivity (E) - Reports on proposals and special relations (D) - Procurement and provision of supplies (D) - Stipulation of conventions and agreements (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no actual training route for a tourist manager, and it will therefore generally be a person with university or higher education entrance examination followed by higher education lasting 4 - 5 years.

A tourist academy was set up in 1989 which provides two years of higher education. Of the few graduates in tourism from this course, some have become tourist managers and presumably more will do so in the future.

From 1993 there will also be a number of tourist managers who have undergone further training in business economics in tourism.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

13

To acquire the specific technical/specialist vocational knowledge (3):

4 - 5

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Direktor des Fremdenverkehrsbüros

Research to determine supply, demand and competition in the area or locality covered by the office (E) - Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office (E) - Determining set of objectives and occupational profile of the tourist system in the relevant area (E) - Determining segmentation of demand, target market, diversification and positioning of the area or location in question (E) - Defining and determining the nature of the image of the area or location in question (E) - Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (E) - Policy on identifying and publicizing the quantity, quality and services on offer (E) - Policy on identifying and verifying the feasibility and potential users of what is on offer (E) - Policy on providing incentives for the quantity, services on offer (E) - Policy on verification and control of the quantity, quality and services on offer (E) - Policy on determining and publicizing the prices for what is on offer (E) - Policy on verification and control of prices for what is on offer (E) - Policy on support and incentives for events, entertainment and other tourist initiatives (E) - Policy and marketing and communications (E) - Policy on the production of marketing, promotion and information material (E) - Policy on support and assistance for tour operators, carriers and other bodies directing tourist demand towards the area or location in question (E) - Policy on the provision of information and assistance to tourists and intermediaries (E) - Office structure and organization (E) - Internal office communications system (E) - Structure and organization of individual departments and services (E) - Operation of activities of departments and services (E) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (E) - Monitoring the quality of the services and work provided by the office (E) - Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality (E) - Personnel selection, recruitment and courier structuring (E) - Allocation of responsibilities and tasks to personnel (E) - Personnel training and motivation (E) - Personnel supervision and discipline (E) - Public relations (E) - Representation (E) - Relations with third parties (E) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (E) - General administration (E) - Consideration of and investigation of proposals, reports and measures (E) - Budgeting for the company services and functions (E) - General accounting (D) - Wages and salaries accounting (E) - Analysis of costs, sales, yield and productivity (E) - Reports on proposals and special relations (E) - Procurement and provision of supplies (E)

Drafting and concluding contracts (E) - Taking account of regulations and decisions of higher authorities (E) - Preparing business reports and statistics (E) - Claims (D) - Strategies for increasing the attractiveness of the holiday site/area and its image for guests, tour operators etc. (E) - Advice and support in planning local building and communication infrastructure, environmental and landscape protection (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Specialised college of further education/university entrance qualifications; study at a specialised college of further education leading to qualification in applied economics (FH) - tourism option; or study at a scientific university leading to degree in geography, tourism geography option; several years of occupational experience

or:
Intermediate school-leaving certificate or specialised college of further education/university entrance qualifications; completed vocational training leading to certificate in travel commerce with specialisation in health resorts/tourism; relevant practical occupational experience for at least two years; further training to become tourism economist

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

13 or 10

To acquire the specific technical/specialist vocational knowledge (3):

4 or 7

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Jefe de oficina de promoción turística

Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (D) - Policy on identifying and publicizing the quantity, quality and services on offer (D) - Policy on identifying and verifying the feasibility and potential users of what is on offer (D) - Policy on providing incentives for the quantity, services on offer (D) - Policy on support and incentives for events, entertainment and other tourist initiatives (D) - Policy on the provision of information and assistance to tourists and intermediaries (DE) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (D) - Monitoring the quality of the services and work provided by the office (D) - Personnel training and motivation (DE) - Personnel supervision and discipline (D) - Public relations (E) - Representation (E) - Relations with third parties (D) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (DE) - Budgeting for the company services and functions (D)

Exchanges of information and collaboration with other tourist offices and agencies (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is technical training in business and touristic activities. Practitioners require at least three years' experience as tourist information agent and must be proficient in English and French as well as have basic knowledge of another language. Innovations which most affect this function involve technology in the field of communication and information processing.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Diefthintis touristikou grafiou

Research to determine supply, demand and competition in the area or locality covered by the office (E) - Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office (E) - Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (DE) - Office structure and organization (D) - Operation of activities of departments and services (D) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (DE) - Monitoring the quality of the services and work provided by the office (E) - Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality (D) - Allocation of responsibilities and tasks to personnel (E) - Personnel training and motivation (DE) - Personnel supervision and discipline (DE) - Public relations (E) - Representation (E) - Relations with third parties (E) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (E) - Consideration of and investigation of proposals, reports and measures (E) - Budgeting for the company services and functions (E) - Analysis of costs, sales, yield and productivity (D) - Reports on proposals and special relations (E) - Procurement and provision of supplies (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

- a. 9-year compulsory general education
- b. 3-year attendance at a general or vocational Lykeion
- c. 3-year attendance at a TEI or 4-year attendance at a HEE, normally in an economics-oriented faculty.
- d. Previous experience is essential, in the sense that the Ministry of Tourism employee who takes on a position in charge of a regional office must have reached a higher grade and this means previous experience.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3 + 4

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Directeur d'office de tourisme

Defining and determining the nature of the image of the area or location in question (E) - Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (E) - Policy on identifying and verifying the feasibility and potential users of what is on offer (E) - Policy on providing incentives for the quantity, services on offer (E) - Policy on determining and publicizing the prices for what is on offer (E) - Policy on support and incentives for events, entertainment and other tourist initiatives (E) - Policy and marketing and communications (E) - Policy on the production of marketing, promotion and information material (E) - Policy on the provision of information and assistance to tourists and intermediaries (E) - Office structure and organization (D) - Internal office communications system (D) - Structure and organization of individual departments and services (D) - Operation of activities of departments and services (D) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (D) - Monitoring the quality of the services and work provided by the office (E) - Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality (D) - Personnel selection, recruitment and courier structuring (E) - Allocation of responsibilities and tasks to personnel (E) - Personnel training and motivation (E) - Personnel supervision and discipline (E) - Public relations (E) - Representation (E) - Relations with third parties (E) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (E) - General administration (D) - Consideration of and investigation of proposals, reports and measures (E) - Budgeting for the company services and functions (E) - General accounting (E) - Wages and salaries accounting (E) - Analysis of costs, sales, yield and productivity (E) - Reports on proposals and special relations (E) - Procurement and provision of supplies (D) - Stipulation of conventions and agreements (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Must hold a degree or equivalent qualification, or eight years of professional experience.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Direttore di ufficio turistico

Research to determine supply, demand and competition in the area or locality covered by the office (D) - Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office (E) - Determining set of objectives and occupational profile of the tourist system in the relevant area (D) - Determining segmentation of demand, target market, diversification and positioning of the area or location in question (DE) - Defining and determining the nature of the image of the area or location in question (DE) - Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (D) - Policy on identifying and publicizing the quantity, quality and services on offer (D) - Policy on identifying and verifying the feasibility and potential users of what is on offer (D) - Policy on providing incentives for the quantity, services on offer (D) - Policy on verification and control of the quantity, quality and services on offer (D) - Policy on determining and publicizing the prices for what is on offer (D) - Policy on verification and control of prices for what is on offer (D) - Policy on support and incentives for events, entertainment and other tourist initiatives (D) - Policy and marketing and communications (D) - Policy on the production of marketing, promotion and information material (D) - Policy on support and assistance for tour operators, carriers and other bodies directing tourist demand towards the area or location in question (DE) - Policy on the provision of information and assistance to tourists and intermediaries (D) - Office structure and organization (D) - Internal office communications system (DE) - Structure and organization of individual departments and services (D) - Operation of activities of departments and services (D) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (D) - Monitoring the quality of the services and work provided by the office (E) - Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality (DE) - Personnel selection, recruitment and courier structuring (E) - Allocation of responsibilities and tasks to personnel (E) - Personnel training and motivation (E) - Personnel supervision and discipline (E) - Public relations (DE) - Representation (DE) - Relations with third parties (DE) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (DE) - General administration (D) - Consideration of and investigation of proposals, reports and measures (E) - Budgeting for the company services and functions (E) - General accounting (D) - Wages and salaries accounting (D) - Analysis of costs, sales, yield and productivity (DE) - Reports on proposals and special relations (E) - Procurement and provision of supplies (D) - Stipulation of conventions and agreements (E)

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Typical training route (1):

Various training routes are possible. The suggested route is one which combines a period of economic training (e.g., commercial institute or university course in economics) with a specialization in tourism. Acquisition of the specialized technical knowledge can, however, be achieved by attendance of the humanist stream of an upper secondary school (liceo). In this case, further training is required after school-leaving examinations in order to acquire the necessary knowledge in the field of economics and tourism. Until now, university-level training for managers in the tourist industry had been lacking in Italy, so that this training function has been taken over by the three-year master in "economics and tourism techniques" organized by the Study Centre for Tourism in Assisi. Now the gap has been filled by the offer of degree courses in tourism economics at the universities of Perugia and Bologna, and a short diploma course in economics and management of tourist services is planned.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

9

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Director de agência turística

Research to determine supply, demand and competition in the area or locality covered by the office (D) - Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office (E) - Determining set of objectives and occupational profile of the tourist system in the relevant area (E) - Determining segmentation of demand, target market, diversification and positioning of the area or location in question (E) - Defining and determining the nature of the image of the area or location in question (E) - Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (E) - Policy on identifying and publicizing the quantity, quality and services on offer (E) - Policy on identifying and verifying the feasibility and potential users of what is on offer (E) - Policy on providing incentives for the quantity, services on offer (E) - Policy on verification and control of the quantity, quality and services on offer (E) - Policy on determining and publicizing the prices for what is on offer (E) - Policy on verification and control of prices for what is on offer (E) - Policy on support and incentives for events, entertainment and other tourist initiatives (E) - Policy and marketing and communications (E) - Policy on the production of marketing, promotion and information material (E) - Policy on support and assistance for tour operators, carriers and other bodies directing tourist demand towards the area or location in question (E) - Policy on the provision of information and assistance to tourists and intermediaries (E) - Office structure and organization (E) - Internal office communications system (E) - Structure and organization of individual departments and services (E) - Operation of activities of departments and services (D) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (D) - Monitoring the quality of the services and work provided by the office (E) - Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality (E) - Personnel selection, recruitment and courier structuring (E) - Allocation of responsibilities and tasks to personnel (D) - Personnel training and motivation (D) - Personnel supervision and discipline (D) - Public relations (E) - Representation (E) - Relations with third parties (E) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (E) - General administration (D) - Consideration of and investigation of proposals, reports and measures (E) - Budgeting for the company services and functions (E) - General accounting (D) - Wages and salaries accounting (D) - Analysis of costs, sales, yield and productivity (E) - Reports on proposals and special relations (E) - Procurement and provision of supplies (D) - Stipulation of conventions and agreements (E)

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Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education ("licenciatura") / areas: management of tourist units or business organization and management (5 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Tourist office director

Research to determine supply, demand and competition in the area or locality covered by the office (E) - Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office (DE) - Determining set of objectives and occupational profile of the tourist system in the relevant area (D) - Determining segmentation of demand, target market, diversification and positioning of the area or location in question (DE) - Defining and determining the nature of the image of the area or location in question (DE) - Determining general strategies and tactics to be adopted by the office in order to achieve the preset objectives (D) - Policy on identifying and publicizing the quantity, quality and services on offer (D) - Policy on identifying and verifying the feasibility and potential users of what is on offer (D) - Policy on verification and control of the quantity, quality and services on offer (E) - Policy on support and incentives for events, entertainment and other tourist initiatives (D) - Policy and marketing and communications (D) - Policy on the production of marketing, promotion and information material (D) - Policy on support and assistance for tour operators, carriers and other bodies directing tourist demand towards the area or location in question (D) - Policy on the provision of information and assistance to tourists and intermediaries (D) - Structure and organization of individual departments and services (E) - Operation of activities of departments and services (E) - Ordered synergy of all departments and services in the office in order to achieve the preset objectives (E) - Monitoring the quality of the services and work provided by the office (D) - Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality (D) - Personnel selection, recruitment and courier structuring (DE) - Allocation of responsibilities and tasks to personnel (D) - Personnel training and motivation (D) - Personnel supervision and discipline (D) - Public relations (D) - Representation (D) - Relations with third parties (DE) - Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities (DE) - General administration (D) - Consideration of and investigation of proposals, reports and measures (DE) - Budgeting for the company services and functions (DE) - General accounting (D) - Wages and salaries accounting (D) - Analysis of costs, sales, yield and productivity (D) - Reports on proposals and special relations (D) - Procurement and provision of supplies (D) - Stipulation of conventions and agreements (DE)

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Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ, is as yet unavailable, but expected to be level 4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Head of tourist marketing, promotion and image

Sub-sector: **Public/professional sub-sector**

Reference function: **Tourist development and promotion (PS-1)**

B	Responsable de marketing, promotion et communication de l'image touristique
DK	Leder af marketing, promotion og kommunikation af turismeimage
D	Leiter Marketing, Promotion und Vermittlung des Tourismusbildes
E	Jefe de promoción turística
GR	Ipeftinos marketing, proagogis ke diadosis tou touristikou goitrou
F	Responsable de marketing, promotion et communication de l'image touristique
I	Responsabile di marketing, promozione e commercializzazione dell'immagine turistica
P	Responsável de marketing, promoção e comunicação da imagem turística
UK	Head of tourist marketing, promotion and image

A. Description of the function

This relates to activities and action directed towards the demand in order to promote the tourist services and attractions offered at the level of individual enterprises, groups of enterprises or a specific area, whether targeted towards promoting growth, improving and adding to the conditions promoting the economic and operational efficiency of the supply system, or whether through the initial conception, planning, evaluation and support of specific tourist development initiatives and projects or those for optimizing the use of available resources and attractions.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's directory suggests four practitioners:

- "head of tourist marketing, promotion and image"
- "franchising and company aggregation consultant"
- "tourist development executive"
- "professional conference organizer"

The first of these four practitioners is concerned with tourist development (both at inter-company level and in the local area, or consultancy for tourist businesses and organizations), mainly operating on the demand side, whereas the second and third direct their attention more specifically towards the supply side.

The second is concerned with supply in terms of encouraging links among enterprises (horizontal and vertical), so that a series of individual tourist businesses operating independently come together to form a tourist hospitality system which, while to a great extent consisting of small and medium-sized enterprises, can still compete and be linked in appropriate ways to the market for the very reason that the individual enterprises are interlinked and/or benefit from centralized services (computers, procurement of supplies, marketing, organizing events and activities, etc.) that are used by a group of businesses. His main function is to devise, plan, develop and introduce into the system a process of aggregation among enterprises, or at least centralized services rationalizing and facilitating their management.

The third practitioner is also concerned with the supply side, but mainly in terms of promoting models of tourist development for the area and interventions, projects, measures and initiatives designed to correct, rationalize and accelerate the structure or the dynamics of those models. Such a practitioner establishes local or regional strategy and policy for the tourist product, formulates projects and provides consultancy on the creation of firms or for the enhancement of areas, evaluates projects submitted by third parties and takes steps to help the suppliers to respond in the best possible way to the requirements and expectations of potential customers.

The fourth, despite his internationally recognized denomination (PCO - professional congress organizer), is concerned not just with the organization of conference activities but also with their acquisition. This means that his work lies both in the marketing of conferences (on behalf of bodies, localities or enterprises) and in coordination of the supply and the organization of the events themselves.

C. Criteria for the listing of descriptors

The task descriptors listed below relate to each of the four typical practitioners operating in this area. Descriptors 01 to 41 in particular relate to the tourist image marketing, promotion and information officer. As before, the descriptors start with research, market analysis and basic decisions (01-07), relating to all practitioners in this functional area; they end with a more unusual item, "training and motivation of own staff". The next stage is to define marketing policies to be adopted (08-18) and operational marketing activities, listed under numbers 19 to 37. The specific list ends with three tasks (38-41) specifically devoted to marketing actions relating to non-routine development operations.

Descriptors 42 to 46 relate to activities specific to the consultant on franchising and company aggregation, whereas tasks 47 to 62 are the specialist tasks of the practitioner concerned with tourist development projects and number 63 to 71 are activities specific to the professional conference organizer who, in both the marketing and the organization of what is on offer, adopts channels, techniques and strategies that differ in essence from those used in the case of tourist demand proper.

In this breakdown, the task descriptors for these four practitioners give a clear general view of each one's responsibilities and, at the same time (since they are all included in the same list) they allow for changes and particular configurations that can be used to highlight different situations in individual countries among practitioners working on the same function who, as a result, offer broad potential for the interchange of tasks.

Reference function: TOURIST DEVELOPMENT AND PROMOTION(PS-1)
Profile: HEAD OF TOURIST MARKETING, PROMOTION AND IMAGE

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-01	Research to determine supply, demand and competition for the enterprise, area or locality in question									
PS-02	Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question									
PS-03	Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question									
PS-04	System of objectives and occupational profile of the enterprise, area or locality in question									
PS-05	General strategies and tactics to be adopted in order to achieve the preset objectives									
PS-06	Definition and specific profile of the image of the enterprise, area or locality									
PS-07	Training and motivation of own staff									
PS-08	Policy on prices									
PS-09	Policy on products and services									
PS-10	Policy on quality									
PS-11	Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image									
PS-12	Policy on image and attracting customer loyalty									
PS-13	Promotion policy									
PS-14	Marketing policy									
PS-15	Sales policy									
PS-16	Coordinated use of marketing mix instruments for which the marketing department is directly responsible									
PS-17	Verification of use of other mixed marketing instruments not directly the responsibility of the marketing service									
PS-18	Sales arguments and marketing attitudes of personnel									
PS-19	Promotion plans and campaigns									
PS-20	Relations with advertising agencies									
PS-21	Public relations with the press and opinion leaders									
PS-22	Public relations directed at clients									
PS-23	Making use of special events and information for marketing purposes									
PS-24	Assistance with negotiations of contracts for special events and clients									
PS-25	Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer									
PS-26	Promotion, presentation and sales visits									
PS-27	Organization of special initiatives, entertainment and events of relevance to the marketing of tourism									
PS-28	Organization of workshops and educational and familiarization tours for travel agents and journalists									
PS-29	Taking part in trade fairs, exhibitions and events									
PS-30	Practical provision of information and assistance									
PS-31	Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer									
PS-32	Dealing with complaints and comments: (and taking steps to deal with them)									
PS-33	Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted									
PS-34	Other practical marketing work									
PS-35	Management of stocks of booklets, publications and promotional literature, and photo, film and video library									
PS-36	Setting up and updating databases									
PS-37	Reports and links with databases									

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-1)
Profile: HEAD OF TOURIST MARKETING, PROMOTION AND IMAGE

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-38	Identifying, proposing and developing new market and development prospects									
PS-39	Identifying and developing special promotional offers									
PS-40	Identifying and developing changes in image, products or services									
PS-41	Analysis of yield and effectiveness of actions performed									
PS-42	Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises									
PS-43	Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises									
PS-44	Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises									
PS-45	Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies									
PS-46	Establishing and developing management techniques for rules on supervision and centralized management									
PS-47	Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects									
PS-48	Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition									
PS-49	Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets									
PS-50	Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-51	Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-52	Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-53	Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-54	Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives									
PS-55	Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings									
PS-56	Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties									
PS-57	Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties									
PS-58	Provision of guidance and technical support for operators or investment groups embarking on tourist projects									
PS-59	Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects									
PS-60	Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board									

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-1)
 Profile: HEAD OF TOURIST MARKETING, PROMOTION AND IMAGE

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-61	Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question									
PS-62	Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators									
PS-63	Specialist market research, public relations and promotion for the acquisition of conference business and incentives									
PS-64	design, development and production of information and promotional literature specifically for the conference market									
PS-65	Contacts and relations with potential clients regarding the planning and development of conferences and incentives									
PS-66	Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives									
PS-67	Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives; professional conference organizer functions									
PS-68	Preliminary operations of analytical planning and organization of conference activities and incentives									
PS-69	Associated operations of implementation of conference activities and incentives									
PS-70	Follow-up operations on conference activities and incentives									
PS-71	Conference and incentives accounting, estimating and reporting									
	<i>Relations with national organizations for the promotion of tourism</i>									
	<i>Draws up tourist routes</i>									

Responsable de marketing, promotion et communication de l'image touristique

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (D) - System of objectives and occupational profile of the enterprise, area or locality in question (E) - General strategies and tactics to be adopted in order to achieve the preset objectives (D) - Definition and specific profile of the image of the enterprise, area or locality (D) - Training and motivation of own staff (D) - Policy on prices (D) - Policy on products and services (D) - Policy on quality (D) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (D) - Policy on image and attracting customer loyalty (D) - Promotion policy (D) - Marketing policy (D) - Sales policy (D) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - (D) - Sales arguments and marketing attitudes of personnel (E) - Promotion plans and campaigns (D) - Relations with advertising agencies (D) - Public relations with the press and opinion leaders (D) - Public relations directed at clients (D) - Making use of special events and information for marketing purposes (D) - Assistance with negotiations of contracts for special events and clients (D) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Promotion, presentation and sales visits (D) - Organization of special initiatives, entertainment and events of relevance to the marketing of tourism (D) - Organization of workshops and educational and familiarization tours for travel agents and journalists (D) - Taking part in trade fairs, exhibitions and events (D) - Practical provision of information and assistance (D) - Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Dealing with complaints and comments (and taking steps to deal with them) (D) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (D) - Other practical marketing work (D) - Management of stocks of booklets, publications and promotional literature, and photo, film and video library (D) - Setting up and updating databases (D) - Reports and links with databases (D) - Identifying, proposing and developing new market and development prospects (D) - Identifying and developing special promotional offers (D) - Identifying and developing changes in image, products or services (D) - Analysis of yield and effectiveness of actions performed (D)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

University training in economics

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years
6

To acquire the specific technical/specialist vocational knowledge (3):

4

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leder af marketing, promotion og kommunikation af turismeimage

Research to determine supply, demand and competition for the enterprise, area or locality in question (DE) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (D) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (D) - General strategies and tactics to be adopted in order to achieve the preset objectives (D) - Training and motivation of own staff (D) - Policy on prices (D) - Policy on products and services (D) - Policy on quality (D) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (E) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (DE) - (D) - Promotion plans and campaigns (DE) - Relations with advertising agencies (E) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (E) - Promotion, presentation and sales visits (DE) - Taking part in trade fairs, exhibitions and events (E) - Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (E) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (D) - Identifying, proposing and developing new market and development prospects (D) - Identifying and developing special promotional offers (D) - Identifying and developing changes in image, products or services (D) - Analysis of yield and effectiveness of actions performed (D)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

1. General education at basic compulsory school for 9 or 10 years followed by upper secondary school/higher education entrance examination courses for 2 or 3 years and higher education at commercial college or university at masters level, normally standardised to 5 years.

