

Competencies of Tourism Officers in the Philippines: Toward a Development of Competency Model for Managing Destinations in Public Governance

Joreen T. Rocamora*

The Graduate School, University of Santo Tomas, Sampaloc, Espana Manila Philippines

Hector M. Aguilung

The Graduate School, University of Santo Tomas, Sampaloc, Espana Manila Philippines

— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

ABSTRACT

The study aims to identify the competencies of Tourism officers in the Philippines aligned with Tourism Act of 2009 and RA 7160 to bridge the gap in managing destinations from the complex nature of tourism industry and the challenges in the local tourism office system. Through qualitative design phenomenological method using repertory/kelly grid analysis to six (6) participants and competency mapping as well as through quantitative design descriptive method using exploratory factor analysis (EFA) to 134 tourism officers, the identified competencies are categorized into Dimension 1: Task performance competencies composed of (1) Tourism planning and policy implementation, (2) Product development (3) Marketing and promotions (4) Network management, (5) Supervision and training and (6) Tourism statistics, research and office administration and Dimension 2: Soft skills. Within the context of performance facets, the identified competencies were validated by the study of Skorkova and Porvaznik. The study revealed that several inventions are needed to enhance competency of tourism officers.

Key Words: tourism, destination management, competence, tourism officer

1. PROBLEM RATIONALE

The study aims to identify the distinct specific skills, knowledge and attitude of tourism officer to manage destination in public governance and assess their level of competency aligned with Tourism Act of 2009 and RA7160. Tourism Act of 2009 is the National Policy for tourism and mandated as primary coordinating, programing and implementing regulatory government agency in the development and promotion of tourism industry. Tourism Act of 2009 includes the Functions and Responsibilities of tourism officer. The competencies are also anchored from RA7160 Article 21 Section 491 from the Department of Interior and Local Government. RA7160 indicates the

Duties and Powers of tourism officer. This chapter covers the background of the study, research problems, significance of the study, and the significance of research.

Distinct capabilities, as defined by Cheese et.al. (2009), is the heart of the organization's competitiveness through clear view of customer value due differentiation and cost effectiveness. It is one of the key drivers for high performance. When it comes to successfully managing tourism destinations, the competencies of managers that give competitive advantage. According to Kunjiapua and Yasinb (2010), the source of competitive advantage for all organizations is competency. In order to manage a destination competitively and sustainably, destination leaders need to have adequate capabilities to carry out activities and projects to promote development and implement tourism plan. Considering the dynamism, multi-faceted and seasonal nature of the tourism industry as well as the challenges on sustainability and inclusivity faced in the sector, the role of tourism officers has evolved and new responsibilities emerged. The function on policy, planning and research, monitoring and delivery standards, public health and safety maintenance, development of tourism infrastructure, capacity building and employment, and environmental protection (Lonel, 2014) make the government having an active role in creating tourism structure focused in gaining international competitiveness in the tourism sector of the country (Cizmar & Lisjak, 2007).

However, there are several issues facing the tourism and hospitality sector such as the need for new skill requirements in managing and marketing destinations. The global trend is indicating that there are only few talents to meet the growing experience economy by providing exceptional experience to guests (Adeyinka-Ojo, 2018). The demand and requirement for skilled efficient workforce pose a threat to the competitiveness of the tourism industry in the future (Gupta, 2011). This is brought by inadequate professionalism among tourism management organizations (Pechlaner et. al., 2002) and the need for management skills (Foster et. al., 2010) because the growth of tourism will depend on overcoming skill shortages (Dwyer et.al, 2009). Research from several literatures indicates that the role of destination managers created by National Tourism Organization is limited (Adeyinka-Ojo et.al., 2018), while the governance of tourism destinations is unexplored (Guccio et.al., 2018) and remains a challenge (Islam et. al, 2017). Furthermore, there is a research gap on the competency model of tourism officers from the Technical Education and Skills Development Authority (TESDA) and from ASEAN Mutual Recognition Agreement (MRA). Inadequate managerial skills for tourism development (Ayikoru et. al., 2015) and development of new competencies to meet global competition (Lemmetynen et. al, 2009) continues to be a concern.

Moreover, there are underlying issues in the local tourism office system that must be addressed to enhance competencies of tourism officers. The lack of plantilla for tourism officer position results to appointing tourism officers on a designated status, assigning them on a 'co-terminus' or hiring them not within the qualification standards set by Civil Service Commission (CSC). Likewise, the inadequate awareness of the Local Chief Executive (LCE) on the significance of tourism led to the non-prioritization of tourism programs and lack of support in local government units (LGUs).

It is the purpose of the paper to identify the distinct specific skills, knowledge and attitude of tourism officer to manage destination in public governance. This includes integrating tourism projects in Department of Interior and Local Government (DILG) programs with executive and legislative functions. The researcher highlights the need to enhance professional competence, which is the knowledge of the subject on tourism destination management and politics, to bridge the gap between the complex nature of tourism industry and the challenges in local tourism office system. Because tourism is a complex phenomenon, distinct departments are responsible for finding solutions to developmental problems (Goeldner and Ritchie, 2006). Obstacles must be overcome by sound planning augmented by political means, if growth is desired (Goeldner and Ritchie, 2006).

1.1 RESEARCH PROBLEM

The study aims to identify the competencies in terms of skill, knowledge, and attitude of tourism officers in the Philippines aligned with the Tourism Act 2009 and RA7160. This would enable the researcher to address a research gap on the competency model of tourism officers from the Technical Education and Skills Development Authority (TESDA) and from ASEAN Mutual Recognition Agreement (MRA). Moreover, the identified distinct competency would address the complex nature of the tourism industry and the challenges in the current local political condition. In order to answer the objectives, the study aims to answer the following research questions:

1. What competencies in terms of skill, knowledge and attitude aligned with Tourism Act 2009 and RA7160 are required of tourism officer?
2. What are the suggestions and recommendations to enhance the competencies of tourism officers?

1.2 RESEARCH IMPEDIMENTS/SCOPE AND LIMITATIONS OF THE STUDY

The study focuses on the identification of skills, knowledge and attitude of the tourism officers (municipality, city and provincial) of the country. The scope of the identified competencies is aligned with the functions and responsibilities of tourism officer which are stipulated in Tourism Act of 2009, while the duties and powers of tourism officer are specified in RA7160 Article 21 Section 491.