2. General education at basic compulsory school for 10 years followed by vocational training e.g. from commercial school. The vocational training comprises one year of basic training at commercial school plus approximately 2 years of training in a firm. Then varying number of years of branch experience plus possible further training.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	13 - 10
To acquire the specific technical/specialist vocational knowledge (3):	5 - 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Leiter Marketing, Promotion und Vermittlung des Tourismusbildes
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Research to determine supply, demand and competition for the enterprise, area or locality in question (E) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (E) - Definition and specific profile of the image of the enterprise, area or locality (E) - Policy on prices (E) - Policy on products and services (E) - Policy on quality (E) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (E) - Policy on image and attracting customer loyalty (E) - Promotion policy (E) - Marketing policy (E) - Sales policy (E) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (E) - (E) - Sales arguments and marketing attitudes of personnel (D) - Promotion plans and campaigns (D) - Relations with advertising agencies (E) - Public relations with the press and opinion leaders (E) - Public relations directed at clients (E) - Making use of special events and information for marketing purposes (E) - Assistance with negotiations of contracts for special events and clients (E) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (E) - Promotion, presentation and sales visits (E) - Organization of special initiatives, entertainment and events of relevance to the marketing of tourism (E) - Organization of workshops and educational and familiarization tours for travel agents and journalists (E) - Taking part in trade fairs, exhibitions and events (E) - Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (E) - Management of stocks of booklets, publications and promotional literature, and photo, film and video library (D) - Identifying, proposing and developing new market and development prospects (E) - Identifying and developing special promotional offers (E) - Identifying and developing changes in image, products or services (E) - Analysis of yield and effectiveness of actions performed (E) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (E) - Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Specialised college of further education/university entrance qualifications; study at a specialised college of further education leading to qualification as applied economics graduate (FH) or study at a scientific university leading to qualification as commerce graduate with appropriate course of study/specialisation (e.g. tourism, marketing, advertising), relevant occupational experience

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12 - 13
To acquire the specific technical/specialist vocational knowledge (3):	4

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Jefe de promoción turística

Research to determine supply, demand and competition for the enterprise, area or locality in question (DE) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (DE) - System of objectives and occupational profile of the enterprise, area or locality in question (DE) - General strategies and tactics to be adopted in order to achieve the preset objectives (D) - Training and motivation of own staff (D) - Policy on products and services (D) - Marketing policy (D) - Sales policy (D) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - (D) - Promotion plans and campaigns (D) - Public relations with the press and opinion leaders (E) - Public relations directed at clients (E) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Promotion, presentation and sales visits (DE) - Taking part in trade fairs, exhibitions and events (E) - Other practical marketing work (D) - Identifying, proposing and developing new market and development prospects (D) - Analysis of yield and effectiveness of actions performed (D) - Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (D) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (D) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Provision of guidance and technical support for operators or investment groups embarking on tourist projects (D) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (D) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (D) - Associated operations of implementation of conference activities and incentives (D)

Draws up tourist routes (D)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

The training required for this function is an intermediate university degree, preferably as technician for business and touristic activities, as well as a further training course in promotion and marketing techniques. Practitioners require proficiency in two languages (one of them English) and basic knowledge of one other. Work experience of at least three years as promoter is also required.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ipefthinos marketing, proagogis ke diadosis tou touristikou goitrou

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (D) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (D) - Definition and specific profile of the image of the enterprise, area or locality (D) - Policy on prices (D) - Policy on products and services (D) - Policy on quality (D) - Promotion policy (D) - Marketing policy (D) - Sales policy (D) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - (D) - Sales arguments and marketing attitudes of personnel (D) - Identifying, proposing and developing new market and development prospects (D) - Identifying and developing special promotional offers (D) - Identifying and developing changes in image, products or services (D) - Analysis of yield and effectiveness of actions performed (DE) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (DE)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

9-year compulsory general education

3-year attendance at the Lykeion

4 years for a degree from a HEE (University), usually at an Economics-related faculty

2 years post-graduate studies, especially where the first degree has been gained in Greece. The post-graduate studies have almost exclusively been carried out abroad because, until recently, such post-graduate studies did not even exist in Greece. Previous work experience is essential.

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years
9 + 3 + 4

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsable de marketing, promotion et communication de l'image touristique

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (E) - System of objectives and occupational profile of the enterprise, area or locality in question (E) - General strategies and tactics to be adopted in order to achieve the preset objectives (D) - Definition and specific profile of the image of the enterprise, area or locality (E) - Training and motivation of own staff (E) - Policy on prices (D) - Policy on products and services (D) - Policy on quality (D) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (D) - Policy on image and attracting customer loyalty (D) - Promotion policy (D) - Marketing policy (D) - Sales policy (D) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - (E) - Sales arguments and marketing attitudes of personnel (D) - Promotion plans and campaigns (E) - Relations with advertising agencies (D) - Public relations with the press and opinion leaders (E) - Public relations directed at clients (D) - Making use of special events and information for marketing purposes (D) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Promotion, presentation and sales visits (D) - Organization of special initiatives, entertainment and events of relevance to the marketing of tourism (D) - Organization of workshops and educational and familiarization tours for travel agents and journalists (D) - Taking part in trade fairs, exhibitions and events (D) - Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (E) - Other practical marketing work (D) - Management of stocks of booklets, publications and promotional literature, and photo, film and video library (D) - Setting up and updating databases (D) - Reports and links with databases (D) - Identifying, proposing and developing new market and development prospects (E) - Identifying and developing special promotional offers (D) - Identifying and developing changes in image, products or services (E) - Analysis of yield and effectiveness of actions performed (E) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (E)

Relations with national organizations for the promotion of tourism (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

University entrance matriculation + 4 (MST: Masters in Science and Technology) or master's degree in tourism with experience

University entrance matriculation + 5 (DESS: Specialized Studies Diploma) or directly with university-level training in commerce + master's degree

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Responsabile di marketing, promozione e commercializzazione dell'immagine turistica

Research to determine supply, demand and competition for the enterprise, area or locality in question (DE) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (DE) - System of objectives and occupational profile of the enterprise, area or locality in question (DE) - General strategies and tactics to be adopted in order to achieve the preset objectives (DE) - Definition and specific profile of the image of the enterprise, area or locality (DE) - Training and motivation of own staff (E) - Policy on prices (DE) - Policy on products and services (DE) - Policy on quality (DE) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (D) - Policy on image and attracting customer loyalty (D) - Promotion policy (DE) - Marketing policy (DE) - Sales policy (D) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - (E) - Sales arguments and marketing attitudes of personnel (DE) - Promotion plans and campaigns (E) - Relations with advertising agencies (E) - Public relations with the press and opinion leaders (E) - Public relations directed at clients (DE) - Making use of special events and information for marketing purposes (D) - Assistance with negotiations of contracts for special events and clients (E) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (DE) - Promotion, presentation and sales visits (DE) - Organization of special initiatives, entertainment and events of relevance to the marketing of tourism (D) - Organization of workshops and educational and familiarization tours for travel agents and journalists (DE) - Taking part in trade fairs, exhibitions and events (DE) - Practical provision of information and assistance (D) - Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Dealing with complaints and comments (and taking steps to deal with them) (DE) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (DE) - Other practical marketing work (D) - Management of stocks of booklets, publications and promotional literature, and photo, film and video library (D) - Setting up and updating databases (D) - Reports and links with databases (DE) - Identifying, proposing and developing new market and development prospects (E) - Identifying and developing special promotional offers (E) - Identifying and developing changes in image, products or services (E) - Analysis of yield and effectiveness of actions performed (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Various training routes are possible. The suggested route is one which combines a period of economic training (e.g., commercial institute or university course in economics) with a specialization in tourism. Acquisition of the specialized technical knowledge can, however, be achieved by attendance of the humanist stream of an upper secondary school (liceo). In this case, further training is required after school-leaving examinations in order to acquire the necessary knowledge in the field of economics and tourism. Until now, university-level training for managers in the tourist industry had been lacking in Italy, so that this training function has been taken over by the three-year master in "economics and tourism techniques" organized by the Study Centre for Tourism in Assisi. Now the gap has been filled by the offer of degree courses in tourism economics at the universities of Perugia and Bologna, and a short diploma course in economics and management of tourist services is planned.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	9

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsável de marketing, promoção e comunicação da imagem turística

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (D) - System of objectives and occupational profile of the enterprise, area or locality in question (E) - General strategies and tactics to be adopted in order to achieve the preset objectives (E) - Definition and specific profile of the image of the enterprise, area or locality (E) - Training and motivation of own staff (E) - Policy on prices (E) - Policy on products and services (E) - Policy on quality (E) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (E) - Policy on image and attracting customer loyalty (E) - Promotion policy (E) - Marketing policy (E) - Sales policy (E) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - (E) - Sales arguments and marketing attitudes of personnel (E) - Promotion plans and campaigns (E) - Relations with advertising agencies (E) - Public relations with the press and opinion leaders (E) - Public relations directed at clients (D) - Making use of special events and information for marketing purposes (D) - Assistance with negotiations of contracts for special events and clients (D) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Promotion, presentation and sales visits (D) - Organization of special initiatives, entertainment and events of relevance to the marketing of tourism (D) - Organization of workshops and educational and familiarization tours for travel agents and journalists (D) - Taking part in trade fairs, exhibitions and events (D) - Practical provision of information and assistance (D) - Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Dealing with complaints and comments (and taking steps to deal with them) (E) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (E) - Other practical marketing work (D) - Management of stocks of booklets, publications and promotional literature, and photo, film and video library (D) - Setting up and updating databases (D) - Reports and links with databases (D) - Identifying, proposing and developing new market and development prospects (D) - Identifying and developing special promotional offers (D) - Identifying and developing changes in image, products or services (D) - Analysis of yield and effectiveness of actions performed (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education ("bacharelato") / areas: management, communication
(3 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Head of tourist marketing, promotion and image

Research to determine supply, demand and competition for the enterprise, area or locality in question (E) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (E) - System of objectives and occupational profile of the enterprise, area or locality in question (E) - General strategies and tactics to be adopted in order to achieve the preset objectives (E) - Definition and specific profile of the image of the enterprise, area or locality (E) - Policy on prices (D) - Policy on products and services (E) - Policy on quality (E) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (D) - Policy on image and attracting customer loyalty (E) - Promotion policy (E) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - (D) - Promotion plans and campaigns (E) - Relations with advertising agencies (E) - Public relations with the press and opinion leaders (D) - Public relations directed at clients (D) - Making use of special events and information for marketing purposes (D) - Assistance with negotiations of contracts for special events and clients (DE) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (DE) - Promotion, presentation and sales visits (DE) - Organization of special initiatives, entertainment and events of relevance to the marketing of tourism (DE) - Organization of workshops and educational and familiarization tours for travel agents and journalists (D) - Taking part in trade fairs, exhibitions and events (DE) - Practical provision of information and assistance (D) - Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (D) - Dealing with complaints and comments (and taking steps to deal with them) (D) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (DE) - Other practical marketing work (D) - Management of stocks of booklets, publications and promotional literature, and photo, film and video library (D) - Setting up and updating databases (D) - Reports and links with databases (D) - Identifying, proposing and developing new market and development prospects (DE) - Identifying and developing special promotional offers (DE) - Identifying and developing changes in image, products or services (DE) - Analysis of yield and effectiveness of actions performed (D) - Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (D) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (DE) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (DE) - Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects (DE) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (DE) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (DE) - Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board (DE) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (D) - Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators (D) - Specialist market research, public relations and promotion for the acquisition of conference business and incentives (D) - design, development and production of information and promotional literature specifically for the conference market (D) - Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives (DE) - Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions (D) - Preliminary operations of analytical planning and organization of conference activities and incentives (D) - Associated operations of implementation of conference activities and incentives (D) - Follow-up operations on conference activities and incentives (D) - Conference and incentives accounting, estimating and reporting (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ, is as yet unavailable, but expected to be at level 4/5.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Franchising and company aggregation consultant

Sub-sector: **Public/professional sub-sector**

Reference function: **Tourist development and promotion (PS-2)**

B	Consultant en franchisage et regroupement d'entreprises
DK	
D	
E	
GR	Simvoulos franchising ke enoseon epichiriseon
F	Consultant en franchisage et regroupement d'entreprises
I	Consulente di franchising e di aggregazione di impresa
P	Consultor de franchising e de agregação de empresa
UK	

A. Description of the function

This relates to activities and action directed towards the demand in order to promote the tourist services and attractions offered at the level of individual enterprises, groups of enterprises or a specific area, whether targeted towards promoting growth, improving and adding to the conditions promoting the economic and operational efficiency of the supply system, or whether through the initial conception, planning, evaluation and support of specific tourist development initiatives and projects or those for optimizing the use of available resources and attractions.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's directory suggests four practitioners:

"head of tourist marketing, promotion and image"

"franchising and company aggregation consultant"

"tourist development executive"

"professional conference organizer"

The first of these four practitioners is concerned with tourist development (both at inter-company level and in the local area, or consultancy for tourist businesses and organizations), mainly operating on the demand side, whereas the second and third direct their attention more specifically towards the supply side.

The second is concerned with supply in terms of encouraging links among enterprises (horizontal and vertical), so that a series of individual tourist businesses operating independently come together to form a tourist hospitality system which, while to a great extent consisting of small and medium-sized enterprises, can still compete and be linked in appropriate ways to the market for the very reason that the individual enterprises are interlinked and/or benefit from centralized services (computers, procurement of supplies, marketing, organizing events and activities, etc.) that are used by a group of businesses. His main function is to devise, plan, develop and introduce into the system a process of aggregation among enterprises, or at least centralized services rationalizing and facilitating their management.

The third practitioner is also concerned with the supply side, but mainly in terms of promoting models of tourist development for the area and interventions, projects, measures and initiatives designed to correct, rationalize and accelerate the structure or the dynamics of those models. Such a practitioner establishes local or regional strategy and policy for the tourist product, formulates projects and provides consultancy on the creation of firms or for the enhancement of areas, evaluates projects submitted by third parties and takes steps to help the suppliers to respond in the best possible way to the requirements and expectations of potential customers.

The fourth, despite his internationally recognized denomination (PCO - professional congress organizer), is concerned not just with the organization of conference activities but also with their acquisition. This means that his work lies both in the marketing of conferences (on behalf of bodies, localities or enterprises) and in coordination of the supply and the organization of the events themselves.

C. Criteria for the listing of descriptors

The task descriptors listed below relate to each of the four typical practitioners operating in this area. Descriptors 01 to 41 in particular relate to the tourist image marketing, promotion and information officer. As before, the descriptors start with research, market analysis and basic decisions (01-07), relating to all practitioners in this functional area; they end with a more unusual item, "training and motivation of own staff". The next stage is to define marketing policies to be adopted (08-18) and operational marketing activities, listed under numbers 19 to 37. The specific list ends with three tasks (38-41) specifically devoted to marketing actions relating to non-routine development operations.

Descriptors 42 to 46 relate to activities specific to the consultant on franchising and company aggregation, whereas tasks 47 to 62 are the specialist tasks of the practitioner concerned with tourist development projects and number 63 to 71 are activities specific to the professional conference organizer who, in both the marketing and the organization of what is on offer, adopts channels, techniques and strategies that differ in essence from those used in the case of tourist demand proper.

In this breakdown, the task descriptors for these four practitioners give a clear general view of each one's responsibilities and, at the same time (since they are all included in the same list) they allow for changes and particular configurations that can be used to highlight different situations in individual countries among practitioners working on the same function who, as a result, offer broad potential for the interchange of tasks.

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-2)
 Profile: FRANCHISING AND COMPANY AGGREGATION CONSULTANT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-01	Research to determine supply, demand and competition for the enterprise, area or locality in question									
PS-02	Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question									
PS-03	Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question									
PS-04	System of objectives and occupational profile of the enterprise, area or locality in question									
PS-05	General strategies and tactics to be adopted in order to achieve the preset objectives									
PS-06	Definition and specific profile of the image of the enterprise, area or locality									
PS-07	Training and motivation of own staff									
PS-08	Policy on prices									
PS-09	Policy on products and services									
PS-10	Policy on quality									
PS-11	Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image									
PS-12	Policy on image and attracting customer loyalty									
PS-13	Promotion policy									
PS-14	Marketing policy									
PS-15	Sales policy									
PS-16	Coordinated use of marketing mix instruments for which the marketing department is directly responsible									
PS-17	Verification of use of other mixed marketing instruments not directly the responsibility of the marketing service									
PS-18	Sales arguments and marketing attitudes of personnel									
PS-19	Promotion plans and campaigns									
PS-20	Relations with advertising agencies									
PS-21	Public relations with the press and opinion leaders									
PS-22	Public relations directed at clients									
PS-23	Making use of special events and information for marketing purposes									
PS-24	Assistance with negotiations of contracts for special events and clients									
PS-25	Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer									
PS-26	Promotion, presentation and sales visits									
PS-27	Organization of special initiatives, entertainment and events of relevance to the marketing of tourism									
PS-28	Organization of workshops and educational and familiarization tours for travel agents and journalists									
PS-29	Taking part in trade fairs, exhibitions and events									
PS-30	Practical provision of information and assistance									
PS-31	Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer									
PS-32	Dealing with complaints and comments (and taking steps to deal with them)									
PS-33	Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted									
PS-34	Other practical marketing work									
PS-35	Management of stocks of booklets, publications and promotional literature, and photo, film and video library									
PS-36	Setting up and updating databases									
PS-37	Reports and links with databases									

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-2)
Profile: FRANCHISING AND COMPANY AGGREGATION CONSULTANT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-38	Identifying, proposing and developing new market and development prospects									
PS-39	Identifying and developing special promotional offers									
PS-40	Identifying and developing changes in image, products or services									
PS-41	Analysis of yield and effectiveness of actions performed									
PS-42	Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises									
PS-43	Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises									
PS-44	Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises									
PS-45	Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies									
PS-46	Establishing and developing management techniques for rules on supervision and centralized management									
PS-47	Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects									
PS-48	Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition									
PS-49	Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets									
PS-50	Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-51	Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-52	Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-53	Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-54	Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives									
PS-55	Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings									
PS-56	Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties									
PS-57	Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties									
PS-58	Provision of guidance and technical support for operators or investment groups embarking on tourist projects									
PS-59	Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects									
PS-60	Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board									

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-2)
 Profile: FRANCHISING AND COMPANY AGGREGATION CONSULTANT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-61	Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question									
PS-62	Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators									
PS-63	Specialist market research, public relations and promotion for the acquisition of conference business and incentives									
PS-64	design, development and production of information and promotional literature specifically for the conference market									
PS-65	Contacts and relations with potential clients regarding the planning and development of conferences and incentives									
PS-66	Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives									
PS-67	Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions									
PS-68	Preliminary operations of analytical planning and organization of conference activities and incentives									
PS-69	Associated operations of implementation of conference activities and incentives									
PS-70	Follow-up operations on conference activities and incentives									
PS-71	Conference and incentives accounting, estimating and reporting									
<i>Carrying out feasibility studies and training council activities among enterprises, associations and local groups</i>										

Consultant en franchisage et regroupement d'entreprises

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (D) - Training and motivation of own staff (D) - Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (D) - Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises (D) - Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises (D) - Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies (D) - Establishing and developing management techniques for rules on supervision and centralized management (D)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

University training in economics

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

6

To acquire the specific technical/specialist vocational knowledge (3):

4

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Simvoulos franchising ke enoseon epichiriseon

Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (DE) - Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises (DE) - Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises (DE) - Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies (D) - Establishing and developing management techniques for rules on supervision and centralized management (DE)

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Typical training route (1):

9-year compulsory general education

3-year attendance at the Lykeion

4 years for a degree from a HEE (University), usually at an Economics-related faculty

2-3 years post-graduate studies, especially where the first degree has been gained in Greece. Previous work experience is essential.