The Memorandum Circular No. 4 Series 2018 has amended the positions in LGU who shall perform the functions of tourism officer, hence the persons occupying said positions are part of the study. The study will not include the competencies of the regional tourism officers since the legal frameworks pertain only to the city, municipal and provincial tourism officers. The study will not include the competencies in relation to the status of the position (permanent or designated) and the relation of competencies to the organizational political structure. Although there is still no competency-based standard for tourism officers, it is the scope of the paper to develop a competency model and not a competency-based standard.

For the data collection in qualitative research, the key informants for interview are those municipal, city and provincial tourism officers in the destination that belong to the Department of Tourism's top overnight destinations of year 2019. For the data collection in quantitative research, tourism officers established by the local government unit as department offices and tourism officers who are employed by LGU whose office is under the Mayor as well as Municipal planning development office or some special projects of the local government units are part of the respondents.

Research impediments or constraints in data collection in qualitative and quantitative phase are those who are not responsive from the distribution of questionnaires sent online due to other busy schedule and other priorities. The timeframe of the study is from May 2019 to November 2019.

2. REVIEW OF RELATED LITERATURE

This chapter presents the concepts, theories, frameworks and underlying principles that led in the identification of competencies from several journal articles and documents.

2.1 Competency

Competency, in the context of Association of South East Asian Nation Mutual Recognition Agreement (ASEAN MRA) on Tourism Professionals, is a combination of the skill, knowledge and attitude that are needed to perform a task or job within an expected standard in a given work place. Developing a competence model is needed to establish a tool in making the connection between personnel selection, hiring, performance evaluation, compensation and development (Skorková, 2016). When these activities are all performed, Human Resource serves as a strategic partner of any business adding value in the organization. For the tourism policy makers, an in depth identification of competencies can help in planning their path (Denicolai et. al., 2010). In order for a tourism destination to be managed competently, it was mentioned by Gupta (2011) that managers must have a high quality education, professional qualifications and competencies. Gupta (2011) cited Drucker who defined competency when a manager meets significantly the goals and targets set by the organization specifically the objectives of the department that he/she manages. Gupta (2011) mentioned Drucker who cited that the components of job competency are several characteristics of a person which includes skills, traits, knowledge, attitudes, self-image, or the role in the society. Likewise, Gupta (2011) cited Boyatzis, who defined competency as the characteristics of a person affecting superior work performance. Boyatzis, who was cited by Gupta, mentioned that competency is the capability of a human person to deliver desired or expected results aligned with target goals of the department or organization whilst performing the expected work requirements.

2.2 Nature of Tourism Industry and Competitive Destinations

A tourism destination is a combination of places, which serve as a storehouse of meanings, generating experiences and capturing values within a set of expectations (Snepenger et. al., 2007). According to Davidson and Maitland (1997), in order for a place to be considered as tourist destination, it should have the following characteristics:

a total tourism product which includes resources and services for the tourism and hospitality industry, generates economic activities, has a host community as part of the attractions of the destination, has a participation of the private sector in the planning a management of the destination, and an elected local council which directly influence the planning and management of the resources' destination.

Kozak and Baloglu (2011) states that destination competitiveness is coming from the perspectives of the customer, internal businesses, innovation, as well as learning and finance. Under the customer perspective, there should be an increased tourist satisfaction and repeat visits, with less complaints from tourists. From the perspective of business, for a destination to be competitive, it should deliver quality service, enable effective relationship among organizations and promote core competencies. Under innovation and learning perspective, destinations should provide constant improvement, introduce new products and revise destination positioning. Foreseeing the future of tourism and exploring ways help in enabling managers decide a certain strategic approach to adopt (Gretzel et. al., 2006). With the financial perspective, destinations should offer a competitive price with better value or money, increase tourism receipts as well as the revenue per tourist and average occupancy rates.

2.3 Organization of Local Tourism Office and its Legal Framework

In support of the tourism development of the country, the local government unit must establish a tourism office with staff responsible for the implementation of tourism development plans. The Republic Act of 7160 (Local Government code LGC of 1991) states that any local government unit may opt to create and staff any office when it is found necessary based on the financial capability and service requirement of the locals.

“Every Local Government Unit (LGU) shall design and implement its own organizational structure and staffing pattern taking into consideration its service requirements and financial capability, subject to the minimum standards and guidelines by the Civil Service Commission”.

Source: RA7160 or Local Government Code (LGC) of 1991.

The Qualifications, Duties and Powers of Tourism Officer from RA 7160 Article 21 Section 491 are indicated in Appendix VIII.

Likewise, the Republic Act 9593 or the Tourism Act of 2009 indicates that an LGU may appoint or assign a permanent tourism officer position as long as the tourism in the province, city or municipality is an important or significant industry within the said locale. In order to consider the area as a significant tourism site, the locale must be identified by the Department of Tourism as a priority cluster indicated in the National Tourism Development Plan 2016-2022. There should be a seal of good financial management in the area which means that the area is business friendly. Moreover, the place should have a minimum of 100 tourist arrivals every month. Source: Tourism Guidebook for Local Government Units

The appointed tourism officer shall be delegated with powers, functions and services by the DOT in consultation with LGU in order to implement tourism plans, policies, projects, and programs that are well coordinated, integrated, and implemented.

“Every province, city or municipality in which tourism is a significant industry shall have a permanent position for a tourism officer. He or she shall be responsible for preparing, implementing and updating local tourism development plans, and enforcing tourism laws, rules and regulations.” Source: RA9593

2.4 The Functions and Responsibilities of Tourism Officer (Tourism Act 2009) and the Duties and Powers of Tourism Officer (RA7160 Article 21 Section 491)

Based from Tourism Act 2009, the tourism officer shall be responsible for the following functions at the local level: (1) Prepare, implement, coordinate, monitor and update local tourism development plans; (2) Ensure the proper enforcement of tourism standards, laws, rules and Regulations; (3) Submit regular reports on status of tourism plans and programs, tourist arrivals, employment, occupancy rates, investment and tourist products, among others, to the Department; and, (4) Coordinate with the Department and its attached agencies and corporations in regard to the development and promotion of tourism in their locality. The Department of Tourism may issue appropriate guidelines to prescribe other relevant qualifications that will guide the LGU in the selection and placement of tourism personnel in their locality.”

In addition to the functions of a tourism officer from Tourism Act 2009, the following are the Duties and Powers of Tourism Officer from RA 7160 Article 21 Section 491: (1) Formulate and recommend protection and preservation of tourist destinations, and in carrying tour activities to ensure the delivery of basic services and provision of adequate facilities related to tourism; (2) Conduct tourism campaigns and information drive for the promotion of tourist destinations in the city, municipality or province as a tourist destination; (3) Identify and develop potential areas as tourist destinations, and evaluate its possible economic, environmental, and social impacts to the local government units; and, (4) Promote people participation in development planning within the local government unit concerned.

2.5 Senate Bill No. 922

Senate Bill No. 922, under consideration, is an act amending Sections 443, 454, and 463 of Republic Act No. 7160 otherwise known as the Local Government Code of 1991. It states the position of Mark T. Lapid, the Chief Operating Officer The Tourism Infrastructure and Enterprise Zone Authority (TIEZA) in creating a Permanent Position for Tourism Officer. The bill bridges the gap between Section 17 of the Local Government Code of 1991 with Explanatory Note of SBN 922 and RA 9593 (Tourism Act 2009).

Section 17 of the Local Government Code of 1991 indicates the LGU’s responsibility in providing tourism services and facilities, tourism campaign and

promotion programs, and protection and preservation of tourism destinations. The position paper of Mr. Lapid cited that “one of the concerns raised by local government units where tourism is a significant industry is the lack of a permanent position for a tourism officer” based from Explanatory Note of SBN 922. On the other hand, Mr. Lapid also cited the mandate of RA 9593 “that a permanent position for tourism officers be created in local government units where tourism is a significant industry”. Senate Bill No. 922 states that the local government units are responsible to ensure that the local development plans are in synch with the National Tourism Development Plan of the government, led by the Department of Tourism with its attached agencies and in coordination with other government agencies. This is to bridge the gap in the implementation and sustainability of tourism plans and programs as well as encourage the pool of resources.

2.6 Memorandum Circular No. 4 Series 2018

There are tourism offices in the destinations that are established by the Local Government Unit as department offices while there are some tourism officers who are employed by LGU but their office is under the Mayor’s office, Municipal Planning Development Office or some special projects of the LGUs.

The Memorandum Circular No. 4 Series 2018 amends the qualification standards for Tourism Operations Positions in the Local Government Units (LGUs). It gives the education, experience, training and eligibility of certain positions as well as the position and rank in LGU who shall perform the functions of Tourism Officer. The memorandum cited that Tourism Officer position is no longer necessary since the intended duties and functions of Tourism Officer are inherent in the existing classes of Tourism Operations Officer positions in the national and local government units.

Table 1: Positions in LGU who shall perform the functions of Tourism Officer

| Position / Rank | Class | Government Unit |
|---|--------------|--|
| Tourism Operations Officer II | SG-15 | 4 th and 6 th Class Municipalities |
| Senior Tourism Operations Officer | SG-18 | 1 st to 3 rd Class Municipalities |
| Municipal Government Assistant Department Head II | SG-23 | Municipality |
| City Government Assistant Department Head I | SG-23 | City |
| Provincial Government Department Head II | SG-26 | Provinces |
| City Government Department Head II | SG-26 | Highly urbanized cities |

Table 1 shows the positions in LGU who shall perform the functions of Tourism Officer. The corresponding position title for the ranks Provincial Government Department Head and Municipal Government Assistant Department Head are Tourism Officers. The ranks Tourism Operations Officer, Senior Tourism Operations Officer, City Government Assistant Department Head and City Government Department Head perform the functions of Tourism Officer.

2.7 Functions and Responsibilities of Tourism Officers and its relation with the roles of Destination Management and Marketing Organizations (DMO)

In the Philippine setting, a local tourism officer has the role on destination management and planning in tourist destination by political means through public governance. According to the World Tourism Organization (WTO), a Destination Management/Marketing Organization (DMO) is a leading organizational entity which may encompass the various authorities, stakeholders and professionals and facilitates tourism sector partnerships towards a collective destination vision. It keeps abreast of socioeconomic developments in the various market countries or areas to provide a reasonably early forecast of tourism demand. It provides a report on developments, activities and projects undertaken to promote tourism development (Goeldner and Richie, 20116).

Upon a review of related literature, several studies show similarities between the roles of Destination Management and Marketing Organizations with that of tourism officer. The table above shows the Functions and Responsibilities of Tourism Officer (Tourism Act 2009) and Duties and Powers of Tourism Officer (RA7160) and its relation with the Roles of Destination Management and Marketing Organizations gathered from the studies made by Adeyinka-Ojo (2014) and Hwang (2008).

THEORETICAL FRAMEWORK

The study is grounded on the Public Governance Competencies by Skorková (2016) formed from the Holistic Model of Competence by Porvaznik within the context of performance dimensions.

Public Governance Competencies

A competency model in the public sector by Skorková (2016) is adopted from the study on 'Destination Management Organizations in Destination Governance'. It identified the competencies in public governance which consists of the ability of the manager to operate based on an unstable political condition. The public governance competencies identified by Skorkova are formed from the Holistic Model of Competence by Porvaznik. The competencies in order to be holistic, according to Pozvarnik, should have three pillars namely Knowledge of the professional ability, Application skills and Social maturity. Applying the said pillars in the political setting, the competency framework on managerial skills in public governance by Skorková (2016) has identified additional public governance competencies apart from the three pillars. The additional competencies identified by Skorkova are Task competence and Professional competence in subject area, administration, politics and ethics.

A manager having the Knowledge of professional ability pillar attains the following: knowledge of methodology and system thinking; knowledge of controlled units (objects); knowledge of functions of control; and, knowledge of information for the control. A manager having the Application skills pillar has the abilities by practice of the management. A manager having the Social maturity pillar attains the following: knowledge of character qualities; knowledge of creative and discrimination qualities; knowledge of temperament qualities; and, knowledge of somatic qualities. The

additional competency on Task competence enables managers to perform activities that leads to the transformation of raw materials or resources into products and services that the organization produces. Lastly, Professional competence of manager is competent on subject area, administration, politics and ethics.