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years

9 + 3 + 4

To acquire the specific technical/specialist vocational knowledge (3):

2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Consultant en franchisage et regroupement d'entreprises

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - General strategies and tactics to be adopted in order to achieve the preset objectives (E) - Training and motivation of own staff (E) - Assistance with negotiations of contracts for special events and clients (E) - Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (E) - Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises (E) - Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises (E) - Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies (E) - Establishing and developing management techniques for rules on supervision and centralized management (E) - Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (E) - Provision of guidance and technical support for operators or investment groups embarking on tourist projects (E)

Carrying out feasibility studies and training council activities among enterprises, associations and local groups (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

University entrance matriculation + 5 (DESS), university-level training in commerce or engineering + experience

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Consulente di franchising e di aggregazione di impresa

Research to determine supply, demand and competition for the enterprise, area or locality in question (DE) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (DE) - System of objectives and occupational profile of the enterprise, area or locality in question (DE) - General strategies and tactics to be adopted in order to achieve the preset objectives (DE) - Training and motivation of own staff (E) - Policy on prices (DE) - Policy on products and services (DE) - Policy on quality (DE) - Identifying, proposing and developing new market and development prospects (E) - Analysis of yield and effectiveness of actions performed (E) - Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (DE) - Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises (E) - Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises (E) - Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies (E) - Establishing and developing management techniques for rules on supervision and centralized management (E)

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Typical training route (1):

Various training routes are possible. The suggested route is one which combines a period of economic training (e.g., commercial institute or university course in economics) with a specialization in tourism. Acquisition of the specialized technical knowledge can, however, be achieved by attendance of the humanist stream of an upper secondary school (liceo). In this case, further training is required after school-leaving examinations in order to acquire the necessary knowledge in the field of economics and tourism. Until now, university-level training for managers in the tourist industry had been lacking in Italy, so that this training function has been taken over by the three-year master in "economics and tourism techniques" organized by the Study Centre for Tourism in Assisi. Now the gap has been filled by the offer of degree courses in tourism economics at the universities of Perugia and Bologna, and a short diploma course in economics and management of tourist services is planned.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	9

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Consultor de franchising e de agregação de empresa

Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (E) - Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises (E) - Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises (E) - Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies (E) - Establishing and developing management techniques for rules on supervision and centralized management (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education ("licenciatura") / areas: hotel management, tourism, management (5 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tourist development executive

Sub-sector: **Public/professional sub-sector**

Reference function: **Tourist development and promotion (PS-3)**

B	Responsable de projets de développement touristique
DK	Leder af turismeudviklingsprojekter
D	
E	Técnico de coordinación y planificación turística
GR	Ipeftinos programmaton touristikis anaptixis
F	Responsable de projets de développement touristique
I	Responsabile di progetti di sviluppo turistico
P	Responsável por projectos de desenvolvimento turístico
UK	Tourist development executive

A. Description of the function

This relates to activities and action directed towards the demand in order to promote the tourist services and attractions offered at the level of individual enterprises, groups of enterprises or a specific area, whether targeted towards promoting growth, improving and adding to the conditions promoting the economic and operational efficiency of the supply system, or whether through the initial conception, planning, evaluation and support of specific tourist development initiatives and projects or those for optimizing the use of available resources and attractions.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's directory suggests four practitioners:

"head of tourist marketing, promotion and image"

"franchising and company aggregation consultant"

"tourist development executive"

"professional conference organizer"

The first of these four practitioners is concerned with tourist development (both at inter-company level and in the local area, or consultancy for tourist businesses and organizations), mainly operating on the demand side, whereas the second and third direct their attention more specifically towards the supply side.

The second is concerned with supply in terms of encouraging links among enterprises (horizontal and vertical), so that a series of individual tourist businesses operating independently come together to form a tourist hospitality system which, while to a great extent consisting of small and medium-sized enterprises, can still compete and be linked in appropriate ways to the market for the very reason that the individual enterprises are interlinked and/or benefit from centralized services (computers, procurement of supplies, marketing, organizing events and activities, etc.) that are used by a group of businesses. His main function is to devise, plan, develop and introduce into the system a process of aggregation among enterprises, or at least centralized services rationalizing and facilitating their management

The third practitioner is also concerned with the supply side, but mainly in terms of promoting models of tourist development for the area and interventions, projects, measures and initiatives designed to correct, rationalize and accelerate the structure or the dynamics of those models. Such a practitioner establishes local or regional strategy and policy for the tourist product, formulates projects and provides consultancy on the creation of firms or for the enhancement of areas, evaluates projects submitted by third parties and takes steps to help the suppliers to respond in the best possible way to the requirements and expectations of potential customers.

The fourth, despite his internationally recognized denomination (PCO - professional congress organizer), is concerned not just with the organization of conference activities but also with their acquisition. This means that his work lies both in the marketing of conferences (on behalf of bodies, localities or enterprises) and in coordination of the supply and the organization of the events themselves.

C. Criteria for the listing of descriptors

The task descriptors listed below relate to each of the four typical practitioners operating in this area. Descriptors 01 to 41 in particular relate to the tourist image marketing, promotion and information officer. As before, the descriptors start with research, market analysis and basic decisions (01-07), relating to all practitioners in this functional area; they end with a more unusual item, "training and motivation of own staff". The next stage is to define marketing policies to be adopted (08-18) and operational marketing activities, listed under numbers 19 to 37. The specific list ends with three tasks (38-41) specifically devoted to marketing actions relating to non-routine development operations.

Descriptors 42 to 46 relate to activities specific to the consultant on franchising and company aggregation, whereas tasks 47 to 62 are the specialist tasks of the practitioner concerned with tourist development projects and number 63 to 71 are activities specific to the professional conference organizer who, in both the marketing and the organization of what is on offer, adopts channels, techniques and strategies that differ in essence from those used in the case of tourist demand proper.

In this breakdown, the task descriptors for these four practitioners give a clear general view of each one's responsibilities and, at the same time (since they are all included in the same list) they allow for changes and particular configurations that can be used to highlight different situations in individual countries among practitioners working on the same function who, as a result, offer broad potential for the interchange of tasks.

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-3)
Profile: TOURIST DEVELOPMENT EXECUTIVE

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-01	Research to determine supply, demand and competition for the enterprise, area or locality in question									
PS-02	Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question									
PS-03	Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question									
PS-04	System of objectives and occupational profile of the enterprise, area or locality in question									
PS-05	General strategies and tactics to be adopted in order to achieve the preset objectives									
PS-06	Definition and specific profile of the image of the enterprise, area or locality									
PS-07	Training and motivation of own staff									
PS-08	Policy on prices									
PS-09	Policy on products and services									
PS-10	Policy on quality									
PS-11	Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image									
PS-12	Policy on image and attracting customer loyalty									
PS-13	Promotion policy									
PS-14	Marketing policy									
PS-15	Sales policy									
PS-16	Coordinated use of marketing mix instruments for which the marketing department is directly responsible									
PS-17	Verification of use of other mixed marketing instruments not directly the responsibility of the marketing service									
PS-18	Sales arguments and marketing attitudes of personnel									
PS-19	Promotion plans and campaigns									
PS-20	Relations with advertising agencies									
PS-21	Public relations with the press and opinion leaders									
PS-22	Public relations directed at clients									
PS-23	Making use of special events and information for marketing purposes									
PS-24	Assistance with negotiations of contracts for special events and clients									
PS-25	Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer									
PS-26	Promotion, presentation and sales visits									
PS-27	Organization of special initiatives, entertainment and events of relevance to the marketing of tourism									
PS-28	Organization of workshops and educational and familiarization tours for travel agents and journalists									
PS-29	Taking part in trade fairs, exhibitions and events									
PS-30	Practical provision of information and assistance									
PS-31	Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer									
PS-32	Dealing with complaints and comments (and taking steps to deal with them)									
PS-33	Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted									
PS-34	Other practical marketing work									
PS-35	Management of stocks of booklets, publications and promotional literature, and photo, film and video library									
PS-36	Setting up and updating databases									
PS-37	Reports and links with databases									

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-3)
 Profile: TOURIST DEVELOPMENT EXECUTIVE

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-38	Identifying, proposing and developing new market and development prospects									
PS-39	Identifying and developing special promotional offers									
PS-40	Identifying and developing changes in image, products or services									
PS-41	Analysis of yield and effectiveness of actions performed									
PS-42	Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises									
PS-43	Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises									
PS-44	Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises									
PS-45	Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies									
PS-46	Establishing and developing management techniques for rules on supervision and centralized management									
PS-47	Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects									
PS-48	Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition									
PS-49	Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets									
PS-50	Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-51	Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-52	Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-53	Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-54	Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives									
PS-55	Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings									
PS-56	Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties									
PS-57	Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties									
PS-58	Provision of guidance and technical support for operators or investment groups embarking on tourist projects									
PS-59	Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects									
PS-60	Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board									

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-3)
 Profile: TOURIST DEVELOPMENT EXECUTIVE

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-61	Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question									
PS-62	Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators									
PS-63	Specialist market research, public relations and promotion for the acquisition of conference business and incentives									
PS-64	design, development and production of information and promotional literature specifically for the conference market									
PS-65	Contacts and relations with potential clients regarding the planning and development of conferences and incentives									
PS-66	Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives									
PS-67	Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions									
PS-68	Preliminary operations of analytical planning and organization of conference activities and incentives									
PS-69	Associated operations of implementation of conference activities and incentives									
PS-70	Follow-up operations on conference activities and incentives									
PS-71	Conference and incentives accounting, estimating and reporting									
	Counselling activities and setting up training programmes in enterprises, associations or local groups									
	Organizes inspection visits									
	Manages development planning for its incorporation into the offer of touristic infrastructure									

Responsable de projets de développement touristique

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (D) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (D) - System of objectives and occupational profile of the enterprise, area or locality in question (D) - General strategies and tactics to be adopted in order to achieve the preset objectives (D) - Definition and specific profile of the image of the enterprise, area or locality (D) - Training and motivation of own staff (D) - Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (D) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (D) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (D) - Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives (D) - Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings (D) - Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties (D) - Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties (D) - Provision of guidance and technical support for operators or investment groups embarking on tourist projects (D) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (D) - Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board (D) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (D) - Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators (D)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Preferably a university degree of a general nature in geography or history with post-university training in economics

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	6
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Leder af turismeudviklingsprojekter
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Research to determine supply, demand and competition for the enterprise, area or locality in question (E) - Training and motivation of own staff (D) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (DE) - Reports and links with databases (E) - Identifying and developing changes in image, products or services (E) - Analysis of yield and effectiveness of actions performed (E) - Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (E) - Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises (E) - Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises (E) - Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (DE) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (E) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (E) - Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Provision of guidance and technical support for operators or investment groups embarking on tourist projects (D) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (E) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no typical training route for managers of tourist development projects. There are probably only approximately 25 people working in such a job in Denmark. There is a clear tendency for more and more of these persons to have undergone higher education at university level, e.g. from commercial college. Examples of training routes are university/commercial college entrance examination plus 5 years of further studies leading to a degree in business economics, architecture, geography, languages and business etc.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	13
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Técnico de coordinación y planificación turística

Research to determine supply, demand and competition for the enterprise, area or locality in question (DE) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (DE) - System of objectives and occupational profile of the enterprise, area or locality in question (DE) - Training and motivation of own staff (D) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - Practical provision of information and assistance (D) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (D) - Setting up and updating databases (D) - Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (DE) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (D) - Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives (DE) - Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings (D) - Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties (DE) - Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties (E) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (D) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (D) - Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators (E)

Organizes inspection visits (DE) - Manages development planning for its incorporation into the offer of touristic infrastructure (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is a higher university degree, preferably in economics, architecture or urban design, as well as solid knowledge in the field of tourism. Practitioners require at least three years' experience as technician for tourism design and planning and basic English knowledge. Innovations which most affect this function involve technology in the field of communication and information processing.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Ipefthinos programmaton touristikis anaptixis

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (D) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (D) - System of objectives and occupational profile of the enterprise, area or locality in question (D) - General strategies and tactics to be adopted in order to achieve the preset objectives (D) - Definition and specific profile of the image of the enterprise, area or locality (D) - Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (DE) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (DE) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (DE) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (DE) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (DE) - Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings (DE) - Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties (DE) - Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties (DE) - Provision of guidance and technical support for operators or investment groups embarking on tourist projects (D) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

9-year compulsory general education

3-year attendance at the Lykeion

4 years for a degree from a HEE (University), usually at an Economics-related faculty

As regards this occupation, we often find the additional existence of a post-graduate diploma from a foreign HEE but this case cannot be considered typical.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3 + 4

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

DESCRIPTION OF TASKS

Responsable de projets de développement touristique

Research to determine supply, demand and competition for the enterprise, area or locality in question (DE) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (DE) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (DE) - System of objectives and occupational profile of the enterprise, area or locality in question (D) - General strategies and tactics to be adopted in order to achieve the preset objectives (D) - Definition and specific profile of the image of the enterprise, area or locality (D) - Training and motivation of own staff (D) - Policy on prices (D) - Policy on products and services (D) - Policy on quality (D) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (D) - Policy on image and attracting customer loyalty (D) - Promotion policy (D) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - (D) - Promotion plans and campaigns (D) - Relations with advertising agencies (D) - Public relations with the press and opinion leaders (DE) - Making use of special events and information for marketing purposes (DE) - Organization of special initiatives, entertainment and events of relevance to the marketing of tourism (DE) - Organization of workshops and educational and familiarization tours for travel agents and journalists (DE) - Taking part in trade fairs, exhibitions and events (DE) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (DE) - Other practical marketing work (DE) - Reports and links with databases (DE) - Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (DE) - Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises (DE) - Establishing and developing management techniques for rules on supervision and centralized management (DE) - Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (DE) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (DE) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (DE) - Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects (D) - Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives (D) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (DE) - Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board (DE) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (DE) - Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators (DE)

Counselling activities and setting up training programmes in enterprises, associations or local groups (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

University entrance matriculation + 5 (e.g. DESS in economics of tourism) or university-level training in commerce with experience

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsabile di progetti di sviluppo turistico

Research to determine supply, demand and competition for the enterprise, area or locality in question (DE) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (DE) - System of objectives and occupational profile of the enterprise, area or locality in question (DE) - General strategies and tactics to be adopted in order to achieve the preset objectives (DE) - Training and motivation of own staff (E) - Policy on prices (DE) - Policy on products and services (DE) - Policy on quality (DE) - Dealing with complaints and comments (and taking steps to deal with them) (DE) - Identifying, proposing and developing new market and development prospects (E) - Analysis of yield and effectiveness of actions performed (E) - Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (DE) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (DE) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (DE) - Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects (DE) - Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives (DE) - Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings (E) - Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties (E) - Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties (E) - Provision of guidance and technical support for operators or investment groups embarking on tourist projects (E) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (E) - Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board (E) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (E) - Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators (DE)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Various training routes are possible. The suggested route is one which combines a period of economic training (e.g., commercial institute or university course in economics) with a specialization in tourism. Acquisition of the specialized technical knowledge can, however, be achieved by attendance of the humanist stream of an upper secondary school (liceo). In this case, further training is required after school-leaving examinations in order to acquire the necessary knowledge in the field of economics and tourism. Until now, university-level training for managers in the tourist industry had been lacking in Italy, so that this training function has been taken over by the three-year master in "economics and tourism techniques" organized by the Study Centre for Tourism in Assisi. Now the gap has been filled by the offer of degree courses in tourism economics at the universities of Perugia and Bologna, and a short diploma course in economics and management of tourist services is planned.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	9

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DESCRIPTION OF TASKS

Responsável por projectos de desenvolvimento turístico

Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects (E) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (E) - Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets (E) - Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives (E) - Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings (E) - Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties (E) - Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties (E) - Provision of guidance and technical support for operators or investment groups embarking on tourist projects (E) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (E) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education ("licenciatura") / areas: tourism, environment, architecture (5 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tourist development executive

Research to determine supply, demand and competition for the enterprise, area or locality in question (E) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (E) - System of objectives and occupational profile of the enterprise, area or locality in question (E) - General strategies and tactics to be adopted in order to achieve the preset objectives (E) - Definition and specific profile of the image of the enterprise, area or locality (E) - Promotion plans and campaigns (E) - Identifying, proposing and developing new market and development prospects (E) - Identifying and developing changes in image, products or services (E) - Analysis of yield and effectiveness of actions performed (E) - Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises (E) - Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition (E) - Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects (E) - Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives (E) - Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings (E) - Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties (E) - Provision of guidance and technical support for operators or investment groups embarking on tourist projects (E) - Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects (E) - Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board (E) - Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question (E) - Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators (E) - Specialist market research, public relations and promotion for the acquisition of conference business and incentives (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ, is as yet unavailable, but expected to be at level 2 or 3 depending on degree of personal autonomy (complexity of work activities).

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Professional conference organizer

Sub-sector: **Public/professional sub-sector**

Reference function: **Tourist development and promotion (PS-4)**

B	Organisateur de congrès
DK	Professionel kongresorganisator
D	Professioneller Organisator von Kongressen
E	Técnico en organización de congresos y eventos
GR	Epagelmatias organotis synedrion
F	Organisateur de congrès
I	Organizzatore professionale di congressi
P	Organizador professional de congressos
UK	Professional conference organizer

A. Description of the function

This relates to activities and action directed towards the demand in order to promote the tourist services and attractions offered at the level of individual enterprises, groups of enterprises or a specific area, whether targeted towards promoting growth, improving and adding to the conditions promoting the economic and operational efficiency of the supply system, or whether through the initial conception, planning, evaluation and support of specific tourist development initiatives and projects or those for optimizing the use of available resources and attractions.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In the functional area in question, CEDEFOP's directory suggests four practitioners:

"head of tourist marketing, promotion and image"

"franchising and company aggregation consultant"

"tourist development executive"

"professional conference organizer"

The first of these four practitioners is concerned with tourist development (both at inter-company level and in the local area, or consultancy for tourist businesses and organizations), mainly operating on the demand side, whereas the second and third direct their attention more specifically towards the supply side.

The second is concerned with supply in terms of encouraging links among enterprises (horizontal and vertical), so that a series of individual tourist businesses operating independently come together to form a tourist hospitality system which, while to a great extent consisting of small and medium-sized enterprises, can still compete and be linked in appropriate ways to the market for the very reason that the individual enterprises are interlinked and/or benefit from centralized services (computers, procurement of supplies, marketing, organizing events and activities, etc.) that are used by a group of businesses. His main function is to devise, plan, develop and introduce into the system a process of aggregation among enterprises, or at least centralized services rationalizing and facilitating their management.

The third practitioner is also concerned with the supply side, but mainly in terms of promoting models of tourist development for the area and interventions, projects, measures and initiatives designed to correct, rationalize and accelerate the structure or the dynamics of those models. Such a practitioner establishes local or regional strategy and policy for the tourist product, formulates projects and provides consultancy on the creation of firms or for the enhancement of areas, evaluates projects submitted by third parties and takes steps to help the suppliers to respond in the best possible way to the requirements and expectations of potential customers.

The fourth, despite his internationally recognized denomination (PCO - professional congress organizer), is concerned not just with the organization of conference activities but also with their acquisition. This means that his work lies both in the marketing of conferences (on behalf of bodies, localities or enterprises) and in coordination of the supply and the organization of the events themselves.

C. Criteria for the listing of descriptors

The task descriptors listed below relate to each of the four typical practitioners operating in this area. Descriptors 01 to 41 in particular relate to the tourist image marketing, promotion and information officer. As before, the descriptors start with research, market analysis and basic decisions (01-07), relating to all practitioners in this functional area; they end with a more unusual item, "training and motivation of own staff". The next stage is to define marketing policies to be adopted (08-18) and operational marketing activities, listed under numbers 19 to 37. The specific list ends with three tasks (38-41) specifically devoted to marketing actions relating to non-routine development operations.

Descriptors 42 to 46 relate to activities specific to the consultant on franchising and company aggregation, whereas tasks 47 to 62 are the specialist tasks of the practitioner concerned with tourist development projects and number 63 to 71 are activities specific to the professional conference organizer who, in both the marketing and the organization of what is on offer, adopts channels, techniques and strategies that differ in essence from those used in the case of tourist demand proper.

In this breakdown, the task descriptors for these four practitioners give a clear general view of each one's responsibilities and, at the same time (since they are all included in the same list) they allow for changes and particular configurations that can be used to highlight different situations in individual countries among practitioners working on the same function who, as a result, offer broad potential for the interchange of tasks.