Identifying the competencies of tourism officers grounded on Skorkova and Porvaznik ensures that managerial competency is holistic and measurable. Since performance is multidimensional and evaluative in nature, it is noteworthy to consider and understand the dimensions of performance in this context. The two types of performance facets are the (1) task performance, which is the specific activity required by one’s job and the role prescribed that varies across jobs, and the (2) contextual performance which is the activity required to be a good organizational citizen or the personality that applies across jobs. The researcher identified Practical skills, Professional efficiency, Task competence and Professional competence under the Task performance facet; while the Social maturity under the Contextual performance facet.

Figure 1. Skorkova and Porvaznik’s Holistic model of competence within the context of performance dimensions

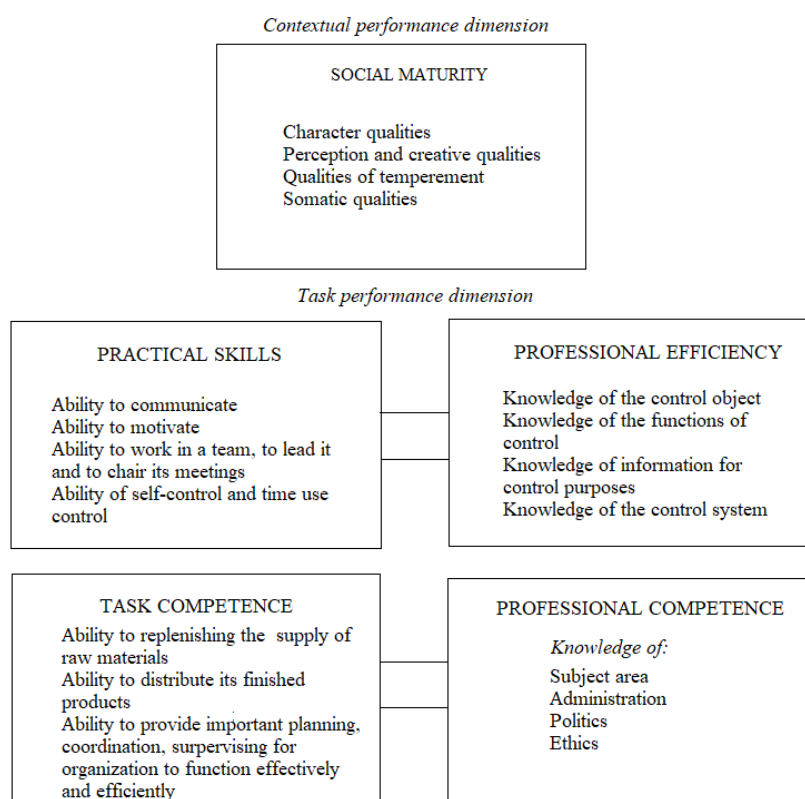


Figure 1 shows the competency framework on managerial skills in public governance by Skorková (2016) in a holistic approach (Pozvarnik). It covers the major work responsibilities such as the duties and tasks of a tourism officers and the requisite knowledge, skills and abilities for destination management in public governance. The theory helped in validating the competencies of tourism officers in line with Knowledge of professional ability, Application/practical skills, Task competence and Professional competence. Social maturity includes qualities of

character, creativity and discrimination, temperament and somatic. Moreso, the objective of using the Holistic model theory in the study is to aid in the selection of qualified manager to do the job competently.

CONCEPTUAL FRAMEWORK

The paradigm of the study includes the variables to identify the competencies of tourism officers in adherence to Tourism Act of 2009 and RA 7160.

Figure 2. Conceptual Framework IPO Model

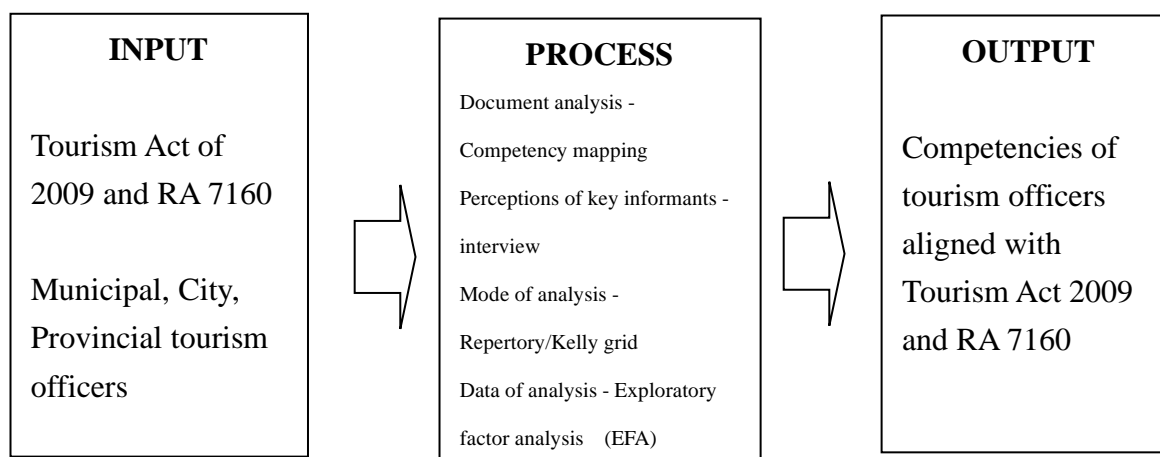


Figure 2 shows the conceptual framework of the study. The competencies in terms of skills, knowledge and attitude will be identified through interview with key informants who are the tourism officers in top visiting destinations and representative from DOT Regional Office, competency mapping and validation from panel of experts and document analysis from literature, repertory/kelly grid mode of analysis and Exploratory factor analysis.

3. THE RESEARCH METHODS

As the study aims to identify the competencies of tourism officers, this chapter covers the design, subjects and study sites, research instruments/data measure, data gathering procedures, ethical considerations, modes of analyses, and data analyses deployed in the study.