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-4)
 Profile: PROFESSIONAL CONFERENCE ORGANIZER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-01	Research to determine supply, demand and competition for the enterprise, area or locality in question									
PS-02	Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question									
PS-03	Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question									
PS-04	System of objectives and occupational profile of the enterprise, area or locality in question									
PS-05	General strategies and tactics to be adopted in order to achieve the preset objectives									
PS-06	Definition and specific profile of the image of the enterprise, area or locality									
PS-07	Training and motivation of own staff									
PS-08	Policy on prices									
PS-09	Policy on products and services									
PS-10	Policy on quality									
PS-11	Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image									
PS-12	Policy on image and attracting customer loyalty									
PS-13	Promotion policy									
PS-14	Marketing policy									
PS-15	Sales policy									
PS-16	Coordinated use of marketing mix instruments for which the marketing department is directly responsible									
PS-17	Verification of use of other mixed marketing instruments not directly the responsibility of the marketing service									
PS-18	Sales arguments and marketing attitudes of personnel									
PS-19	Promotion plans and campaigns									
PS-20	Relations with advertising agencies									
PS-21	Public relations with the press and opinion leaders									
PS-22	Public relations directed at clients									
PS-23	Making use of special events and information for marketing purposes									
PS-24	Assistance with negotiations of contracts for special events and clients									
PS-25	Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer									
PS-26	Promotion, presentation and sales visits									
PS-27	Organization of special initiatives, entertainment and events of relevance to the marketing of tourism									
PS-28	Organization of workshops and educational and familiarization tours for travel agents and journalists									
PS-29	Taking part in trade fairs, exhibitions and events									
PS-30	Practical provision of information and assistance									
PS-31	Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer									
PS-32	Dealing with complaints and comments (and taking steps to deal with them)									
PS-33	Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted									
PS-34	Other practical marketing work									
PS-35	Management of stocks of booklets, publications and promotional literature, and photo, film and video library									
PS-36	Setting up and updating databases									
PS-37	Reports and links with databases									

Reference fonction: TOURIST DEVELOPMENT AND PROMOTION(PS-4)
Profile: PROFESSIONAL CONFERENCE ORGANIZER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-38	Identifying, proposing and developing new market and development prospects									
PS-39	Identifying and developing special promotional offers									
PS-40	Identifying and developing changes in image, products or services									
PS-41	Analysis of yield and effectiveness of actions performed									
PS-42	Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises									
PS-43	Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises									
PS-44	Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises									
PS-45	Providing technical assistance with the creation, determination of profile, launching and operation of centralized services, franchising networks and other processes of aggregation of enterprises, and also with the implementation of appropriate product and marketing policies									
PS-46	Establishing and developing management techniques for rules on supervision and centralized management									
PS-47	Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects									
PS-48	Setting up, drafting and developing territorial tourist development plans or specific projects for tourist installations or initiatives that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition									
PS-49	Setting up, drafting and developing marketing strategies and policies to be adopted for the effective implementation of tourist development plans or budgets									
PS-50	Setting up, drafting and developing strategies and policies on the protection, safeguarding and optimum use of the environment and the cultural identity of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-51	Setting up, drafting and developing strategies and policies on production and funding to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-52	Setting up, drafting and developing strategies and policies on the structural reinforcement and general services to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-53	Setting up, drafting and developing legal and incentive measures to be adopted with a view to the effective implementation of tourist development plans or projects									
PS-54	Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives									
PS-55	Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of costs and benefits and enterprise analysis of costs and earnings									
PS-56	Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties									
PS-57	Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties									
PS-58	Provision of guidance and technical support for operators or investment groups embarking on tourist projects									
PS-59	Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects									
PS-60	Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board									

Reference function: TOURIST DEVELOPMENT AND PROMOTION(PS-4)
 Profile: PROFESSIONAL CONFERENCE ORGANIZER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PS-61	Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question									
PS-62	Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators									
PS-63	Specialist market research, public relations and promotion for the acquisition of conference business and incentives									
PS-64	design, development and production of information and promotional literature specifically for the conference market									
PS-65	Contacts and relations with potential clients regarding the planning and development of conferences and incentives									
PS-66	Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives									
PS-67	Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives; professional conference organizer functions									
PS-68	Preliminary operations of analytical planning and organization of conference activities and incentives									
PS-69	Associated operations of implementation of conference activities and incentives									
PS-70	Follow-up operations on conference activities and incentives									
PS-71	Conference and incentives accounting, estimating and reporting									
	<i>Allocating responsibilities and tasks to own staff and to providers of outside services</i>									
	<i>Planning and executing outline programmes</i>									
	<i>Compiling a plan for use of staff and a schedule</i>									
	<i>Co-ordination of tasks with foreign tourist offices</i>									

Organisateur de congrès

Research to determine supply, demand and competition for the enterprise, area or locality in question (D) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (D) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (D) - System of objectives and occupational profile of the enterprise, area or locality in question (D) - General strategies and tactics to be adopted in order to achieve the preset objectives (E) - Training and motivation of own staff (E) - Specialist market research, public relations and promotion for the acquisition of conference business and incentives (E) - design, development and production of information and promotional literature specifically for the conference market (E) - Contacts and relations with potential clients regarding the planning and development of conferences and incentives (E) - Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives (E) - Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions (E) - Preliminary operations of analytical planning and organization of conference activities and incentives (E) - Associated operations of implementation of conference activities and incentives (E) - Follow-up operations on conference activities and incentives (E) - Conference and incentives accounting, estimating and reporting (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

a) full-time training provided by the education department
short-term higher degree or public relations.

b) part-time training for small businesses
management training: tourism and business promotion.

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years

a: 6 b:

To acquire the specific technical/specialist vocational knowledge (3):

a: 3 b: 2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Professionel kongresorganisator
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Specialist market research, public relations and promotion for the acquisition of conference business and incentives (D) - design, development and production of information and promotional literature specifically for the conference market (D) - Contacts and relations with potential clients regarding the planning and development of conferences and incentives (D) - Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives (DE) - Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions (DE) - Preliminary operations of analytical planning and organization of conference activities and incentives (D) - Associated operations of implementation of conference activities and incentives (E) - Follow-up operations on conference activities and incentives (E) - Conference and incentives accounting, estimating and reporting (DE)

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Typical training route (1):

As there are very few professional conference agencies and therefore conference organisers in Denmark, there is no actual specific training aimed at this occupational profile.

The practitioner of this profession generally therefore has a commercial background from commercial school or business school and substantial practical experience from service occupations and/or tourism occupations.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	13 - 10
To acquire the specific technical/specialist vocational knowledge (3):	2 - 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Professioneller Organisator von Kongressen

Specialist market research, public relations and promotion for the acquisition of conference business and incentives (E) - design, development and production of information and promotional literature specifically for the conference market (E) - Contacts and relations with potential clients regarding the planning and development of conferences and incentives (E) - Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives (E) - Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions (E) - Preliminary operations of analytical planning and organization of conference activities and incentives (E) - Associated operations of implementation of conference activities and incentives (D) - Follow-up operations on conference activities and incentives (D) - Conference and incentives accounting, estimating and reporting (E)

Allocating responsibilities and tasks to own staff and to providers of outside services (E) - Planning and executing outline programmes (E) - Compiling a plan for use of staff and a schedule (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

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Typical training route (1):

Specialised college/university entrance qualifications; study at a Specialised college leading to qualification as applied economics graduate (FH) or study at a scientific university leading to qualification as commerce graduate; relevant occupational experience

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12/13
To acquire the specific technical/specialist vocational knowledge (3):	4

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Técnico en organización de congresos y eventos

Coordinated use of marketing mix instruments for which the marketing department is directly responsible (D) - Public relations with the press and opinion leaders (E) - Taking part in trade fairs, exhibitions and events (DE) - Specialist market research, public relations and promotion for the acquisition of conference business and incentives (D) - design, development and production of information and promotional literature specifically for the conference market (D) - Contacts and relations with potential clients regarding the planning and development of conferences and incentives (E) - Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives (D) - Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions (D) - Preliminary operations of analytical planning and organization of conference activities and incentives (D) - Associated operations of implementation of conference activities and incentives (D) - Follow-up operations on conference activities and incentives (D) - Conference and incentives accounting, estimating and reporting (D)

Co-ordination of tasks with foreign tourist offices (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is an intermediate degree, preferably in business management and touristic activities. Practitioners require in-depth knowledge of ceremonial and protocol techniques. They must be able to communicate in at least two languages (English well, French or German advanced knowledge, other languages basic knowledge). Innovations which most affect this function involve technology in the field of information processing and communication.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Epagelmatias organotis synedrion

Specialist market research, public relations and promotion for the acquisition of conference business and incentives (E) - design, development and production of information and promotional literature specifically for the conference market (D) - Contacts and relations with potential clients regarding the planning and development of conferences and incentives (E) - Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives (DE) - Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions (DE) - Preliminary operations of analytical planning and organization of conference activities and incentives (E) - Associated operations of implementation of conference activities and incentives (DE) - Follow-up operations on conference activities and incentives (D) - Conference and incentives accounting, estimating and reporting (DE)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

9-year compulsory general education

3-year attendance at the Lykeion

2-year attendance at the Department of Higher-grade Staff for Tourist Offices, plus 8 months' practice in tourist offices.

Previous work experience in conference organising offices essential.

In many cases, professional conference organisers are University graduates, usually with an Economics orientation, with the prerequisite experience of previous work in conference organising offices.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

2 + 8 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organisateur de congrès

Training and motivation of own staff (DE) - Specialist market research, public relations and promotion for the acquisition of conference business and incentives (E) - design, development and production of information and promotional literature specifically for the conference market (D) - Contacts and relations with potential clients regarding the planning and development of conferences and incentives (D) - Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives (D) - Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions (D) - Preliminary operations of analytical planning and organization of conference activities and incentives (D) - Associated operations of implementation of conference activities and incentives (D) - Follow-up operations on conference activities and incentives (D) - Conference and incentives accounting, estimating and reporting (D)

OCCUPATIONAL SKILLS

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Typical training route (1):

University degree or master's degree in tourism or MST

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organizzatore professionale di congressi

Research to determine supply, demand and competition for the enterprise, area or locality in question (DE) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (DE) - System of objectives and occupational profile of the enterprise, area or locality in question (DE) - General strategies and tactics to be adopted in order to achieve the preset objectives (DE) - Definition and specific profile of the image of the enterprise, area or locality (DE) - Training and motivation of own staff (E) - Policy on prices (DE) - Policy on products and services (DE) - Policy on quality (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

In Italy, article 11 of law no. 217/1983 includes the function of professional conference organizer among vocational activities connected to tourism and subject to verification by the Regions that practitioners fulfill vocational prerequisites; this verification qualifies for registration in the relevant regional directory. In particular, this article stipulates that conference organizers provide evidence of knowledge of two foreign languages and an apprenticeship in conference activities of national and international character. These directives have been followed by only four Regions, where the relevant professional register has been instituted and the modalities of verification established. Umbrian regional law no. 19/1989 could serve as a model in this regard; it establishes the length of the apprenticeship at one year and specifies the following examination subjects: techniques of administration and organization of the conference industry; elements of communication; elements of transport technology; elements of law, organization, technology and geography as related to tourism. The general regional tendency is to require a middle secondary school diploma for admission to the examination. This means that the typical training route cannot stop at the acquisition of the vocational qualification diploma issued by a State Vocational Institute - services sector - tourism or hotel industry branch (vocational profile: "tourist industry operator"; three-year course including alternance training); it must include the acquisition of a matriculation diploma and two years of training in the sector in preparation for the regional examination through regional vocational courses including the obligatory apprenticeship period stipulated by the various regions. Another alternative is a training route in which trainees holding a matriculation diploma not in tourism can fill the technical gaps with courses aiming at regional vocational training and thus fulfilling the requirements of the obligatory apprenticeship.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

7

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:



Diploma of specific vocational qualification:



Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....



Economics.....



Business.....



Accounting.....



Legal.....



Behavioural socio-psychological



Technological.....



Technical.....



Other.....



Organizador profissional de congressos

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OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary schooling (12 years)
 + Tertiary education ("bacharelato") / area: tourism (3 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Professional conference organizer

Research to determine supply, demand and competition for the enterprise, area or locality in question (E) - Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question (E) - Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question (E) - System of objectives and occupational profile of the enterprise, area or locality in question (E) - General strategies and tactics to be adopted in order to achieve the preset objectives (E) - Definition and specific profile of the image of the enterprise, area or locality (E) - Policy on prices (E) - Policy on products and services (E) - Policy on quality (E) - Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image (E) - Policy on image and attracting customer loyalty (E) - Promotion policy (E) - Marketing policy (E) - Sales policy (E) - Coordinated use of marketing mix instruments for which the marketing department is directly responsible (E) - (E) - Sales arguments and marketing attitudes of personnel (E) - Promotion plans and campaigns (E) - Relations with advertising agencies (E) - Public relations with the press and opinion leaders (E) - Public relations directed at clients (E) - Making use of special events and information for marketing purposes (E) - Assistance with negotiations of contracts for special events and clients (E) - Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (E) - Promotion, presentation and sales visits (E) - Organization of special initiatives, entertainment and events of relevance to the marketing of tourism (E) - Organization of workshops and educational and familiarization tours for travel agents and journalists (E) - Taking part in trade fairs, exhibitions and events (E) - Practical provision of information and assistance (E) - Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer (E) - Dealing with complaints and comments (and taking steps to deal with them) (E) - Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted (E) - Other practical marketing work (E) - Management of stocks of booklets, publications and promotional literature, and photo, film and video library (E) - Setting up and updating databases (E) - Reports and links with databases (E) - Identifying, proposing and developing new market and development prospects (E) - Identifying and developing special promotional offers (E) - Identifying and developing changes in image, products or services (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ, is as yet unavailable, but expected to be at level 3.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Courier

Sub-sector: **Public/professional sub-sector**

Reference function: **Assistance with holiday activities (PA-1)**

B	Accompagnateur
DK	Rejseleder
D	Reisebegleiter
E	Transferista
GR	Sinodos
F	Accompagnateur
I	Accompagnatore turistico
P	Acompanhante turistico
UK	Courier

A. Description of the function

This relates to the professional assistance provided to tourists during their travel or holiday by specialist personnel operating on their own behalf or on behalf of others. The function includes: accompanying groups during organized travel, providing assistance to tourists with planning their holidays in particular areas or locations, acting as group leaders in specific hotels or local area establishments and guiding individuals or groups visiting places and attractions, for whose explanation specialist personnel are needed with specific knowledge, skills or guarantees are required.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In this functional area, CEDEFOP's directory lists four practitioners:

the courier

the holiday activity planner

the tourist guide

the activity organizer

Three of these practitioners are well known and call for no further comment. In the case of the fourth, the activity organizer is seen mainly as an expert who is not only completely familiar with all the resources and attractions of the holiday (or travel) destination area but also has the contacts and relationships he needs to introduce tourists to the environments and social nuclei that they are interested in getting to know. In that way, he can help tourists to optimize the planning of their stay in their place of destination and take maximum advantage of all the opportunities it offers. The activity organizer may work either for himself or for a public sector tourist office or for a travel agency specializing in incoming tourists.

Obviously if reference is not made to tourists but to the resident population (especially a population that is not particularly entrepreneurial), this practitioner would take on a role similar to that of the leisure organizer. For the reasons already explained, this role would relate more to social services sector than tourism. For this reason, the practitioner should be described and related specifically to the action he can perform in relation to tourists, whatever the other tasks (similar or different) that he may assume in relations with other user segments.

C. Criteria for the listing of descriptors

The standard task descriptors for this functional area have also been grouped on the basis of the practitioners in the CEDEFOP directory to which we have referred: first the tourist courier (01-07), then the holiday activity planner (08-10), then the activity organizer (11-12) and finally the tourist guide (13-18). The same comments as above apply as regards the vital need to view the breakdown given here as merely a guideline and to refer each practitioner's tasks to the whole list set out below rather than only one section.

Reference fonction: ASSISTANCE WITH HOLIDAY ACTIVITIES(PA-1)

Profile: COURIER

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PA-01	Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service									
PA-02	Provision of information on points of transfer en route									
PA-03	Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part									
PA-04	Group leadership on board, during travel									
PA-05	Supervision of the safety of customers and their property									
PA-06	Assistance for clients with travel formalities									
PA-07	Upholding the interests of clients and the organization represented									
PA-08	Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts									
PA-09	Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization									
PA-10	Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts									
PA-11	Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit"									
PA-12	Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place									
PA-13	Professional accompanying of people or groups on visits to local tourist attractions									
PA-14	Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location									
PA-15	Provision of information and suggestions on places to visit and things to see or buy									
PA-16	Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay									
PA-17	Ensuring that the activities planned are properly conducted in a timely fashion									
PA-18	Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies									
	<i>Mediation between customers and local public authorities in finding solutions for potential problems of a legal-administrative nature</i>									
	<i>First aid and management of emergency situations</i>									

Accompagnateur

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (E) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Group leadership on board, during travel (E) - Supervision of the safety of customers and their property (E) - Assistance for clients with travel formalities (E) - Upholding the interests of clients and the organization represented (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

a) full-time training provided by the education department.

At the moment one available training route is provided by the permanent training institutes for middle school in collaboration with the professional association of touring bus company operators.

In the future training for this function will be organized at the level of short-term higher education.

b) part-time training for small businesses

management training: travel guide

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

a: 6 b:

To acquire the specific technical/specialist vocational knowledge (3):

a: 3 b: 2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rejseleder

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (E) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Group leadership on board, during travel (E) - Supervision of the safety of customers and their property (D) - Assistance for clients with travel formalities (E) - Upholding the interests of clients and the organization represented (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no actual vocational training for a courier in Denmark, and the training profile for a courier in Denmark depends on whether the person concerned operates on the incoming or outgoing side.

1. On the incoming side, the typical training route is university entrance examination followed by higher studies aimed at other employment. The courier activity is thus secondary employment.

2. On the outgoing side, the courier has often followed the primary education of compulsory schooling (9th or 10th class) and attended a course in the employing firm lasting 6 - 8 weeks.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

13 - 10

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Reisebegleiter

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (E) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Group leadership on board, during travel (E) - Supervision of the safety of customers and their property (E) - Assistance for clients with travel formalities (E) - Upholding the interests of clients and the organization represented (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Specialised college of further education or university entrance qualifications and completed vocational training, e.g. in travel commerce or hotel commerce or university study e.g. in areas of education, languages, history

short period of familiarisation lasting a few days or weeks

Duration of learning (2)(3):

Years

approx. 17

To acquire the basic general or cultural knowledge (2):

approx. 2 weeks

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Transferista

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Assistance for clients with travel formalities (E) - Upholding the interests of clients and the organization represented (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is second-level vocational training for travel agents. Practitioners require advanced knowledge of English and basic knowledge of French or German, and familiarity with the use of audio-visual equipment.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	5

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sinodos

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (E) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Group leadership on board, during travel (E) - Supervision of the safety of customers and their property (E) - Assistance for clients with travel formalities (E) - Upholding the interests of clients and the organization represented (E) - Provision of information and suggestions on places to visit and things to see or buy (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

9-year compulsory education.

3-year education at a general or vocational Lykeion

2-year attendance at the Department of Higher-grade Staff for Tourist Offices, of the State School of Tourist Industry Occupations plus 6 months' practice in tourist offices.

In many cases, couriers have not studied at Tourist Office Schools but will certainly have practised in tourist offices or travel bureaux.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

6 months

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Accompagnateur

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (E) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Group leadership on board, during travel (E) - Supervision of the safety of customers and their property (E) - Assistance for clients with travel formalities (E) - Upholding the interests of clients and the organization represented (E) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

First aid and management of emergency situations (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Experience in travelling and knowledge of countries

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Accompagnatore turistico

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (E) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Group leadership on board, during travel (E) - Supervision of the safety of customers and their property (DE) - Assistance for clients with travel formalities (E) - Upholding the interests of clients and the organization represented (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

In Italy, article 11 of law no. 217/1983 includes the function of tourist courier among vocational activities connected to tourism and subject to verification by the Regions that practitioners fulfill vocational prerequisites; this verification qualifies for registration in the relevant regional directory and for the municipal operating licence. In particular, this article stipulates that couriers provide evidence of adequate knowledge of geography as related to tourism as well as of regulations regarding communications and transport and organization of tourism. The Regions are responsible for instituting the relevant professional register and establishing the contents and modalities of verification. The general regional tendency is to require a middle secondary school diploma for admission to the examination. This means that the typical training route cannot stop at the acquisition of the vocational qualification diploma issued by a State Vocational Institute - services sector - tourism or hotel industry branch (vocational profile: "tourist industry operator"; three-year course including alternance training); it must include the acquisition of a matriculation diploma (not necessarily in tourism) and one year of training in the sector for the regional examination.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

13

To acquire the specific technical/specialist vocational knowledge (3):

1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Acompanhante turístico

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (E) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Supervision of the safety of customers and their property (E) - Upholding the interests of clients and the organization represented (E)

Mediation between customers and local public authorities in finding solutions for potential problems of a legal-administrative nature (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education - special training / national guide-interpreter (3 years)

+ Specialization / courier (1 year)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

4

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Courier

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (E) - Group leadership on board, during travel (E) - Supervision of the safety of customers and their property (E) - Upholding the interests of clients and the organization represented (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 2 or 3.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Holiday activity planner/Resort representative

Sub-sector: **Public/professional sub-sector**

Reference function: **Assistance with holiday activities (PA-2)**

B	Programmateur de séjour
DK	Planlægger af ophold
D	Gestalter von Aufenthaltsprogrammen
E	
GR	Empsichotis
F	Programmateur de séjour
I	Programmista di soggiorni
P	Programador de estadia
UK	Holiday activity planner/Resort representative

A. Description of the function

This relates to the professional assistance provided to tourists during their travel or holiday by specialist personnel operating on their own behalf or on behalf of others. The function includes: accompanying groups during organized travel, providing assistance to tourists with planning their holidays in particular areas or locations, acting as group leaders in specific hotels or local area establishments and guiding individuals or groups visiting places and attractions, for whose explanation specialist personnel are needed with specific knowledge, skills or guarantees are required.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In this functional area, CEDEFOP's directory lists four practitioners:

- the courier
- the holiday activity planner
- the tourist guide
- the activity organizer

Three of these practitioners are well known and call for no further comment. In the case of the fourth, the activity organizer is seen mainly as an expert who is not only completely familiar with all the resources and attractions of the holiday (or travel) destination area but also has the contacts and relationships he needs to introduce tourists to the environments and social nuclei that they are interested in getting to know. In that way, he can help tourists to optimize the planning of their stay in their place of destination and take maximum advantage of all the opportunities it offers. The activity organizer may work either for himself or for a public sector tourist office or for a travel agency specializing in incoming tourists.

Obviously if reference is not made to tourists but to the resident population (especially a population that is not particularly entrepreneurial), this practitioner would take on a role similar to that of the leisure organizer. For the reasons already explained, this role would relate more to social services sector than tourism. For this reason, the practitioner should be described and related specifically to the action he can perform in relation to tourists, whatever the other tasks (similar or different) that he may assume in relations with other user segments.

C. Criteria for the listing of descriptors

The standard task descriptors for this functional area have also been grouped on the basis of the practitioners in the CEDEFOP directory to which we have referred: first the tourist courier (01-07), then the holiday activity planner (08-10), then the activity organizer (11-12) and finally the tourist guide (13-18). The same comments as above apply as regards the vital need to view the breakdown given here as merely a guideline and to refer each practitioner's tasks to the whole list set out below rather than only one section.

Reference fonction: ASSISTANCE WITH HOLIDAY ACTIVITIES(PA-2)
 Profile: HOLIDAY ACTIVITY PLANNER/RESORT REPRESENTATIVE

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PA-01	Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service									
PA-02	Provision of information on points of transfer en route									
PA-03	Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part									
PA-04	Group leadership on board, during travel									
PA-05	Supervision of the safety of customers and their property									
PA-06	Assistance for clients with travel formalities									
PA-07	Upholding the interests of clients and the organization represented									
PA-08	Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts									
PA-09	Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists, technical assisting with their realization									
PA-10	Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts									
PA-11	Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit"									
PA-12	Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place									
PA-13	Professional accompanying of people or groups on visits to local tourist attractions									
PA-14	Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location									
PA-15	Provision of information and suggestions on places to visit and things to see or buy									
PA-16	Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay									
PA-17	Ensuring that the activities planned are properly conducted in a timely fashion									
PA-18	Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies									
	<i>Establishing contacts with cultural organizations, sport groups (clubs); putting together a recreational programme.</i>									

Programmateur de séjour

Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E)

Establishing contacts with cultural organizations, sport groups (clubs); putting together a recreational programme. (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary education (third-level, third year)

Tourism, group activities and recreation, or short-term higher education in tourism or gymnastics.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

4

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Economics.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Business.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Accounting.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Legal.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Behavioural socio-psychological

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Technological.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------

Technical.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------

Other.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Planlægger af ophold

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (D) - Provision of information on points of transfer en route (E) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Assistance for clients with travel formalities (E) - Upholding the interests of clients and the organization represented (E) - Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (D) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (D) - Professional accompanying of people or groups on visits to local tourist attractions (D) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (D) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Until 1991 there was no typical training route for a member of agency staff, and two examples of training routes will therefore be given:

1. 9 or 10 years of compulsory schooling, followed by vocational training within commerce and office work, total 13 years.
2. A university or higher education entrance examination followed by vocational training or a short period of higher education (2-3 years).

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	10 - 13
To acquire the specific technical/specialist vocational knowledge (3):	3 - 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Gestalter von Aufenthaltsprogrammen

Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Supervision of the safety of customers and their property (E) - Upholding the interests of clients and the organization represented (E) - Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

University entrance qualifications or intermediate school-leaving certificate and commercial or tourism training or university study
 short period of familiarisation of approximately 3 weeks

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

17

To acquire the specific technical/specialist vocational knowledge (3):

approx. 3 weeks

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Empsichotis

Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (DE) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (DE) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

9-year compulsory education.

3-year education at a general or vocational Lykeion

Studies of appropriate length at a Physical Education Academy, a School of Drama, a School of Dance or a School of Infant Teaching.

Many tourist businesses run short seminars and practical courses in order to train mainly young people who have studied at one of these Schools as "animateurs" (entertainers)

Duration of learning (2)(3):

To acquire the basic general or cultural knowledge (2):

Years

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

2 - 3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Programmeur de séjour

Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Upholding the interests of clients and the organization represented (E) - Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Direct access

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Programmista di soggiorni

Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

In Italy, article 11 of law no. 217/1983 includes the function of holiday activity planner among vocational activities connected to tourism and subject to verification by the Regions that practitioners fulfill vocational prerequisites. In particular, this article defines the holiday activity planner as a person who by profession organizes the leisure time of groups of tourists with recreational, sport or cultural activities, without specifying the typical vocational prerequisites for this function. The Regions are responsible for instituting the relevant professional register and establishing the contents and modalities of verification. Various training routes are possible: an advisable one involves combining the vocational qualification diploma issued by a State Vocational Institute - services sector - tourism branch (vocational profile: "tourist industry operator"; three-year course) with a matriculation diploma (not necessarily in tourism) and with one year of preparation for the examination. For graduates without special training in tourism, attendance of regional vocational courses is indispensable.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

13

To acquire the specific technical/specialist vocational knowledge (3):

1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Programador de estadia

Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary schooling (12 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

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Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Diploma of specific vocational qualification:

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Economics.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------

Business.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------------------------------------	--------------------------	--------------------------

Accounting.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Legal.....

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------

Behavioural socio-psychological

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Technological.....

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-------------------------------------	--------------------------	--------------------------

Technical.....

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
--------------------------	--------------------------	-------------------------------------

Other.....

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Holiday activity planner/Resort representative

Upholding the interests of clients and the organization represented (E) - Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 2 or 3.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Holiday activity organizer/Escort

Sub-sector: **Public/professional sub-sector**

Reference function: **Assistance with holiday activities (PA-3)**

B	Animateur
DK	
D	Animateur
E	Animador
GR	Touristiki xenagoi
F	Animateur
I	Animatore
P	Animador
UK	Holiday activity organizer/Escort

A. Description of the function

This relates to the professional assistance provided to tourists during their travel or holiday by specialist personnel operating on their own behalf or on behalf of others. The function includes: accompanying groups during organized travel, providing assistance to tourists with planning their holidays in particular areas or locations, acting as group leaders in specific hotels or local area establishments and guiding individuals or groups visiting places and attractions, for whose explanation specialist personnel are needed with specific knowledge, skills or guarantees are required.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In this functional area, CEDEFOP's directory lists four practitioners:

the courier

the holiday activity planner

the tourist guide

the activity organizer

Three of these practitioners are well known and call for no further comment. In the case of the fourth, the activity organizer is seen mainly as an expert who is not only completely familiar with all the resources and attractions of the holiday (or travel) destination area but also has the contacts and relationships he needs to introduce tourists to the environments and social nuclei that they are interested in getting to know. In that way, he can help tourists to optimize the planning of their stay in their place of destination and take maximum advantage of all the opportunities it offers. The activity organizer may work either for himself or for a public sector tourist office or for a travel agency specializing in incoming tourists.

Obviously if reference is not made to tourists but to the resident population (especially a population that is not particularly entrepreneurial), this practitioner would take on a role similar to that of the leisure organizer. For the reasons already explained, this role would relate more to social services sector than tourism. For this reason, the practitioner should be described and related specifically to the action he can perform in relation to tourists, whatever the other tasks (similar or different) that he may assume in relations with other user segments.

C. Criteria for the listing of descriptors

The standard task descriptors for this functional area have also been grouped on the basis of the practitioners in the CEDEFOP directory to which we have referred: first the tourist courier (01-07), then the holiday activity planner (08-10), then the activity organizer (11-12) and finally the tourist guide (13-18). The same comments as above apply as regards the vital need to view the breakdown given here as merely a guideline and to refer each practitioner's tasks to the whole list set out below rather than only one section.

**Reference fonction: ASSISTANCE WITH HOLIDAY ACTIVITIES(PA-3)
Profile: HOLIDAY ACTIVITY ORGANIZER/ESCORT**

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PA-01	Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service									
PA-02	Provision of information on points of transfer en route									
PA-03	Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part									
PA-04	Group leadership on board, during travel									
PA-05	Supervision of the safety of customers and their property									
PA-06	Assistance for clients with travel formalities									
PA-07	Upholding the interests of clients and the organization represented									
PA-08	Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts									
PA-09	Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization									
PA-10	Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts									
PA-11	Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit"									
PA-12	Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place									
PA-13	Professional accompanying of people or groups on visits to local tourist attractions									
PA-14	Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location									
PA-15	Provision of information and suggestions on places to visit and things to see or buy									
PA-16	Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay									
PA-17	Ensuring that the activities planned are properly conducted in a timely fashion									
PA-18	Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies									
	<i>Promotional measures for the planned activities</i>									
	<i>Working with occasional specialists as nature guides, sport instructors, etc.</i>									
	<i>Preparing and maintaining equipment.</i>									

Reference fonction: ASSISTANCE WITH HOLIDAY ACTIVITIES(PA-3)
 Profile: HOLIDAY ACTIVITY ORGANIZER/ESCORT

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
	<i>Setting up, maintaining and distributing various types of technical equipment.</i>									
	<i>Receiving and passing on complaints, providing first aid care if necessary</i>									
	<i>First aid and emergency services</i>									
	<i>Use of lighting, sound, amplification and video equipment</i>									
	<i>First aid</i>									

Animateur

Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E)

Working with occasional specialists as nature guides, sport instructors, etc. (E) - Preparing and maintaining equipment. (DE) - Setting up, maintaining and distributing various types of technical equipment. (DE) - Receiving and passing on complaints, providing first aid care if necessary (DE)

OCCUPATIONAL SKILLS

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Typical training route (1):

a) full-time training provided by the education department.

Secondary education with specialization in tourism, public relations, general secondary education in sport or technical secondary education in sport.

b) part-time training for small businesses

management training: tourist activity organizer

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

a: 4 b:

To acquire the specific technical/specialist vocational knowledge (3):

a: 2 b: 2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Animateur

Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

Promotional measures for the planned activities (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Generally only short period of familiarisation of approximately 3 weeks particularly of students or graduated in the areas of education or sport, followed by "training on the job"

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

approx. 17

To acquire the specific technical/specialist vocational knowledge (3):

approx. 3 weeks

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Animador

Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (DE) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (D) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (D) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (DE) - Provision of information and suggestions on places to visit and things to see or buy (E) - Ensuring that the activities planned are properly conducted in a timely fashion (D) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

Use of lighting, sound, amplification and video equipment (E) - First aid (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The training required for this function is general basic education. Practitioners require conversational knowledge of two languages and basic knowledge of two others, as well as familiarity with the use of audio-visual equipment.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

8

To acquire the specific technical/specialist vocational knowledge (3):

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Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Touristiki xenagoi

Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

12-year education in order to gain the Lykeion Leaving Certificate
2-year study at the Higher School for Tourist Guides (State-run)

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	2

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Animateur

Supervision of the safety of customers and their property (E) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E)

First aid and emergency services (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

BAFA (training for activities planners)

BEATEP (training for activities planners)

Certificates of further training

Vocational training certificate issued by AFPA, activities planning, leisure, tourism (activities planning for leisure parks)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9

To acquire the specific technical/specialist vocational knowledge (3):

1

Certification of knowledge:

compulsory

recommended

not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary

intermediate

advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

DESCRIPTION OF TASKS

Animatore

Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

In Italy, article 11 of law no. 217/1983 includes the function of tourist guide among vocational activities connected to tourism and subject to verification by the Regions that practitioners fulfill vocational prerequisites; this verification qualifies for registration in the relevant regional directory and for the municipal operating licence. In particular, this article stipulates that tourist guides provide evidence of good knowledge of one or more foreign languages as well as in-depth knowledge of works of art, monuments, archaeological treasures, natural attractions and environmental resources for the area in which they will be working. The Regions are responsible for instituting the relevant professional register and establishing the contents and modalities of verification. The general regional tendency is to require a middle secondary school diploma for admission to the examination. This means that there are various possible training routes, preferably one involving humanistic and artistic training. However, the typical training route cannot stop at the acquisition of the vocational qualification diploma issued by a State Vocational Institute - services sector - tourism or hotel industry branch (vocational profile: "tourist industry operator"; three-year course including alternance training); it must also involve the acquisition of a matriculation diploma (not necessarily in tourism) and one year of training in the sector for the regional examination. For graduates without specialized training in tourism, however, attendance of a regional vocational course in tourism is recommended.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	13
To acquire the specific technical/specialist vocational knowledge (3):	1

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Animador

Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Secondary schooling (12 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

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Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Holiday activity organizer/Escort

Upholding the interests of clients and the organization represented (E) - Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 1 or 2.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tourist guide

Sub-sector: **Public/professional sub-sector**

Reference function: **Assistance with holiday activities (PA-4)**

B	Guide touristique
DK	Turistfører
D	Fremdenführer
E	Guía de turismo
GR	Programatistis diamonis
F	Guide interprète
I	Guida turistica
P	Guia turístico
UK	Tourist guide

A. Description of the function

This relates to the professional assistance provided to tourists during their travel or holiday by specialist personnel operating on their own behalf or on behalf of others. The function includes: accompanying groups during organized travel, providing assistance to tourists with planning their holidays in particular areas or locations, acting as group leaders in specific hotels or local area establishments and guiding individuals or groups visiting places and attractions, for whose explanation specialist personnel are needed with specific knowledge, skills or guarantees are required.

B. Practitioners as listed in CEDEFOP Directory and reference operating situation

In this functional area, CEDEFOP's directory lists four practitioners:

the courier

the holiday activity planner

the tourist guide

the activity organizer

Three of these practitioners are well known and call for no further comment. In the case of the fourth, the activity organizer is seen mainly as an expert who is not only completely familiar with all the resources and attractions of the holiday (or travel) destination area but also has the contacts and relationships he needs to introduce tourists to the environments and social nuclei that they are interested in getting to know. In that way, he can help tourists to optimize the planning of their stay in their place of destination and take maximum advantage of all the opportunities it offers. The activity organizer may work either for himself or for a public sector tourist office or for a travel agency specializing in incoming tourists.

Obviously if reference is not made to tourists but to the resident population (especially a population that is not particularly entrepreneurial), this practitioner would take on a role similar to that of the leisure organizer. For the reasons already explained, this role would relate more to social services sector than tourism. For this reason, the practitioner should be described and related specifically to the action he can perform in relation to tourists, whatever the other tasks (similar or different) that he may assume in relations with other user segments.

C. Criteria for the listing of descriptors

The standard task descriptors for this functional area have also been grouped on the basis of the practitioners in the CEDEFOP directory to which we have referred: first the tourist courier (01-07), then the holiday activity planner (08-10), then the activity organizer (11-12) and finally the tourist guide (13-18). The same comments as above apply as regards the vital need to view the breakdown given here as merely a guideline and to refer each practitioner's tasks to the whole list set out below rather than only one section.

Reference fonction: ASSISTANCE WITH HOLIDAY ACTIVITIES(PA-4)
Profile: TOURIST GUIDE

Code	description of tasks	B	DK	D	E	GR	F	I	P	UK
PA-01	Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service									
PA-02	Provision of information on points of transfer en route									
PA-03	Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part									
PA-04	Group leadership on board, during travel									
PA-05	Supervision of the safety of customers and their property									
PA-06	Assistance for clients with travel formalities									
PA-07	Upholding the interests of clients and the organization represented									
PA-08	Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts									
PA-09	Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization									
PA-10	Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts									
PA-11	Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit"									
PA-12	Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place									
PA-13	Professional accompanying of people or groups on visits to local tourist attractions									
PA-14	Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs									
PA-15	Provision of information and suggestions on places to visit and things to see or buy									
PA-16	Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay									
PA-17	Ensuring that the activities planned are properly conducted in a timely fashion									
PA-18	Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies									
	<i>Research, organization, analysis and synthesis of information</i>									
	<i>Presentation of an object, a piece of art, a museum exhibition</i>									
	<i>Presentation of a historic monument</i>									
	<i>Analysis of groups and communication techniques for the preparation of commentaries on objects belonging to historical and cultural heritage suited to various groups</i>									
	<i>Translates and interprets</i>									

Guide touristique

Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (E) - Supervision of the safety of customers and their property (E) - Upholding the interests of clients and the organization represented (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

a) full-time training provided by the education department

Specialization in tourism with a third year in the third level for guides or short-term higher education for guides.

b) part-time training for small businesses

management training: travel guide

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

a: 4 b:

To acquire the specific technical/specialist vocational knowledge (3):

a: 3 b: 2

Certification of knowledge:

compulsory recommended not necessary

General educational qualification:

Diploma of specific vocational qualification:

Sector breakdown of the technical/specialist knowledge (4):

elementary intermediate advanced

Language skills.....

Economics.....

Business.....

Accounting.....

Legal.....

Behavioural socio-psychological

Technological.....

Technical.....

Other.....

Turistfører

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Group leadership on board, during travel (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

There is no actual vocational training as tourist guide. The typical training profile is university entrance examination followed by advanced studies, primarily aimed at other employment. To be recognised as a qualified tourist guide, it will be necessary to undergo a total of 300 hours of training from August 1993. The training is completed with an examination, and the examinee's foreign language skills are also tested.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	13
To acquire the specific technical/specialist vocational knowledge (3):	300 hours

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tecnical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Fremdenführer

Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

Employment for students or university graduates, particularly in the areas of history, history of art or foreign languages

special-subject induction in the form of courses, seminars or self-study - no organised training

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

approx. 17

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Guía de turismo

Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service (E) - Provision of information on points of transfer en route (DE) - Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part (D) - Group leadership on board, during travel (E) - Supervision of the safety of customers and their property (DE) - Upholding the interests of clients and the organization represented (D) - Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (DE) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (D) - Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit" (E) - Professional accompanying of people or groups on visits to local tourist attractions (DE) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (DE)

Translates and interprets (E)

OCCUPATIONAL SKILLS

The term occupational skills signifies the application of knowledge to a working activity to achieve a predetermined aim. Occupational skills are, therefore, a complex descriptive area, the various levels of which are not compatible with the aim of the sheet.

This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

The training required for this function is technical training in business and touristic activities. Practitioners require solid knowledge of the region or zone where he/she works. Proficiency in two languages - English and French - is required, as well as basic knowledge of other languages.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	12
To acquire the specific technical/specialist vocational knowledge (3):	3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Programatistis diamonis

Contacts with individual and group tourists arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

In most cases met in real life, the holiday planner has completed the 9-year compulsory education and subsequently graduated from a 3-year Lykeion, whether general or vocational. His further development in this occupation usually comes about through his previous experience in a sector of services and holiday activities. In the context of a more "orthodox" development, the Lykeion attendance is followed by 2-year study at the Department of Higher-grade Staff for Tourist Offices, of the State School of Tourist Industry Occupations, plus 8 months' practice in travel bureaux.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

9 + 3

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Guide interprète

Provision of information on points of transfer en route (E) - Group leadership on board, during travel (E) - Compilation of information on the local area, making preliminary contact with and briefing the suppliers of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

Research, organization, analysis and synthesis of information (E) - Presentation of an object, a piece of art, a museum exhibition (E) - Presentation of a historic monument (E) - Analysis of groups and communication techniques for the preparation of commentaries on objects belonging to historical and cultural heritage suited to various groups (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Access to the profession of interpreter guide with a professional license (examination) issued by the Ministry of Tourism after two years of tertiary education for regional interpreter-guides and three years for national interpreter-guides.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

DESCRIPTION OF TASKS



Guida turistica

Supervision of the safety of customers and their property (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (DE) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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Typical training route (1):

The recommended training route in view of the prevalently technical character of this vocational function involves the acquisition of a vocational matriculation diploma issued by a State Vocational Institute - tourism branch, services sector - after a vocational qualification diploma for "tourist industry operators". The vocational profile is called "tourist industry technician". The overall length of training is five years (from 14 to 19 years of age), including practical stages in an integrated system with the Regions (vocational training) in the final two years. The training route is then completed with the acquisition of special knowledge through work experience in the sector and/or attendance of special regional vocational training courses lasting two years.