3.1 RESEARCH DESIGN

The research used a mixed approach, both quantitative and qualitative research design. A mixed approach was chosen for this study as it was considered particularly appropriate for exploring a new and unexplored social phenomenon (Cini and Passafaro, 2019). It is a qualitative research design that used a phenomenological method as the result of the interview comes from the participant's understanding, feelings, perception and perspectives. The analysis in phenomenology includes organizing, identification of theme and validation of findings through kelly or repertory grid (Cresswell & Plano, 2011) to explore the consciousness focused on defining the

concept of intentionality and meaning of lived experience from the person point of view (Husserl, 1970 as cited by Bolinao and De Guzman, 2017). The analysis in phenomenology is directed to identify specific skills and abilities and explore the distinct behavior and attitude which are deemed applicable for tourism officer to demonstrate in the context of Philippine public governance. Furthermore, the researcher made use of mapping concept as one of the most suitable ways of methodolating through analysis of competencies from literature and local and international tourism organizations.

The study is also a quantitative research design that used a descriptive method since the study involved description and classification leading to new information. The study is a Descriptive-Status and Survey as it examines the characteristics, attitudes, behaviors, and intentions of a group of people by asking individuals to answer questions through self-administered questionnaire. The numerical data was analyzed through statistical tool in order to answer the research questions.

3.2 SUBJECTS AND STUDY SITES

In identifying the competencies of tourism officers through qualitative and quantitative research designs, the subject of the study is the tourism officer. Through purposive (judgement) sampling, the selection of participant is criterion-based. The key informants or participants for the qualitative research design phenomenology method were the six (6) selected tourism officers who are successfully managing competitive destinations of the country. For a phenomenology qualitative design in order to arrive at a collective description of meaning of lived experience from the person's point of view, a number of 3-13 selection is needed (Polkinghorne, 2005). The criteria in participating for the face to face interview for qualitative design include the municipal, city and provincial tourism offices belonging to the top income and tourist arrival of the country based from the Department of Tourism's top overnight destinations of year 2019.

Suhairom, N. (2014) cited Shyr (2012) who mentioned that interviewing top performers is the most suitable method to gather information for defining and developing competency constructs and dimensions covering requisite knowledge, skills and abilities. On the other hand, the respondents for the quantitative research design are all the tourism officers in the Philippines. Based from the database given by the Association of Tourism Officers of the Philippines, there is a total of 1,026 tourism officers in the country.

3.3 RESEARCH INSTRUMENTS/DATA MEASURE

For the qualitative research design phenomenology method, a semi-structured face to face interview to the key informants or participants was used as the research technique in the study. The semi-structured interview, which aim to identify the competencies of tourism aligned with the legal frameworks, is guided by questions that led to the discussion of topics of tourism programs, best practices and roles of tourism officer. (ie. How did you implement the programs and activities? How do you perceive about the application of tourism management in your destination? What are the best tourism practices that you apply in your area?) Moreso, the questions led to the discussion of the participant's motivations and visions for their respective destination

(ie. What are the factors that make your area becomes one of the top tourist destinations in the country? What are the challenges that you have encountered in the tourism of your area and how did you solve those? and What are the underlying principles and values that you adhere as a tourism officer?)

For the quantitative research design descriptive method, a researcher-developed self-assessment questionnaire was administered to all tourism officers. The first part includes the demographic profile, the second part composed of 73 SKA items, while the third part is an open-ended question on the respondent's suggestions to enhance competencies. The questionnaire was constructed from the consolidated competencies relevant to the functions of tourism officers from several journals: (1) Tourism Guidebook for Local Government Units, Functions of Tourism Officer from World Tourism Organization (2) Regional Model Competency Standard from the Tourism Industry International Labor Office, (3) Tourism Promotions Services NC II from TESDA, (4) the studies of Adeyinka-Ojo (2018) on Marketing and Managing Tourism Destinations, Employability Skills and Skorková (2016) on Competency on public governance. Additional items of skills, knowledge and attitude given by the tourism officers during the conduct of interview were included in the researcher-developed self-assessment questionnaire. The self-assessment questionnaire was validated by acquiring a consensus from the experts, academician, and the department head of the country for Tourism Planning and Development.

3.4 DATA GATHERING PROCEDURES

For the qualitative research design, the conduct of interviews to the key informants or participants were done face to face on a one-on-one by the researcher. The interview per participant lasted for 3 hours minimum. The interview questionnaire was sent online upon approval of request for appointment for interview. For the quantitative research design, the self-assessment questionnaire was sent online to all tourism officers. It was likewise disseminated to all tourism officers during the gathering for the Nomination for ATOP Pearl Awards 2019 at the UST BGPOP Building last September 22, 2019 and during the ATOP National Convention last November 3-5, 2019 at Laoag, Ilocos Norte.

3.5 ETHICAL CONSIDERATIONS

The researcher received the approval of request to use the framework of Adeyinka-Ojo (2018) based on the Employability Skills Framework in rural tourism destination through email. Likewise, the approval of the letter of request to conduct interview and to gather data during the events organized by the Association of Tourism Officers of the Philippines were received through email. Moreover, the database of the tourism officers was obtained from the Department of Tourism Human Resource Department through a letter of request. A handbook containing the directory of tourism officers was made available for reference. Similar letter of request for validation of questionnaire was given to the panel of experts. A letter of consent was also distributed among the respondents for the accomplishment of self-assessment questionnaire. Endorsements to administer the said questionnaire from the Department of Tourism Regional Offices and Tourism Industry Board Foundation of the Philippines were received through email.

3.6 MODE OF ANALYSIS

For the qualitative research design, the result of the interview was transcribed, analyzed, categorized and clustered through repertory or kelly grid in order to identify the competencies. According to Moon and Blackman (2014), the repertory grid is used within an objectivist epistemological framework where meaning can be generalized to produce universal data. Significant statements from the interviews were cited, given data category each, and identified with specific theme. The data gathered from the interviews was interpreted through transcription, coding, description, identification of theme, interpretation and validation of findings (Creswell, 2012). Mapping was also used to categorize the competencies found from several literatures. The validation of the self-assessment questionnaire from the panel of experts enabled the researcher to identify the competencies in terms of skill, knowledge and attitude aligned with Tourism Act of 2009 (RA9593) of tourism officer.

3.7 DATA ANALYSIS

For the quantitative research design, data was analyzed with frequency, percentage and factor analysis using the Statistical Package for Social Sciences version 19 to determine the competencies of tourism officers. To assess the acquired level of competencies in terms of skill, knowledge and attitude, a four (4) point Likert scale and Mean was used. Mean was used to get the sum of the deviations of all measurements on the extent of competencies.

4. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter identifies the competencies of tourism officers qualitatively through mapping and repertory/kelly grid and quantitatively through exploratory factor analysis as well as the suggested intervention programs to enhance competencies. This chapter presents the result and findings from data gathered and covers analysis, interpretation of data and implications.

4.1 Identification of Competencies of tourism officer

4.1.1 Competency Mapping

Several literature used in identifying the competencies are from (1) Tourism Guidebook for Local Government Units, Functions of Tourism Officer from World Tourism Organization (2) Regional Model Competency Standard from the Tourism Industry International Labor Office, (3) Tourism Promotions Services NC II from TESDA, and (4) the studies of Adeyinka-Ojo (2018) on Marketing and Managing Tourism Destinations, Employability Skills Framework and Skorková (2016) on Competency on public governance. The gathered frameworks are anchored with Tourism Act of 2009 and RA7160 to generate the required competencies of tourism officers.

The competencies on product development, destination marketing, supervision and management, finance management and management of assets are adopted from International Labor Office (ILO) while the competencies on network management,

planning and development and statistics and research are adopted from World Tourism Organization (WTO). The competencies on tourism promotions services are adopted from Technical and Education Skills Development Authority (TESDA). Please see appendix IV.

The Tourism Act of 2009 and RA7160 Article 21 Section 491 indicate that The Department of Tourism may issue appropriate guidelines to prescribe other relevant qualifications that will guide the LGU in the selection and placement of tourism personnel in their locality. In supervising the personnel and staff of said office, the competencies on Supervision and Management from International Labor Organization (ILO) were adopted as part of the roles of tourism officer. The Human Resource Development function of DMO from the study of Adejinka-Ojo (2014) is related to this role of tourism officer.

RA7160 Article 21 Section 491 states that tourism officers formulate and recommend measures in consideration for the protection and preservation of tourist destinations, and in carrying out activities to ensure the delivery of basic services and provision of adequate facilities related to tourism. In formulating and recommending measures in consideration for the protection and preservation of tourist destinations, the Tourism Core competencies from ILO were adopted. In carrying out tourism related activities to ensure the provision of basic services and provision of adequate amenities related to tourism, the competencies on Office Administration & Venue Maintenance were adopted from ILO. The Financial management and Management of Assets (Adejinka-Ojo, 2014) and Tourism Planning and Development including Policy and Destination Strategy (Adejinka-Ojo, 2014) function of DMO are related to this role of tourism officer.

RA7160 Article 21 Section 491 states that tourism officers conduct tourism campaigns and information drive for the promotion of tourist destinations in the city, municipality or province as a tourist destination. In conducting tourism campaigns and information drive for the promotion of tourist destinations in the city, municipality or province as a tourist destination, the competencies on Sales and Marketing were adopted from ILO. The competencies on tourism promotions (Tourism Promotions Services NCII) from the Technical Education and Skills Development Authority (TESDA) may be adopted. The Destination Marketing Communication (Adejinka-Ojo, 2014) function of DMO is related to this role of tourism officer.

RA7160 Article 21 Section 491 states that tourism officers identify and develop potential areas as tourist destinations, and evaluate its possible economic, environmental, and social impacts to the local government units. From the Tourism Competency Framework of International Labor Organization (ILO), in order for tourism officers to identify and develop potential areas as tourist destinations, the competencies on Tourism Product Development from ILO were adopted. The Tourism product development (Hwang, J. and Lee, J. 2018) function of DMO is related to this role of tourism officer.

The Tourism Act 2009 and RA7160 Article 21 Section 491 state that tourism officer submits regular reports on status of tourism plans and programs, tourist arrivals, employment, occupancy rates, investment and tourist products, among others, to the

Department. the skills in Statistics and Research the World Tourism Organization (WTO) would enable tourism officers to submit regular reports on status of tourist arrivals, employment and occupancy rates. The Statistics and Research (Hwang, J. and Lee, J. 2018) function of DMO is related to this role of tourism officer.

RA7160 Article 21 Section 491 indicates that tourism officer prepare, implement, coordinate, monitor and update local tourism development plans, while the Tourism Act of 2009 states that tourism officers ensure the proper enforcement of tourism standards, laws, rules and regulations. In preparing, local tourism development plans, the function of Tourism Planning and Development from WTO were adopted. In ensuring the proper enforcement of tourism standards, laws and regulations, there are no established competencies in any of the tourism organizations. However, the Tourism Planning and Development including Policy and Destination Strategy (Adeyinka-Ojo, 2014) role of DMO in relation to the function of tourism officer may be adopted.

RA7160 Article 21 Section 491 states that tourism officers promote people participation in development planning within the local government unit concerned; while Tourism Act 2009 states that tourism officers coordinate with the Department and its attached agencies and corporations in regard to the development and promotion of tourism in their locality. In promoting people participation in development planning and coordinating with the development and promotion of tourism, the competencies in Network Management from WTO were adopted. Being an Advocate and Community brand builder (Hwang and Lee, 2018) role of DMO is related to the function of tourism officer.

Upon concept mapping and frequency of the competencies from several journal and tourism organizations, the following are the constructs that appropriately represent the functions of tourism officer: Product development, Sales and Marketing, Supervision and Management, Office Administration & Venue Maintenance, Network management, Tourism Planning and Development with Policy and Destination strategy and Statistics and research. In ensuring the proper enforcement of tourism standards, laws and regulations, there are no established competencies in any of the tourism organizations.

4.1.2 Repertory or Kelly Grid analysis

Upon transcription of the result of interview with tourism officers, significant statements were documented, categorized into data and clustered into themes. The interviews were conducted to the following participants: (one) 1 municipality tourism officer from Region VI, (two) 2 city tourism officers from Region IVA and Region V, (two) 2 provincial tourism officers from Region IVA and (one) 1 provincial tourism officer from Region III.

A semi-structured interview composed of a series of open ended questions was used as a guide during the conduct of the interview. The thematic areas that emerged came from the discussion of topics related to the different functions of the participant's tourism office. This led to the identification of the roles they do in their office. The first part of the interview involved questions that are directed to the investigation of specific skills and knowledge that a tourism officer should have (ie. What are the tourism

programs, activities and best practices that you have in your area? How did you implement the said activities?) Moreover, the theme emerged when the participants shared the behavior they exhibited in the performance of their duties. (ie. How do you perceive about the reasons that made your destination belong to the top overnight destination in the country?)