Duration of learning (2)(3):

	Years
To acquire the basic general or cultural knowledge (2):	8
To acquire the specific technical/specialist vocational knowledge (3):	7

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Guia turístico

Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Secondary schooling (12 years)

+ Tertiary education - special training / national guide-interpreter (3 years)

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

12

To acquire the specific technical/specialist vocational knowledge (3):

3

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Technological.....	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tourist guide

Group leadership on board, during travel (E) - Professional accompanying of people or groups on visits to local tourist attractions (E) - Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location (E) - Provision of information and suggestions on places to visit and things to see or buy (E) - Ensuring that the activities planned are properly conducted in a timely fashion (E) - Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies (E)

OCCUPATIONAL SKILLS

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This sheet limits itself to propounding a number of simple indicators which form a useful compendium for describing tasks which, among others, comprise technical and occupational skills required to accomplish such tasks. The sheet provides a corpus of information useful for identifying and defining the occupational profile to which it refers.

Typical training route (1):

Vocational qualifications in the UK are undergoing fundamental reform, the main feature of which is a move away from structured, time-serving, syllabus-led education and training towards more flexible and diverse learner-centred provision, based on outcomes with assessments "on demand". Typical training routes for particular NVQs and SVQs are thus difficult to specify, especially as most of the NVQs and SVQs in this area have only recently been accredited.

It is considered that the level of vocational experience described in this profile relates to an NVQ/SVQ at Level 3 or 4.

Duration of learning (2)(3):

Years

To acquire the basic general or cultural knowledge (2):

To acquire the specific technical/specialist vocational knowledge (3):

Certification of knowledge:

	compulsory	recommended	not necessary
General educational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diploma of specific vocational qualification:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sector breakdown of the technical/specialist knowledge (4):

	elementary	intermediate	advanced
Language skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behavioural socio-psychological	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Occupations in the tourist sector

**A comparative analysis in nine
Community States**

Section III: Nomenclature

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List of standard task descriptors for each function

As has been pointed out, the experimental study conducted by CEDEFOP showed that the format of survey forms and the agreements reached within the ad hoc research groups were not enough to produce satisfactory, immediate comparisons. The problems faced were not only the diversity of content, as expected, but also the divergences in the terms used to describe them. The levels of aggregation of tasks also proved to differ greatly from country to country, making international comparisons even harder and less operative.

To overcome this drawback, it has been decided to improve the method by giving the national experts asked to list the tasks performed by each practitioner in each country an index of analytical *standard descriptors*, in other words common terms and expressions that identify the individual *task specific to each function*, thus avoiding the need to interpret the contents of the formal expression.

These descriptors have been researched and then used in an experimental survey conducted in Belgium, the Netherlands and Denmark. The findings of that experimental research and of meetings held at the same time have helped to develop the original lists of proposed descriptors and supplement them with other information, focusing on research methodology and survey instruments. They are now completely revised, supplemented and reformulated, and are presented in their final form.

The main tasks of individual national experts is to compile the survey forms, each form having a heading for an individual practitioners, using the standard task descriptors listed below and supplementing them where necessary by other descriptors. In examining and using those descriptors, national experts are asked to be fairly elastic in their interpretation and to allow for their inevitable limitations, bearing in mind that work - in common with any other human activity - is the outcome of knowledge, capabilities, abilities, attitudes, experience and behaviour patterns that do not readily lend themselves to standard descriptions, especially when they have to be synthetic and refer to different environments and organizations.

Despite these inevitable limits, standard descriptors are certainly the best method of achieving the aims set for the CEDEFOP project. The descriptors obviously refer to each individual function and (possibly supplemented) serve to define the tasks of all the practitioners in *that* function, including any other practitioners that each individual expert may wish to add.

It is in that order that they are set out below.

Hotel/catering Branch

General Management (RG)

The criterion adopted in listing the task descriptors is to start with market research (01), go on with the definition of objectives and strategies (02-04), follow with the planning and policy-making phase (05-14) and then move to the organization of work and the associated budgeting and staff management operations (15-23). There follow the activities of demand identification and management (24-30), the acquisition of capital assets and arrangements for technical plant (31-33), administration and accounting (34-40), verification and control (41-43) and finally general activities and representation (44-47). In substance, the sequence in which the descriptors are listed has been assumed to correspond roughly to the "*marketing cycle*". This criterion naturally serves only as an outline, since there are tasks not associated with the cycle in question as well as duties that, taken singly, should have been cited in all phases of the cycle.

- RG-01 Management statistics, market research and survey of competition

- RG-02 Segmentation of demand, targeting and positioning of the hotel and its
main services
- RG-03 The hotel's system of objectives and its vocational profile
- RG-04 The hotel's general strategies and tactics

- RG-05 Financial policy
- RG-06 Product policy
- RG-07 Quality policy
- RG-08 Policy on the maintenance, management and replacement of plant,
equipment and fittings
- RG-09 Personnel policy and establishment table
- RG-10 Policy on scale of charges, pricing and optimum employment levels for
housekeeping, and its results (yield management)
- RG-11 Policy on scale of charges, pricing and optimum employment levels for
the restaurant, and its results (yield management)
- RG-12 Policy on scale of charges, pricing and optimum employment levels the
conference, banqueting and other services, and their results (yield
management)
- RG-13 Policy on communication and promotion
- RG-14 Policy on marketing and sales

- RG-15 Structure and running of the hotel's departments and functions

- RG-16 Operation of the hotel's departments and functions
 - RG-17 Coordination and involvement of all the hotel's departments and services in achieving its goals
 - RG-18 Financial planning of corporate services and operations and analyses of costs and profits
 - RG-19 In-house communication system
 - RG-20 Personnel selection, recruitment and career planning and promotion plans
 - RG-21 Assignment of responsibilities and tasks to personnel
 - RG-22 Personnel training and motivation
 - RG-23 Budgeting for departments and functions
 - RG-24 Advertising and promotion
 - RG-25 Marketing and sale
 - RG-26 Marketing, promotion and sale directed towards travel agents, major customers, special services and events
 - RG-27 Discounts, rebates, gratuities and special terms
 - RG-28 General administration
 - RG-29 General accounting
 - RG-30 Budget analysis
 - RG-31 Customer accounting
 - RG-28 Customer and supplier credit management
 - RG-29 Non-routine complaints management
 - RG-30 Hotel public relations
-
- RG-31 Routine procurement
 - RG-32 Extraordinary procurement and contacts with major suppliers
 - RG-33 Analysis of routine and extraordinary intervention programmes and proposals drawn up by other staff
-
- RG-34 General administration
 - RG-35 General accounting
 - RG-36 Budget analysis
 - RG-37 Customer accounting
 - RG-38 Wages and salaries accounting
 - RG-39 Supplier accounting
 - RG-40 Analysis of costs, sales, return and productivity
-
- RG-41 Supervision of hotel operation
 - RG-42 Staff discipline, behaviour and property, and associated measures
 - RG-43 Department quality control
-
- RG-44 Analysis of departmental results
 - RG-45 Hotel effectiveness and efficiency
 - RG-46 Representation of the hotel
 - RG-47 Contact with proprietors

Front Office (RF)

The criterion in listing the task descriptors for this function is based on the sequence of operations performed *before the guest's arrival (1/16), at the time of his arrival (17/27), during his stay (28/47), on his departure (48/57), after his departure and during all service activities, up to and including organization, administration and general activities (52/64)*. This criterion is of course only an outline, since some tasks are performed several times in the course of the sequence, such as the provision of information to guests (something that occurs both before and at the time of their arrival and during their stay) but have to be listed in one of other of the phases.

Secondarily to this criterion, an effort has been made to group the tasks according to their nature.

- RF-01 Coordination, monitoring and analytical instructions for the application of yield management policies laid down for the Front Office by the management
- RF-02 Contact and correspondence with guests before their arrival
- RF-03 Other hotel secretarial work
- RF-04 Preliminary contacts with other departments for the provision of information, promotion and marketing vis-à-vis potential clients wishing to organize special events or use special services
- RF-05 Keeping and delivering messages and correspondence for guests
- RF-06 Formulation of arrivals forecast plan
- RF-07 Drawing up of plan for the allocation of bookings among various sources
- RF-08 Drawing up of calendar for acceptance of bookings and booking procedures (yield management)
- RF-09 Contacts with social recreation centres, travel agents and "large clients"
- RF-10 Acceptance, refusal and recording of bookings
- RF-11 Updating availability, management of options, confirmations
- RF-12 Check on deposits, advances and voucher encashment and accounting
- RF-13 Processing of cancellations, "no-shows" and over-bookings
- RF-14 Record of bookings and compilation of statistics (acceptances and refusals)
- RF-15 Room list and associated internal arrangements
- RF-16 Maintenance, updating and checking of "special status rooms"
-
- RF-17 Reception and assistance, outside the hotel, for arriving guests and their luggage
- RF-18 Use of guest history file
- RF-19 Reception, welcome and briefing of guests on arrival

- RF-20 Observation and classification of marketing directed at clients
 - RF-21 Guidance re guest decisions (upgrading - downgrading), type of room, type of terms, prices, etc.
 - RF-22 Recording and allocation of rooms to guests on arrival, deciding on price and notification of price
 - RF-23 Compilation and updating of "guest history file"
 - RF-24 Briefing guests on the hotel's services on their arrival
 - RF-25 Instructions to other departments on guest allocation and terms
 - RF-26 Accompanying guests to room and settling them in, handing over keys
 - RF-27 Delivery of luggage to room
-
- RF-28 Management of deposited valuables and strong boxes
 - RF-29 Key management and monitoring
 - RF-30 Management and monitoring of security for guests and their property
 - RF-31 Management and monitoring of security for hotel and its property
 - RF-32 Informing guests about local area and places of interest, events and entertainment
 - RF-33 Assisting guests with transport, bookings and locating outside events and services
 - RF-34 Forwarding of guests' correspondence and messages, and minor concierge work
 - RF-35 Handling and management of complaints
 - RF-36 Dealing with room changes
 - RF-37 Taking and passing on room service orders
 - RF-38 Producing vouchers for services to guests
 - RF-39 Room service orders
 - RF-40 Early morning call service
 - RF-41 Luggage deposit
 - RF-42 Telephone switchboard, fax and telex service for guests
 - RF-43 Telephone switchboard, fax, telex and other communications for the hotel
 - RF-44 Processing, checking and accounting for debit vouchers for services to guests
 - RF-45 Inventory, point-of-sale accounting and internal services: cross-checking
 - RF-46 Cash transactions, currency exchange, and accounting therefor
 - RF-47 Management of discounts, rebates, gratuities and special terms
-
- RF-48 Production and presentation of accounts to guests, and collecting payment
 - RF-49 Luggage check-out management
 - RF-50 Luggage movement on guest's check-out
 - RF-51 Room checks on guests' check-out
-

- RF-52 Management of "overdue payments" and associated reminders and recovery
- RF-53 Production of reports and statistics on sales, guests, intermediaries, suppliers, productivity, etc.
- RF-54 Direct mailing and distribution of leaflets, booklets and special offers to guests
- RF-55 Public relations with clientele, opinion leaders and local authorities
- RF-56 Contacts with intermediaries and accounts for the marketing of the hotel services
- RF-57 Organization of Front Office service
- RF-58 Staffing and staff shifts

- RF-59 Front Office budget
- RF-60 Staff training and motivation
- RF-61 Monitoring of staff discipline, behaviour and property
- RF-62 Supervision of hall, lifts, porter's lodge and their personnel (uniformed staff)
- RF-63 Front Office quality control
- RF-64 Front Office results analysis

Housekeeping (RH)

The task descriptors for this function are listed in the same order as the steps entailed in taking over the fittings and equipment used by the department (01-06), continues with the tasks of routine cleaning up to dealings with the Front Office on the condition of bedrooms (07-14), goes on to non-routine cleaning, maintenance and replacement (15-19) and other active services rendered to guests (20-25), up to the tasks of verification, security and supervision (26-30), concluding with organization, administration and general duties (31-37).

The approach, then, is functional, with each segment having a different kind of activity and responsibility.

- RH-01 Inventory and conservation of furniture, fittings, furnishings and equipment used in Housekeeping area
- RH-02 Inventory and conservation of furniture, fittings, furnishings and equipment used in communal area
-
- RH-03 Checking in, checking, storage and delivery to guests of clean linen for rooms and bathrooms, and the collection and checking of dirty linen and its consignment to the laundry

- RH-04 Acquisition, receipt, checking, storage and handing to staff of gift items, literature, furnishings and consumables to be placed in bedrooms
- RH-05 Acquisition, receipt, checking, storage and handing to staff of cleaning equipment and materials
- RH-06 Maintenance of records and compilation of vouchers for incoming and outgoing housekeeping equipment and deliveries; reports and statistics for Management and Front Office on the condition and use of that equipment
-
- RH-07 Cleaning and tidying of bedrooms
- RH-08 Cleaning and tidying of bathrooms
- RH-09 Cleaning and tidying of corridors
- RH-10 Cleaning and tidying of communal areas
- RH-11 Cleaning and tidying of staff rooms
-
- RH-12 Final preparation of bedrooms and other areas for which the Housekeeping department is responsible (flowers, decor, etc.)
- RH-13 Special preparation, fitting out and technical arrangements in rooms for special events
- RH-14 Relations with Front Office re "room plan", "room list", damage to rooms, changing rooms, guests' special preferences and requirements, etc.
-
- RH-15 Plans for spring cleaning, maintenance and replacement of furniture, furnishings, equipment and other fittings
- RH-16 Spring cleaning, disinfecting, disinfestation of areas, furniture, furnishings, equipment and other fittings
- RH-17 Routine maintenance and repairs of furniture and fittings for which Housekeeping is responsible
- RH-18 Non-routine maintenance and repairs at the beginning and end of the season
- RH-19 In-hotel laundry work (where laundry is done internally)
-
- RH-20 Room service
- RH-21 Guests' laundry and pressing service
- RH-22 Personal services as requested by guests
- RH-23 Lost property service
- RH-24 Public relations targeted at guests
- RH-25 Dealing with complaints from guests re Housekeeping services
-
- RH-26 Management and monitoring of security of the hotel and its property
- RH-27 Check on bedrooms at time of check-out
- RH-28 Supervision and reporting on wear and tear on property and fittings for which Housekeeping is responsible

- RH-29 Management and monitoring of security of guests and their property
- RH-30 Management and monitoring of fire and accident prevention
-
- RH-31 Organization of the Housekeeping department
- RH-32 Staffing and staff shifts
- RH-33 Housekeeping department budget
- RH-34 Training and motivation of staff
- RH-35 Monitoring staff discipline, behaviour and property
- RH-36 Quality control
- RH-37 Analysis of Housekeeping results

Catering Function (RR)

Tasks concerning preparing of food staffs

The sequence of task descriptors for this functional area is based in particular on the running of a modern kitchen that uses planned menus and therefore organizes all its own work.

It starts with the initial setting up of kitchen work and the choice and acquisition of the capital resources (01-05). Next comes the analytical planning of the department's activities and working procedures (06-13), followed by the operation of selecting, organizing, training and supervising human resources (14-21). The next stage is the planning, acquisition and storage of supplies (22-35), and then the day-to-day tasks of food preparation and processing (36-53). These tasks are listed not by type of produce (i.e. the work is not broken down according to whether the product is fish, meat, vegetables, dairy products, pastries, etc.) but rather by the phases in their processing, which seem to be just as diversified (had the two criteria had been combined, the list of descriptors would have become so long as to be indigestible). After these operations come cleaning (54-56), keeping records, making reports, control and statistical and accounting analysis (57-64). Last come general activities and the non-routine opening and closing of the bar or restaurant or department.

The reference in defining and characterizing practitioners in this function is the kitchen (modern but with low-tech equipment) in a traditional medium-to-good restaurant (not a fast food outlet) with à la carte service and a dining room catering for about 100 plus a special reception and banqueting area.

- RC-01 Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired)
- RC-02 Designing and developing recipes
- RC-03 Experimenting with recipes
- RC-04 Choice of kitchen equipment and technology
- RC-05 Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink
-
- RC-06 Forecast plan of sales per day and per menu orders passed back from the Restaurant
- RC-07 Contacts with the Restaurant for synergetic planning of their activities
- RC-08 Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item
- RC-09 Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish"
- RC-10 Drawing up general plan for ordinary kitchen work
- RC-11 Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients
- RC-12 Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage
- RC-13 Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage
-
- RC-14 General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps"
- RC-15 Selecting and recruiting kitchen staff
- RC-16 Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff
- RC-17 Kitchen establishment table and organization
- RC-18 Arranging general shifts for ordinary kitchen staff
- RC-19 Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff
- RC-20 Training and motivation of kitchen staff
- RC-21 Supervising kitchen staff discipline and behaviour
-
- RC-22 General procurement plan for the season
- RC-23 Choice of provisions and suppliers
- RC-24 Procurement
- RC-25 Receiving provisions
- RC-26 Checking on quality of provisions

- RC-27 Checking on quantity of provisions
- RC-28 Checking on price of provisions, and accounting for them
- RC-29 Acceptance of provisions
- RC-30 Cleaning and preparation of raw materials before storage
- RC-31 Checking and accounting for rejects
- RC-32 Preparation of semi-processed produce
- RC-33 Storage and conservation of provisions
- RC-34 Stockroom and cold storage movements
- RC-35 Rejecting foods beyond their usable date or that have spoiled following storage

- RC-36 Analysis of day's menu (including menu for special events)
- RC-37 Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers
- RC-38 Preparation of the kitchen for the day's work
- RC-39 Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories
- RC-40 Washing and preliminary processing of raw (or semi-processed) materials to be used during the day
- RC-41 Reading, checking and sorting orders
- RC-42 Preparation of food
- RC-43 Cooking food
- RC-44 Making up portions
- RC-45 Preparation of and decoration of dishes (individual or serving dishes)
- RC-46 Preparation of buffet or special displays
- RC-47 Helping with buffet service
- RC-48 Helping with cooking beside the table
- RC-49 Processing and preparation for carrying out room service orders for which the Kitchen is responsible
- RC-50 Special processing, decoration and preparation
- RC-51 Handling complaints as to cooking
- RC-52 Discarding leftovers
- RC-53 Cooking for staff

- RC-54 Cleaning premises, storage units, equipment and machinery
- RC-55 Cleaning pots and pans, tools and kitchen fitments

- RC-56 Keeping records, making checks and compilation of statistics on the use of materials in the kitchen
- RC-57 Statistics on consumption, wastage and leftovers
- RC-58 Analysis of cost per dish, and reporting thereon
- RC-59 Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon

- RC-60 Analysis of productivity of Kitchen department
- RC-61 Budgeting for Kitchen department
- RC-62 Checking on the quality of the service provided by the Kitchen department
- RC-63 Analysis of the Kitchen department budget
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- RC-64 Monitoring of compliance with and application of rules of hygiene in the Kitchen department
- RC-65 Fire and accident prevention in the Kitchen department
- RC-66 First aid and emergency management in the Kitchen department
- RC-67 Non-routine work in the Kitchen department before opening and before closing the season
- RC-68 Supervising safety of work and security of property in the Kitchen department

Tasks concerning distribution of food staffs

For uniformity of presentation, the descriptors for the tasks entailed in the service of meals are listed in the same general order as for the meal preparation function, although obviously in describing restaurant services the yardstick has been the sequence of dealing with the *guest* whereas, in the kitchen, the sequence and description of tasks focus on the various phases of handling the *product*.

In particular, task descriptors for the meal service function start with observing the market and preliminary analysis of the market and its potential production capacity (01-03). The next step consists of basic decisions and plans of work (04-13), the organization, training and supervision of human resources (14-21) and activities designed to attract clientele (24-27). Then come the day-to-day working activities, ranging from preparation for service (28-32), providing that service (33-61) and the final work of cleaning and tidying. Then come the tasks of record-keeping, making reports, verification and statistical and accounting analysis (66-75), the provision of general support for the Restaurant and its non-routine opening and closing.