The first theme that emerged is the application on creating tourism product development initiatives. Discussion on the skills needed in this area include knowing the different tourist sites and event attractions to develop tourism products. One way to reach destination competitiveness is through product innovation (Um, Kang & Kim, 2015). Participant 1 (P1) said *“Kailangan i-identify kung ano ang meron sa bayan mo. (There is a need to identify tourism assets in locality). A tourism officer should assess what tourists need... to be recommended in all tourist destinations”*. One way to reach destination competitiveness is through product innovation (Um, Kang & Kim, 2015). Aside from awareness of the inventory of tourist spots, there is a need to identify potential tourism destinations in the area. It appeared that the role of tourism officer has evolved. Participant 6 (P6) said, *“You have to search and look for other destinations that you can offer as the role of tourism officers has already evolved. It’s getting the destinations ready and how to do that, you as TO should understand what are those needed in the area.”* The ability to know what needs to be developed and prepared in the area is supported by the statement of Participant 4 (P4), *“We decide base on the demands from the tourists. Even if there is a demand, if kulang sa development, kailangan mag-initiate ng development (There is a need to initiate the development if there is a demand). Product development includes assessment of the feasibility of plans and the competitiveness of attractions.”* Through a comprehensive plan, an assessment and evaluation of the impact that tourism development brings. lead to destination competitiveness (Dwyer et.al, 2009).

The topics included questions directed to the exploration of the knowledge and skills required in this area (ie. What kind of tourism products do you develop? What are the types of activities that you offer in your destination?). The following phrases expressed by the participants are related for the purpose of community-based tourism that provide livelihood opportunities, create jobs and generate income. Community-based tourism is geared towards protecting the environment and preserving the culture. P5 defined community-based tourism as, *“Ang bida ay ang local (The local community is highlighted in community-based tourism). We ensure that tourists will return and the community benefits through a multiplier effect. For sustainable development goal, the leverage of one inclusive growth to address poverty is inclusiveness. It provides livelihood opportunities aligned with the national development plans.”*

The relevance of experiences to the destination concept comes from destination strategy and management (Reinhold et. al. 2018). Some examples that tourism officers do for product development are homestay programs which the tourists want to experience the culture and way of life of the locals, livelihood activities like known products and delicacies, and offering tour packages showcasing what destinations can offer. Cultural preservation for culture and arts is implemented through cultural mapping as it is already included in the seal of good governance. P5 said that part of their product development is that, *“We launched our output on Malay hymn and beat*

and our own dance step. We have our short indie film based on traditions, beliefs and practices.” This entails businesses and entrepreneurs in the local level to be able to play a critical role in product development particularly in the aspect of training and development, packaging and promotion (Joppe, Brooker & Thomas, 2014).

Environmental protection and preservation are considered in developing tourism products for sustainability. The evaluation and impact assessment of each sector or areas in tourism development are needed to manage the destination strategically and in a sustainable way (Musil, 2008). P1 mentioned that *“Information dissemination about environment in the grassroots has to be emphasized.”* Participation among the locals is emphasized such that P1 organize competition with the cleanest river and cleanest barangay with facility for the waste segregation. Waste segregation and proper disposal are implemented especially from the garbage and liter consumption from tourism activity. In the case of newly rehabilitated Boracay, P5 ensures environmental protection when he mentioned that *“We plan to increase the environmental fee per tourist. The cost of garbage in our area is expensive. There is a need to transport the garbage to the landfill mainland.”*

The second theme that emerged is the role of the participants in planning the destination for development alongside policy implementation. In developing and implementing local tourism plan, tourism officer consolidates all tourism plans from the municipalities. TOs ensure that their projects and activities are aligned with the National Tourism Development Plan (NTDP) and TOs draft and prepare the Tourism code. They ensure implementation and enforcement of policy legislations. Part of the policy legislations that they implement are related to cultural preservation and environmental protection and those relating to the regulation and monitoring standards for accreditation of tourism establishments.

In aligning and coordinating the projects and programs with the national tourism plan, phrases expressed by the participants are as follow.

- “We have mission and vision, people, stakeholders, resources... objectives are indicated in the performance indicators.” (P1)
- “We follow the path of national which is one town one product (OTOP). (P2)
- We have a comprehensive land use plan and we review land use for tourism.”(P3)
- “We do our tasks duties based in municipal ordinance aligned with Tourism Act of 2009. Our programs should be aligned in the national level.”(P5)

The skill in drafting and creating the Tourism code has been cited as a competency for Tourism planning. P5 mentioned that *“For tourism code, we followed the tourism task force based on Executive Order 53 spearheaded by DENR, DOT and DILG, with the help of our consultant.”*

The role of tourism officer in monitoring standards and regulations may be strict or balanced depending on the leadership style. It includes the assessment of the rating for all accommodation establishments in respective locale. P5 mentioned one of their best practices which is *“In getting the rating from different online booking sites, we are able to see below average performers... quality of services offered by hotel that decline as perceived by the guests. There is a general barometer, to know the health of the*

tourism industry.” However, P3 is somewhat limited in giving accreditation assistance. P3 said that *“Less stringent kasi hindi namin ma-attract ang establishments kung mashadong strict. As of now we only have 80, very small registered. Baka macontrol sila. (We are less stringent in providing assistance in accreditation as we do not want to control the establishment). We should have emergency kits and disaster preparedness. For the non-registered sites, we encourage LGU designated tourism officers to monitor them.”*

When it comes to the enforcement of policy legislation, the participants cited two specific laws that they implement which relates to cultural preservation and environmental policies. Statements expressed by the participants are as follow:

- There is a need to identify all the cultural properties, movable and immovable.” (P2)
- “There is a need for a Sangunian Board Resolution Maintenance declaring that the identified properties are cultural properties in the ordinance.” (P3)
- “When it comes to implementation of environmental policies such as the NIPPAS Act of 1992, bag inspection and signing of waiver of visitors hiking in their mountains are implemented. Hikers and visitors are no longer allowed to drink and smoke. We have 2 full time staff to guard and provide safety and security. (P4)

Aside from policy implementation, it appeared that TO also has its role on monitoring and delivery standards, public health and safety maintenance, development of tourism infrastructure, and environmental protection (Lonel, 2014). This makes the government having an active role in creating tourism structure focused in gaining international competitiveness in the tourism sector of the country (Cizmar & Lisjak, 2007) the power and authority to destination development (Timur & Getz, 2008).