- RS-01 Market and competition analysis
- RS-02 Clientele analysis
- RS-03 Contacts with the Kitchen for synergetic planning of respective work
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- RS-04 Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen
- RS-05 Choice of cuisine and planning menus, in liaison with the Kitchen
- RS-06 Planning wine list and list of non-alcoholic beverages
- RS-07 Choice of furniture, fittings and equipment for Restaurant and Pantry

- RS-08 Routine and special maintenance plan for Restaurant and Pantry equipment and technology
- RS-09 Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry
- RS-10 Planning promotion and marketing for the Restaurant
- RS-11 Planning sales per day and per menu item
- RS-12 General plan for normal Restaurant work
- RS-13 General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients
- RS-14 Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour"
- RS-15 Selection and recruitment of Restaurant staff
- RS-16 Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff
- RS-17 Restaurant staffing and organization of Restaurant service
- RS-18 General plan of shifts for ordinary Restaurant staff
- RS-19 Shifts and procedures for the inclusion and supervision of any casual Restaurant staff
- RS-20 Training and motivation of Restaurant staff
- RS-21 Discipline and behaviour of Restaurant staff
-
- RS-22 Acquisition of furniture, fittings , equipment and consumables for the Restaurant, Pantry and any complementary premises
- RS-23 Choice, acquisition and storage of wines and beverages
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- RS-24 Promotion, marketing and contact with potential clients
- RS-25 Public relations and contacts with existing and potential clients and with opinion leaders
- RS-26 Stipulation of agreements with clients and principals
- RS-27 Determining prices
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- RS-28 Preparation of the pantry, shelving and service tables
- RS-29 Setting up room and preparation of tables
- RS-30 Preparation of service area and buffet
- RS-31 Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events
- RS-32 Checking on appearance and apparel of Restaurant staff waiting at tables
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- RS-33 Reserving tables and allocation of places for special events
- RS-34 Receiving clients on entry
- RS-35 Cloakroom service

- RS-36 Allocation of tables, showing guests to their table and settling them at table
 - RS-37 Aperitif service
 - RS-38 Client observation: behavioural and marketing classification
 - RS-39 Presenting menu and guiding clients in choice
 - RS-40 Presenting wine list and guiding clients in choice
 - RS-41 Taking orders for food
 - RS-42 Taking orders for non-alcoholic beverages
 - RS-43 Taking wine orders
 - RS-44 Collection of food from kitchen and bringing to Restaurant
 - RS-45 Collection of wines from cellar and bringing to Restaurant
 - RS-46 Collection of beverages from bar and bringing to Restaurant
 - RS-47 Providing buffet service and self-service
 - RS-48 Service of food at table
 - RS-49 Service of wine at table
 - RS-50 Service of non-alcoholic drinks at table
 - RS-51 Carving meat and preparation of fish, shellfish and poultry at table
 - RS-52 Cooking food beside the table
 - RS-53 Changing serving dishes, plates and cutlery, cleaning the table during service
 - RS-54 Service of fruit
 - RS-55 Service of coffee
 - RS-56 Service of liqueurs
 - RS-57 Handling complaints and special requests
 - RS-58 Lost property
 - RS-59 Taking leave of guests and accompanying to Restaurant exit
 - RS-60 Providing room service
 - RS-61 Checking on the quality of service
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- RS-62 Cleaning of tables after service
 - RS-63 Cleaning of buffet and serving tables
 - RS-64 Cleaning of equipment
 - RS-65 Cleaning of Restaurant and furnishings
-
- RS-66 Compilation and sorting of orders
 - RS-67 Accounting for orders and making up bill or invoice for clients
 - RS-68 Presenting bills
 - RS-69 Management of discounts, rebates, special terms and gratuities
 - RS-70 Collection of payment of bills
 - RS-71 Reports and statistics on sales, clients, popularity of foods and productivity
 - RS-72 Budget for Restaurant department
 - RS-73 Making inventory of equipment and fittings

- RS-74 Analysis of Restaurant service costs
- RS-75 Analysis of Restaurant service results
-
- RS-76 Routine maintenance of restaurant, fittings, equipment and furnishings
- RS-77 Management of storeroom for restaurant dishes, cutlery and linen
- RS-78 Supervision of quality of table and client service
- RS-79 Reporting damage, breakages and missing items
- RS-80 Compliance with and application of health and public safety standards and regulations
- RS-81 Compliance with and application of fire and accident prevention standards and regulations
- RS-82 Special work before opening and close of season

Meal Production (RC)

The sequence of task descriptors for this functional area is based in particular on the running of a modern kitchen that uses planned menus and therefore organizes all its own work.

It starts with the initial setting up of kitchen work and the choice and acquisition of the capital resources (01-05). Next comes the analytical planning of the department's activities and working procedures (06-13), followed by the operation of selecting, organizing, training and supervising human resources (14-21). The next stage is the planning, acquisition and storage of supplies (22-35), and then the day-to-day tasks of food preparation and processing (36-53). These tasks are listed not by type of produce (i.e. the work is not broken down according to whether the product is fish, meat, vegetables, dairy products, pastries, etc.) but rather by the phases in their processing, which seem to be just as diversified (had the two criteria had been combined, the list of descriptors would have become so long as to be indigestible). After these operations come cleaning (54-56), keeping records, making reports, control and statistical and accounting analysis (57-64). Last come general activities and the non-routine opening and closing of the bar or restaurant or department.

The reference in defining and characterizing practitioners in this function is the kitchen (modern but with low-tech equipment) in a traditional medium-to-good restaurant (not a fast food outlet) with à la carte service and a dining room catering for about 100 plus a special reception and banqueting area.

- RC-01 Choice of style of cuisine and menu planning (in conjunction with Management and the Restaurant, and consonant with the resources available or that can be acquired)
- RC-02 Designing and developing recipes
- RC-03 Experimenting with recipes
- RC-04 Choice of kitchen equipment and technology
- RC-05 Acquisition of technology and equipment for the kitchen and for the storage of raw materials, semi-processed produce, food and drink
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- RC-06 Forecast plan of sales per day and per menu orders passed back from the Restaurant
- RC-07 Contacts with the Restaurant for synergetic planning of their activities
- RC-08 Making up recipe file, including a description of working techniques and procedures to be adopted in producing each individual menu item
- RC-09 Drawing up product data sheets (by products are meant individual menu items) with detailed list of ingredients, technologies and energy and labour required in producing each "dish"
- RC-10 Drawing up general plan for ordinary kitchen work
- RC-11 Drawing up general plan for catering for special events (banquets, refreshments, etc.) and reaching agreements on those events with the Restaurant and/or clients
- RC-12 Drawing up routine and non-routine plan for the maintenance of kitchen equipment and technology and food storage
- RC-13 Drawing up plan for the replacement and modernization of kitchen equipment and technology and for food storage
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- RC-14 General plan of labour requirements and definition of kitchen staffing levels and any sources of "temps"
- RC-15 Selecting and recruiting kitchen staff
- RC-16 Job analysis and apportionment of tasks and responsibilities among all members of the kitchen staff
- RC-17 Kitchen establishment table and organization
- RC-18 Arranging general shifts for ordinary kitchen staff
- RC-19 Arranging shifts and procedures for the integration and supervision of any temporary kitchen staff
- RC-20 Training and motivation of kitchen staff
- RC-21 Supervising kitchen staff discipline and behaviour
-
- RC-22 General procurement plan for the season
- RC-23 Choice of provisions and suppliers
- RC-24 Procurement
- RC-25 Receiving provisions
- RC-26 Checking on quality of provisions

- RC-27 Checking on quantity of provisions
- RC-28 Checking on price of provisions, and accounting for them
- RC-29 Acceptance of provisions
- RC-30 Cleaning and preparation of raw materials before storage
- RC-31 Checking and accounting for rejects
- RC-32 Preparation of semi-processed produce
- RC-33 Storage and conservation of provisions
- RC-34 Stockroom and cold storage movements
- RC-35 Rejecting foods beyond their usable date or that have spoiled following storage

- RC-36 Analysis of day's menu (including menu for special events)
- RC-37 Daily plan for stockroom and cellar withdrawals and compilation of stockroom and cellar vouchers
- RC-38 Preparation of the kitchen for the day's work
- RC-39 Taking out provisions and checking on materials, drawing up and accounting for incomings and outgoings and updating inventories
- RC-40 Washing and preliminary processing of raw (or semi-processed) materials to be used during the day
- RC-41 Reading, checking and sorting orders
- RC-42 Preparation of food
- RC-43 Cooking food
- RC-44 Making up portions
- RC-45 Preparation of and decoration of dishes (individual or serving dishes)
- RC-46 Preparation of buffet or special displays
- RC-47 Helping with buffet service
- RC-48 Helping with cooking beside the table
- RC-49 Processing and preparation for carrying out room service orders for which the Kitchen is responsible
- RC-50 Special processing, decoration and preparation
- RC-51 Handling complaints as to cooking
- RC-52 Discarding leftovers
- RC-53 Cooking for staff

- RC-54 Cleaning premises, storage units, equipment and machinery
- RC-55 Cleaning pots and pans, tools and kitchen fitments

- RC-56 Keeping records, making checks and compilation of statistics on the use of materials in the kitchen
- RC-57 Statistics on consumption, wastage and leftovers
- RC-58 Analysis of cost per dish, and reporting thereon
- RC-59 Analysis of cost of events (banquets, refreshments, etc.), and reporting thereon

- RC-60 Analysis of productivity of Kitchen department
- RC-61 Budgeting for Kitchen department
- RC-62 Checking on the quality of the service provided by the Kitchen department
- RC-63 Analysis of the Kitchen department budget
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- RC-64 Monitoring of compliance with and application of rules of hygiene in the Kitchen department
- RC-65 Fire and accident prevention in the Kitchen department
- RC-66 First aid and emergency management in the Kitchen department
- RC-67 Non-routine work in the Kitchen department before opening and before closing the season
- RC-68 Supervising safety of work and security of property in the Kitchen department

Meal distribution(RS)

For uniformity of presentation, the descriptors for the tasks entailed in the service of meals are listed in the same general order as for the meal preparation function, although obviously in describing restaurant services the yardstick has been the sequence of dealing with the *guest* whereas, in the kitchen, the sequence and description of tasks focus on the various phases of handling the *product*.

In particular, task descriptors for the meal service function start with observing the market and preliminary analysis of the market and its potential production capacity (01-03). The next step consists of basic decisions and plans of work (04-13), the organization, training and supervision of human resources (14-21) and activities designed to attract clientele (24-27). Then come the day-to-day working activities, ranging from preparation for service (28-32), providing that service (33-61) and the final work of cleaning and tidying. Then come the tasks of record-keeping, making reports, verification and statistical and accounting analysis (66-75), the provision of general support for the Restaurant and its non-routine opening and closing.

- RS-01 Market and competition analysis
- RS-02 Clientele analysis
- RS-03 Contacts with the Kitchen for synergetic planning of respective work
-
- RS-04 Choice of atmosphere, quality levels and service arrangements having regard to the target market chosen
- RS-05 Choice of cuisine and planning menus, in liaison with the Kitchen

- RS-06 Planning wine list and list of non-alcoholic beverages
- RS-07 Choice of furniture, fittings and equipment for Restaurant and Pantry
- RS-08 Routine and special maintenance plan for Restaurant and Pantry equipment and technology
- RS-09 Planning for the replacement and modernization of furniture, fittings and equipment for the Restaurant and Pantry
- RS-10 Planning promotion and marketing for the Restaurant
- RS-11 Planning sales per day and per menu item
- RS-12 General plan for normal Restaurant work
- RS-13 General plan for Restaurant work for special events (banquets, refreshments, etc.) and arriving at agreements with the Kitchen and/or clients
- RS-14 Production of general plan for the absorption of labour and defining the Restaurant service staff, and any sources for "locating casual labour"
- RS-15 Selection and recruitment of Restaurant staff
- RS-16 Job analysis, distribution of tasks and responsibilities to each member of the Restaurant staff
- RS-17 Restaurant staffing and organization of Restaurant service
- RS-18 General plan of shifts for ordinary Restaurant staff
- RS-19 Shifts and procedures for the inclusion and supervision of any casual Restaurant staff
- RS-20 Training and motivation of Restaurant staff
- RS-21 Discipline and behaviour of Restaurant staff
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- RS-22 Acquisition of furniture, fittings , equipment and consumables for the Restaurant, Pantry and any complementary premises
- RS-23 Choice, acquisition and storage of wines and beverages
-
- RS-24 Promotion, marketing and contact with potential clients
- RS-25 Public relations and contacts with existing and potential clients and with opinion leaders
- RS-26 Stipulation of agreements with clients and principals
- RS-27 Determining prices
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- RS-28 Preparation of the pantry, shelving and service tables
- RS-29 Setting up room and preparation of tables
- RS-30 Preparation of service area and buffet
- RS-31 Briefing waiters on day's menu, giving instructions for guidance of clients and allocation of tasks for special events
- RS-32 Checking on appearance and apparel of Restaurant staff waiting at tables
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- RS-33 Reserving tables and allocation of places for special events

- RS-34 Receiving clients on entry
- RS-35 Cloakroom service
- RS-36 Allocation of tables, showing guests to their table and settling them at table
- RS-37 Aperitif service
- RS-38 Client observation: behavioural and marketing classification
- RS-39 Presenting menu and guiding clients in choice
- RS-40 Presenting wine list and guiding clients in choice
- RS-41 Taking orders for food
- RS-42 Taking orders for non-alcoholic beverages
- RS-43 Taking wine orders
- RS-44 Collection of food from kitchen and bringing to Restaurant
- RS-45 Collection of wines from cellar and bringing to Restaurant
- RS-46 Collection of beverages from bar and bringing to Restaurant
- RS-47 Providing buffet service and self-service
- RS-48 Service of food at table
- RS-49 Service of wine at table
- RS-50 Service of non-alcoholic drinks at table
- RS-51 Carving meat and preparation of fish, shellfish and poultry at table
- RS-52 Cooking food beside the table
- RS-53 Changing serving dishes, plates and cutlery, cleaning the table during service
- RS-54 Service of fruit
- RS-55 Service of coffee
- RS-56 Service of liqueurs
- RS-57 Handling complaints and special requests
- RS-58 Lost property
- RS-59 Taking leave of guests and accompanying to Restaurant exit
- RS-60 Providing room service
- RS-61 Checking on the quality of service
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- RS-62 Cleaning of tables after service
- RS-63 Cleaning of buffet and serving tables
- RS-64 Cleaning of equipment
- RS-65 Cleaning of Restaurant and furnishings
-
- RS-66 Compilation and sorting of orders
- RS-67 Accounting for orders and making up bill or invoice for clients
- RS-68 Presenting bills
- RS-69 Management of discounts, rebates, special terms and gratuities
- RS-70 Collection of payment of bills
- RS-71 Reports and statistics on sales, clients, popularity of foods and productivity

- RS-72 Budget for Restaurant department
 - RS-73 Making inventory of equipment and fittings
 - RS-74 Analysis of Restaurant service costs
 - RS-75 Analysis of Restaurant service results
-
- RS-76 Routine maintenance of restaurant, fittings, equipment and furnishings
 - RS-77 Management of storeroom for restaurant dishes, cutlery and linen
 - RS-78 Supervision of quality of table and client service
 - RS-79 Reporting damage, breakages and missing items
 - RS-80 Compliance with and application of health and public safety standards and regulations
 - RS-81 Compliance with and application of fire and accident prevention standards and regulations
 - RS-82 Special work before opening and close of season

Bar (RB)

The task descriptors for the bar function start with the observation and preliminary analysis of the market and clientele (01-02). Next come basic decisions, leading up to the planning of bar work (03-06), the organization, training and control of human resources (07-11) and day-to-day opening and closing of the bar (12-15). These are followed by routine daily service work, which also includes any special services (16-30). Then come the tasks of cleaning (31-32), record-keeping, making reports, verification and statistical and accounts analysis (33-36) as well as the provision of general support for the bar and its non-routine opening and closing (37-42).

- RB-01 Analysis of market and competition
 - RB-02 Observation and analysis of clientele
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- RB-03 Choice of atmosphere, quality levels and price list in the light of the chosen target market
 - RB-04 Choice of beverages to be served and service procedures to be adopted
 - RB-05 Choice of furniture, furnishings, equipment and supplies for bar and bar room
 - RB-06 Planning Bar work
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- RB-07 Organization of the Bar service
 - RB-08 Selection and recruitment of assistants
 - RB-09 Training and motivation of junior staff
 - RB-10 Arranging staffing and shifts

- RB-11 Staff discipline, behaviour and property

- RB-12 Opening and closing of Bar
RB-13 Checking stocks
RB-14 Restocking and associated procurement (or withdrawal) and acceptance
of supplies
RB-15 Preliminary bar preparation work
RB-16 Inventory, unloading of materials, record-keeping and accounting for bar
services

- RB-17 Client observation: behavioural and marketing classifications
RB-18 Clientele contacts and public relations
RB-19 Presentation of available drinks and guiding clients in their choice
RB-20 Counter service of beverages
RB-21 Counter service of snacks
RB-22 Counter service of hot drinks
RB-23 Service of pastries
RB-24 Taking orders at tables
RB-25 Table service
RB-26 Dealing with special requests and services
RB-27 Service of refreshments
RB-28 Carrying out any room service orders from bar
RB-29 Handling complaints
RB-30 Handling discounts, rebates and gratuities
RB-31 Cashier service

- RB-32 Cleaning of bar and its equipment and fittings
RB-33 Cleaning of the bar area

- RB-34 Bar service budgeting
RB-35 Checking on quality of Bar service
RB-36 Statistical and cost analysis
RB-37 Analysis of results of service

- RB-38 Safety of guests and their property
RB-39 Safety of Bar and its property

- RB-40 Compliance with and application of rules of hygiene
RB-41 Compliance with and application of fire and accident prevention
RB-42 Routine maintenance of Bar room, equipment, furnishings and fittings
RB-43 Non-routine work before beginning and end of the season

Agency Branch

General Management (AG)

The task descriptors for the General Management function have already been discussed, and the criteria used in determining their sequence are repeated here solely for convenience and uniformity of presentation. The criterion adopted in listing the task descriptors is to start with market research (01), go on to the definition of objectives and strategies (02-04), follow with the planning and policy-making phase (05-14) and then to the organization of work and associated budgeting and staff management operations (15-23). There follow the identification and management of demand (24-30), the acquisition of capital assets and arrangements for technical plant (31-33), administration and accounting (34-40), verification and control (41-43) and finally general activities and representation (44-47).

In substance, the sequence in which the descriptors are listed has been assumed to correspond roughly to the "*marketing cycle*". This criterion naturally serves only as an outline, since there are tasks not associated with the cycle in question as well as duties that, taken singly, could have been listed in all phases of the cycle.

- AG-01 Management statistics, market research and survey of competition
- AG-02 Segmentation of demand, targeting and positioning of the agency and its main services
- AG-03 The agency's system of objectives and its vocational profile
- AG-04 The agency's general strategies and tactics
-
- AG-05 Financial policy
- AG-06 Product policy
- AG-07 Quality policy
- AG-08 Policy on the maintenance, management and replacement of plant, equipment and fittings
- AG-09 Personnel policy and establishment table
- AG-10 Policy on pricing and optimization of bookings and the sale of package holidays (yield management)
- AG-11 Policy on scale of charges, pricing and optimum allotment and availability of travel services (yield management)
- AG-12 Policy on scale of charges, pricing and optimization of sales of package, individual and group travel (yield management)
- AG-13 Policy on communication and promotion
- AG-14 Policy on marketing and sales
-

- AG-15 Structure and running of the agency's departments and functions
- AG-16 Operation of the agency's departments and functions
- AG-17 Ordered synergy of all the agency's departments and services in achieving its goals
- AG-18 -
- AG-19 In-house communication system
- AG-20 Personnel selection, recruitment and career planning
- AG-21 Assignment of responsibilities and tasks to personnel
- AG-22 Personnel training and motivation
- AG-23 Budgeting for agency departments and functions
-
- AG-24 Advertising and promotion
- AG-25 Marketing and sales
- AG-26 Marketing, promotion and sales efforts directed towards other travel agencies, major customers, special services and events
- AG-27 Discounts, rebates, gratuities and special terms
- AG-28 General administration
- AG-29 Non-routine complaint management
- AG-30 Agency public relations
-
- AG-31 Routine procurement and the acquisition of services
- AG-32 Non-routine procurement and the acquisition of services, and contacts with major suppliers
- AG-33 Analysis of routine and extraordinary intervention programmes and proposals from outside staff
-
- AG-34 General administration
- AG-35 General accounting
- AG-36 Budget analysis
- AG-37 Client accounting
- AG-38 Wages and salaries accounting
- AG-39 Supplier accounting
- AG-40 Analysis of costs, sales, return and productivity
-
- AG-41 Supervision of agency activities
- AG-42 Staff discipline, behaviour and property, and measures thereon
- AG-43 Service quality control
-
- AG-44 Improving and maintaining agency effectiveness, efficiency and functions
- AG-45 Technique of stipulation of conventions and agreements
- AG-46 Agency representation
- AG-47 Relations with proprietors

Production (AP)

The task descriptors for the travel agency production function are listed starting with basic strategic decisions (01-03), followed by the analytical scheduling of the agency's activities (04-09), the tasks of staff selection, training and supervision (10-15) and then the acquisition of outside services, space and cooperation (16-21). Once these vital prerequisites for actual travel agency work have been brought into being, the next stage is the packaging and arrangement of special and hotel services (22-25), the description and documentation of what is on offer (26-28), administration, record-keeping and cost and yield analysis (29-38), concluding with "travel operator's activities" in their various forms (39-49).

- AP-01 Relations with sales and the analysis of results, yield statistics, market research, investigation of clientele and products, investigation of competition
- AP-02 Comparison with the sales function compared with the agency's resources, the functionality, capacity, quality and competitiveness of the network of suppliers and collaborators and the possibility of adopting alternatives
- AP-03 In agreement with the sales department, making basic decisions as to the quality of services, the destinations to deal in and the methods of acquisition of services
-
- AP-04 Analysis of business and sales predictions provided by sales department
- AP-05 Analysis of brochure travel planning guidelines
- AP-06 Analysis of the planning guidelines for proposals for group travel arrangements
- AP-07 Analysis of services that the department will have to activate to support the creation of individual travel solutions
- AP-08 Analysis of planning guidelines for hotel and conference services
- AP-09 General planning of production work
-
- AP-10 Staff and organization production services
- AP-11 Selection and acquisition of in-house staff
- AP-12 Selection and acquisition of outside staff
- AP-13 Staff training and motivation
- AP-14 Assignment of tasks and shifts for employees
- AP-15 Staff discipline and behaviour
-

- AP-16 Inspections and checks on, and contacts and agreements with, suppliers re the acquisition, monitoring of and management of local services and on the development of availability and bookings systems and procedures
- AP-17 Contacts and agreements with carriers re the acquisition of travel services (ordinary and charter), ticketing and the development of availability acquisition and bookings systems and procedures
- AP-18 Contract negotiation re the acquisition of the necessary services and outside staff, and arrangements
- AP-19 Organization, management and supervision of network of contacts, correspondents and suppliers
- AP-20 Organization, management and supervision of network of travel agents, suppliers and carriers providing assistance, support, outside services and travel arrangements to be included in packages put together by the agency or to be sold directly
- AP-21 Organization, management and supervision of network of accompanying persons, guides and accompanying persons
-
- AP-22 Setting up, putting together and estimating cost of brochure package travel and the options
- AP-23 Setting up, putting together and estimating cost of individual travel as requested by sales department for individual clients or groups
- AP-24 Setting up, putting together and estimating cost of hotel services
- AP-25 Setting up, putting together and estimating cost of services and activities relating to special events and conferences, either individual or group
-
- AP-26 Technical description of products and combinations, options and availability of those products
- AP-27 Preparation of and forwarding documentation and information to sales departments in support of their work
- AP-28 Technical production of brochures
-
- AP-29 Agreements with existing and potential suppliers
- AP-30 Special accounting and record-keeping for air ticketing
- AP-31 Special accounting and record-keeping for rail ticketing
- AP-32 Special accounting and record-keeping for shipping line ticketing
- AP-33 Special accounting and record-keeping for special services and ticketing
- AP-34 Supplier, distributor and carrier accounting (including tour operators and other travel agents whose products are distributed on a commission basis)
- AP-35 Cost and yield analysis and statistics for individual products, segments, groups, lines and product components
- AP-36 Client accounts and records
- AP-37 General department accounting

- AP-38 Department budgeting

- AP-39 *Internal* work of: travel operation, arranging special events and organizing hotel services
- AP-40 Organization, setting up, synchronization, coordination and supervision of outside activities of: travel operation, organizing special events and arranging hotel services
- AP-41 Application of currency, customs, health, police and other regulations
- AP-42 Issuing visas, authorizations, certificates and special terms
- AP-43 Dealing with unforeseen incidents during client travel and adopting appropriate measures
- AP-44 Location of and urgent contact with clients during travel
- AP-45 Measures to deal with cancellations and "no-shows"
- AP-46 Measures to deal with changes
- AP-47 Measures and checks associated with the safety of clients and their property
- AP-48 Handling complaints and problems
- AP-49 Service quality control

Distribution and Sales (AV)

The standard task descriptors for this function start with the work of research, analysis and taking basic decisions (01-05). The next stage is general planning (06-09) and marketing policies (10-16), followed by the acquisition, organization, training and supervision of staff (17-21). The next stage is the group of tasks whereby the capital and organizational assets are acquired (22-26) in order to perform the primary work of this function, in other words sales, where the focus is on counter work. The descriptors for this activity range from 27 to 51 and are listed from the time when the client enters the agency to the time when he pays (from that point on, responsibility is assumed by the travel operation work, which is administered by the production function). There follow the outside activities of promotion, marketing and sale (52-62), and the last stage consists of administration and accounting.

- AV-01 Market analysis, research, assessment and statistics relating to products and the competition
- AV-02 Analysis of sales, relative popularity and results of service and relations with correspondence, accompanying persons and outside personnel
- AV-03 Contacts with production department on agency resources, functions, capabilities, quality and competitiveness of the network of suppliers and outside personnel, as well as the possibility of adopting other alternatives

- AV-04 *Target market* identification and configuration
- AV-05 By agreement with the production department, basic decisions on the quality of services, destinations and methods of acquisition of services
-
- AV-06 Defining *brochure planning* guidelines to be proposed to the production department
- AV-07 Defining pre-packaged proposals for group travel to be set up the production department
- AV-08 Analysis of services that the production department should provide in support of the setting up of *individual* travel
- AV-09 Defining guidelines to be followed by the production department in setting up *hotel and conference services*
-
- AV-10 Planning promotion work
- AV-11 Planning, marketing and sales
- AV-12 Establishing pricing policy
- AV-13 Sales forecasting for services, branches, products, product lines and market segments
- AV-14 Finalization, in liaison with the production department, of brochure planning and special proposals for group travel and hotel and conference services
- AV-15 Pricing
- AV-16 General sales planning
-
- AV-17 Staffing and organization of the department, counter work, booking service, ticketing, telephone switchboard, stocks and computerized aides and communications
- AV-18 Personnel selection and recruitment
- AV-19 Staff training and motivation
- AV-20 Distribution of tasks and shifts to personnel
- AV-21 Staff discipline and behaviour
-
- AV-22 Finalization and acquisition and storage of brochures and other literature on packages, services and products offered and combinations thereof, options and availability
- AV-23 Positioning and using material and equipment for consultation, providing information, bookings, ticketing, sales and support to customers
- AV-24 Acquisition and storage of promotional material and literature on products and services sold on behalf of third parties
- AV-25 Giving instructions to counter staff and suggesting sales lines
- AV-26 Setting up the office
-

- AV-27 Postal and telephone contacts for information, promotion and marketing vis à-vis potential customers intending to use the agency's services
- AV-28 Receiving and welcoming customers at the counter
- AV-29 Briefing customers and their observation, evaluation and market classification: making records of observations
- AV-30 Consulting and using "historic customer file"
- AV-31 Customer support and understanding customer demand
- AV-32 Identification of solutions suited to both the customer and the agency
- AV-33 Explaining, discussing and finalizing individual arrangements
- AV-34 Use of computer systems and other computerized aids to determine prices, check on availability and arrive at an optimum solution
- AV-35 Supply of promotional, information and assessment materials to the customer
- AV-36 Compilation of customer record
- AV-37 Use of techniques for encouraging the act of purchase
- AV-38 Conveying of instructions and documents to production department for the measures for which it is responsible
- AV-39 Pricing services
- AV-40 Presentation of estimates
- AV-41 Booking (or option) operations
- AV-42 Updating availability, options management, confirming bookings
- AV-43 Checking and collecting, and accounting for, deposits, advances and credit documents
- AV-44 Management of amendments and changes
- AV-45 Dealing with complaints and problems
- AV-46 Dealing with cancellations and "no shows"
- AV-47 Issue of tickets, vouchers and other travel documents, making records and concerning those documents
- AV-48 Management of discounts, rebates, gratuities and special terms
- AV-49 Granting of credit, deferred payments and related reminders and payment recovery
- AV-50 Currency exchange and records of transactions
- AV-51 Collection of payment and associated documents
-
- AV-52 Customer classification
- AV-53 Organization of outside work of contacts and promotion visits, presentations, marketing and sales
- AV-54 Drawing up and finalizing sales arguments and presentation and sales material
- AV-55 Instructions to promoters and salesmen
- AV-56 Contact with tour operators for the promotion and sale of their brochure offers
- AV-57 Contact with corporate and "large customers"

- AV-58 Agreement on conditions or special terms granted to "large customers"
- AV-59 Public relations with existing and potential clients
- AV-60 Direct mailing re special offers and reminders and for brochure distribution
- AV-61 Window displays and other promotional activities
- AV-62 Taking part in trade fairs, exhibitions, workshops, educational activities, etc.
- AV-63 Accounting and record-keeping for the department's services
- AV-64 Customer accounting and invoicing
- AV-65 Records and statistics on bookings accepted and refused
- AV-66 Departmental budgeting
- AV-67 Brochure and literature stock management
- AV-68 Service quality control
- AV-69 Planning and developing proposals for changes and innovations

Public-sector/professional branch

General Management (PG)

The order of listing task descriptors for the public sector-professional branch starts with market research and defining objectives and strategy (01-06). In particular, the first five tasks relate to research of the problems, nature and system of objectives of the *tourist system* for whose benefit the tourist office is to direct its work, whereas the sixth task is to translate those *external factors* into the *office's* own strategies and tactics. Next come the main policies that the director of the office has to set up, direct and monitor (07-17). In certain countries, tourist offices perform all these tasks, whereas in others they tackle only some of them. In yet others, offices engage in other intervention policies that are not included in the descriptors. Careful use (with possible additions) of the descriptors proposed will highlight those differences. Once policies have been established (what has to be done), the next step is to organize the office, set up activities and coordinate and monitor the services it provides (18-24). Next come the operations of selection, training, supervision and assignment of tasks to personnel (25-28). Then come the activities of representation and public correlations (29-32), ending with administration and general activities (33-41).

For the descriptors on operational work, see the comments in the preceding box on the person of the director of tourist offices.

- PG-01 Research to determine supply, demand and competition in the area or locality covered by the office
- PG-02 Analysis of that research to determine the supply, demand and competition for the areas or locality covered by the office
- PG-03 Determining set of objectives and occupational profile of the tourist system in the relevant area
- PG-04 Determining segmentation of demand, target market, diversification and positioning of the area or location in question
- PG-05 Defining and determining the nature of the image of the area or location in question
- PG-06 Determining general strategies and tactics to be adopted by the *office* in order to achieve the preset objectives
- PG-07 Policy on *identifying and publicizing* the quantity, quality and services on offer
- PG-08 Policy on *identifying and verifying the feasibility and potential users* of what is on offer
- PG-09 Policy on *providing incentives* for the quantity, services on offer
- PG-10 Policy on *verification and control* of the quantity, quality and services on offer
- PG-11 Policy on determining and publicizing the *prices* for what is on offer
- PG-12 Policy on verification and control of *prices* for what is on offer
- PG-13 Policy on support and incentives for events, entertainment and other tourist initiatives
- PG-14 Policy and marketing and communications
- PG-15 Policy on the production of marketing, promotion and information material
- PG-16 Policy on support and assistance for tour operators, carriers and other bodies directing tourist demand towards the area or location in question
- PG-17 Policy on the provision of information and assistance to tourists and intermediaries
-
- PG-18 Office structure and organization
- PG-19 Internal office communications system
- PG-20 Structure and organization of individual departments and services
- PG-21 Operation of activities of departments and services
- PG-22 Ordered synergy of all departments and services in the office in order to achieve the preset objectives
- PG-23 Monitoring the quality of the services and work provided by the office
- PG-24 Technological and organizational measures and innovations to uphold and improve office effectiveness and functionality
-
- PG-25 Personnel selection, recruitment and courier structuring
- PG-26 Allocation of responsibilities and tasks to personnel

- PG-27 Personnel training and motivation
 PG-28 Personnel supervision and discipline
-
- PG-29 Public relations
 PG-30 Representation
 PG-31 Relations with third parties
 PG-32 Participating in entertainments, conferences, trade fairs, exhibitions, committees and technical meetings and meetings with authorities
-
- PG-33 General administration
 PG-34 Consideration of and investigation of proposals, reports and measures
 PG-35 Budgeting for the company services and functions
 PG-36 General accounting
 PG-37 Wages and salaries accounting
 PG-38 Analysis of costs, sales, yield and productivity
 PG-39 Reports on proposals and special relations
 PG-40 Procurement and provision of supplies
 PG-41 Stipulation of conventions and agreements

Tourist development and promotion (PS)

The task descriptors listed below relate to each of the four typical practitioners operating in this area. Descriptors 01 to 41 in particular relate to the *tourist image marketing, promotion and information officer*. As before, the descriptors start with research, market analysis and basic decisions (01-07), relating to all practitioners in this functional area; they end with a more unusual item, "training and motivation of own staff". The next stage is to define marketing policies to be adopted (08-18) and operational marketing activities, listed under numbers 19 to 37. The specific list ends with three tasks (38-41) specifically devoted to marketing actions relating to non-routine development operations.

Descriptors 42 to 46 relate to activities specific to the *consultant on franchising and company aggregation*, whereas tasks 47 to 62 are the specialist tasks of the practitioner concerned with *tourist development projects* and number 63 to 71 are activities specific to the *professional conference organizer* who, in both the marketing and the organization of what is on offer, adopts channels, techniques and strategies that differ in essence from those used in the case of tourist demand proper.

In this breakdown, the task descriptors for these four practitioners give a clear general view of each one's responsibilities and, at the same time (since they are all

included in the same list) they allow for changes and particular configurations that can be used to highlight different situations in individual countries among practitioners working on the same function who, as a result, offer broad potential for the interchange of tasks.

- PS-01 Research to determine supply, demand and competition for the enterprise, area or locality in question
- PS-02 Analysis of research to determine the supply, demand and competition of the enterprise, area or locality in question
- PS-03 Segmentation of demand, identification of the target market, diversification and positioning of the enterprise, area or locality in question
- PS-04 System of objectives and occupational profile of the enterprise, area or locality in question
- PS-05 General strategies and tactics to be adopted in order to achieve the preset objectives
- PS-06 Definition and specific profile of the image of the enterprise, area or locality
- PS-07 Training and motivation of own staff

- PS-08 Policy on prices
- PS-09 Policy on products and services
- PS-10 Policy on quality
- PS-11 Policy on communications, logos, symbols, slogans, graphics and behaviour patterns expressing that image
- PS-12 Policy on image and attracting customer loyalty
- PS-13 Promotion policy
- PS-14 Marketing policy
- PS-15 Sales policy
- PS-16 Coordinated use of marketing mix instruments for which the marketing department is directly responsible
- PS-17 Verification of use of other mixed marketing instruments not directly the responsibility of the marketing service
- PS-18 Sales arguments and marketing attitudes of personnel

- PS-19 Promotion plans and campaigns
- PS-20 Relations with advertising agencies
- PS-21 Public relations with the press and opinion leaders
- PS-22 Public relations directed at clients
- PS-23 Making use of special events and information for marketing purposes
- PS-24 Assistance with negotiations of contracts for special events and clients

- PS-25 Production of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer
- PS-26 Promotion, presentation and sales visits
- PS-27 Organization of special initiatives, entertainment and events of relevance to the marketing of tourism
- PS-28 Organization of workshops and educational and familiarization tours for travel agents and journalists
- PS-29 Taking part in trade fairs, exhibitions and events
- PS-30 Practical provision of information and assistance
- PS-31 Distribution of catalogues, brochures and other promotional material and literature on the attractions, opportunities and services on offer
- PS-32 Dealing with complaints and comments (and taking steps to deal with them)
- PS-33 Informing those offering services as to the trends and opportunities on the market, the competition, levels of competitiveness and the services to be created, improved or submitted
- PS-34 Other practical marketing work
- PS-35 Management of stocks of booklets, publications and promotional literature, and photo, film and video library
- PS-36 Setting up and updating databases
- PS-37 Reports and links with databases
-
- PS-38 Identifying, proposing and developing new market and development prospects
- PS-39 Identifying and developing special promotional offers
- PS-40 Identifying and developing changes in image, products or services
- PS-41 Analysis of yield and effectiveness of actions performed
-
- PS-42 Study and analysis of demand, competition and working conditions for the enterprise with a view to identifying the optimum market prospects for the creation of centralized inter-company services, franchising networks and other forms of aggregation among enterprises
- PS-43 Identifying, creation of awareness among and involving public bodies, trade operators and investment groups that might take part in or support centralized services, franchising networks or other forms of aggregation among enterprises
- PS-44 Designing, planning and deciding on functional, economic, technical and organization profile of franchising networks, centralized services and other initiatives for the aggregation of enterprises
- PS-45 Providing technical assistance with the creation, determination of profile, launching and operation of *centralized services, franchising networks and other processes of aggregation of enterprises*, and also with the implementation of appropriate product and marketing policies

- PS-46 Establishing and developing management techniques for rules on supervision and centralized management
-
- PS-47 Joint study and interpretation of the territory and the market with a view to identifying tourist development prospects in the area or location in question and the choice of models and intervention measures to be adopted to attain those prospects
- PS-48 Setting up, drafting and developing *territorial tourist development plans* or *specific projects for tourist installations or initiatives* that could effectively enhance the potential for tourist development in the local area, in the light of market trends and the nature of the competition
- PS-49 Setting up, drafting and developing *marketing* strategies and policies to be adopted for the effective implementation of tourist development plans or budgets
- PS-50 Setting up, drafting and developing strategies and policies on the *protection, safeguarding and optimum use of the environment and the cultural identity* of the host society, to be adopted with a view to the effective implementation of tourist development plans or projects
- PS-51 Setting up, drafting and developing strategies and policies on *production and funding* to be adopted with a view to the effective implementation of tourist development plans or projects
- PS-52 Setting up, drafting and developing strategies and policies on the *structural reinforcement and general services* to be adopted with a view to the effective implementation of tourist development plans or projects
- PS-53 Setting up, drafting and developing *legal and incentive measures* to be adopted with a view to the effective implementation of tourist development plans or projects
- PS-54 Evaluation and analysis of the environmental and functional impact of the tourist system as a whole and of individual projects, works and initiatives
- PS-55 Analysis of technical and financial viability of tourist investment projects submitted by third parties; socio-economic analysis of *costs and benefits* and enterprise analysis of *costs and earnings*
- PS-56 Verification of internal coherence, budgeting, procedural correctness and compliance with current regulations of tourist investment projects submitted by third parties
- PS-57 Formulation of opinions on applications for tourist project licences, authorization and funding submitted by third parties
- PS-58 Provision of guidance and technical support for operators or investment groups embarking on tourist projects
- PS-59 Provision of guidance and technical support on locating sources of funding and on completing the practical arrangements for third parties intending to embark on tourist projects

- PS-60 Incentivation and coordination of tourist operators in the realization of joint projects, initiatives, special offers and event organization, relating to the rationalization of price policy, protection of tourists and improvement of cooperation between operators and the tourist board
- PS-61 Contacts with other public and private bodies providing services of particular interest to tourists or that take decisions and measures influencing the viability and tourist prospects of the area in question
- PS-62 Facilitating links with tourist intermediaries regarding operations in the area in question or the promotion of marketing relations with local operators
- PS-63 Specialist market research, public relations and promotion for the acquisition of conference business and incentives
- PS-64 design, development and production of information and promotional literature specifically for the conference market
- PS-65 Contacts and relations with potential clients regarding the planning and development of conferences and incentives
- PS-66 Choice, coordination of and regulation of suppliers, with a view to designing, formulating, developing and presenting package offers for conference activities and incentives
- PS-67 Managing, coordination of and regulation of suppliers, with a view to the implementation of conference activities and incentives: professional conference organizer functions
- PS-68 Preliminary operations of analytical planning and organization of conference activities and incentives
- PS-69 Associated operations of implementation of conference activities and incentives
- PS-70 Follow-up operations on conference activities and incentives
- PS-71 Conference and incentives accounting, estimating and reporting

Assistance with holiday activities (PA)

The standard task descriptors for this functional area have also been grouped on the basis of the practitioners in the CEDEFOP directory to which we have referred: first the *tourist courier* (01-07), then the *holiday activity planner* (08-10), then the *activity organizer* (11-12) and finally the *tourist guide* (13-18).

The same comments as above apply as regards the vital need to view the breakdown given here as merely a guideline and to refer each practitioner's tasks to the whole list set out below rather than only one section.

- PA-01 Accompanying and assisting travellers in their journeys between different locations, representing the body that has organized the travel or service
- PA-02 Provision of information on points of transfer en route
- PA-03 Check on the quality of services provided by intermediaries and taking the necessary steps in the event of problems, errors or shortcomings on their part
- PA-04 Group leadership on board, during travel
- PA-05 Supervision of the safety of customers and their property
- PA-06 Assistance for clients with travel formalities
- PA-07 Upholding the interests of clients and the organization represented
- PA-08 Contacts with *individual and group tourists* arriving in their holiday area or location and wishing to plan their stay in the light of their specific expectations, requirements and concepts of leisure and holidays. Organization, implementation and management of structure and initiatives as required to promote and implement such contacts
- PA-09 Compilation of information on the local area, making preliminary contact with and briefing the *suppliers* of services, local providers of cultural, social and tourist activities, public bodies and any other entities that may be concerned or involved in arranging events or activities of interest to tourists; technical assisting with their realization
- PA-10 Contacts with individual tourists and groups and organization of the facilities required in promoting and achieving those contacts
- PA-11 Organization of events and recreational activities to enliven tourists' stay and promote interaction among guests so that they come to know each other better, arranging joint activities and creation of an agreeable "group spirit"
- PA-12 Arranging group encounters, games, competitions, quizzes, sports competitions, minor entertainments and other similar ventures, seeking the cooperation and involvement of guests in order to create a holiday atmosphere that meets the aspirations of the clients and harmonizes with the image and style of the establishment in which those events take place
- PA-13 Professional accompanying of people or groups on visits to local tourist attractions
- PA-14 Explaining information on local tourist, artistic, cultural, historical and environmental interest and informing guests on the traditions, economy, customs and people of that location
- PA-15 Provision of information and suggestions on places to visit and things to see or buy
- PA-16 Provision of information and advice to tourists in the group and helping them to solve problems arising during their stay
- PA-17 Ensuring that the activities planned are properly conducted in a timely fashion

PA-18 **Decision as to any urgent changes to be made to the planned activities in the event of unforeseen contingencies**

For the convenience of national experts, the standard task descriptors listed above are also set out in the respective data sheets describing individual functions.

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