The third theme that emerged is the participants’ part to market and promote their respective destination. Tourism destination marketing has been recognized as an integral part of retaining the popularity of the destination which makes it an important component in managing tourist destination (Ispas, 2008). Among the need skills in this area are establishing and conducting business relationships, conceptualizing and coordinating the production of marketing collateral including e-marketing and social media skills, creating promotional display in tradeshow and managing social and corporate events. Statements expressed by the participants on their marketing activities and needed skills are as follow:

- “There are brochure and AVP in each city... Promotion is done on a ripple effect. Tour package is given by the travel agencies and the activities in the place is published in the newspaper.” (P1)
- “Through the letterhead, jingle and video, communications at website and published journals... marketing design, establishing the brand and creating tagline. (P2)
- “Our tagline is to become a premier international destination that’s why we put high premium in marketing quality. There is an assessment and evaluation of marketing design... such that it is done in international approach as our market and investors are well known. (P5)

- “Establishing linkages, doing market research and strategies and utilizing fund. We link to different tourism enterprises and other sectors to generate economic growth. We use new technology and social media in promoting our place. (P4)
- Social media and e-marketing skills are necessary (P6)

Organizing events and participating travelmart are some to the other ways or promoting their destination. P1 said that they do event management in a participatory approach in which everyone is involved in the planning execution and post evaluation. P1 mentioned, *“A tourism officer must be knowledgeable on how to prepare a program concept. Everybody must be involved so that it will be participatory in movement. There must be a level up of the next event for improvement through post evaluation.”* Likewise P3 said *“We participate in the annual travelmart and the exposition of tourism product, we join the regional and national showcase and roadshows... we help the municipalities in promoting their tourism sites.”*

The fourth theme that emerged is the relationship of the tourism officers with the different stakeholders. Networking management or establishing linkages. Destination capabilities, coordination, and inter-destination ties have a direct influence on development of destination (Haugland et. al., 2011). P1, P4 and P6 emphasized the need to maintain harmonious relations with the community or the locals, the Association of tourism officers, the Tourism Council and National and Historical Council, provincial government and other attached agencies. P4 has established a harmonious relation with the different associations of Bicol region. *“Being the head of the association, we are the ones who communicate with each other. There is no competition. Our office is willing to teach them and we are open for variety of activities and attraction development.”* While P6 said networking management remains a challenge when it comes to knowing how you can bring them together to talk about the industry as she mentioned, *“It is an on-going challenge for us. We bring all stakeholders in one organization. Individual organization should be strong as an organization. It will be half-baked if it is not encompassing for everyone.”* P3 establishes linkages by having partnership with other departments and other agencies. *“We need to seek help to other government agencies. We undergo consultation with the community. There are only certain limits of development that are acceptable to the locals.”*

While the organizational and political structure of tourism office in every destination differs, for P5 the associations and cooperatives that the tourism officer establish network are the tourism front liners, travel agencies, tour operators, photographers and boatmen. The tourism office of P5 supervises the people’s organization having their own ordinances, rules and regulations. P5 mentioned, *“The municipality forms the associations through people’ organization. They have their won ordinances, rules and regulations. We are the supervising office.”* For P2, networking is done through the creation of events when graphic artists create the logo, photographers and other suppliers for events share their services in turn of their promotion through sponsorship.

The fifth theme that emerged is the provision of supervision and training to staff. It is not part of TO’s function to hire and recruit staff, as these functions are done by the Human Resource Department of the local government unit. TOs give supervision to

staff and evaluate their performance, provide training, design the organizational structure of the office or department, and conducts succession planning.

When asked about how they manage their staff, TOs responded that they coach and mentor staff or colleagues on tourism related skills. TOs train colleagues in the promotion of place and getting feedback and monitoring of tourism arrivals. TO prepares and delivers training as well as post evaluation to all sectors. Some of the trainings given are those municipalities with identified needs on cultural mapping, history knowledge and tour guiding skills. P4 mentioned that *“We do the training needs analysis and search on available training programs. We ask participants who are interested and how many heads could commit. We engage in dialogue with them.”* Capacity building trainings and seminars are given to tourism officers and service sectors. These trainings are coordinated with the Department of Tourism. P1 said, *“We tie up with DOT regional office for skills development program for the service sector like tour guiding, foreign language, guest services, book keeping, massage. We also provide seminars for the tourism officer in doing development plan, cultural mapping and cultural heritage preservation and conservation.”* Likewise, trained tourism officers conduct training to the community, as P1 mentioned *“There are local tourism officers trained to give training. Tour guides are invited to give talk and give training to other tour guides, free of charge.”*

In the case of P4, information and education function are part of the roles of tourism officer. He said that *“We conduct trainings, information campaign for younger generations and for the local community. For instance, we had a coordination with Department of Education in which Grade 6 students in public elementary undergo walking tours. A total of 320 students were guided for them to know the culture. They are the participants since they are to be the next promoters of the province.”*

For P5, the skills enhancement of tourism front liners are provided through training needs analysis, designing the training, allocating budget, searching for counterparts and coordinating with DOT. P5 mentioned, *“That training needs analysis is conducted before conducting the training. If there are complaints, I coordinate with DOT on specific training with their manual and accredited speaker.”*

Moreover, P5 mentioned that their office allocates budget for the identified training need, *“Every year we allocated budget for seminars and these are given free of charge to participants. The module is coming from DOT like Filipino brand of service, quality service... water safety and crisis management and first aid. We also provide training and I facilitate the training like the planning of tourism and development.”*

However, not all TOs conduct performance management, create succession planning and organizational development. P1 said *“I monitor their performance and I do the schedule of the staff. Each staff has his or her own expertise. I designate their role through meetings and based on their capability”*. Meanwhile, P1 and P4 only have succession planning as there is enhanced information and the experience is to be passed on the next.

In the case of P5, he considers the organizational design of the tourism office as his function. He said, *“Yung trabaho within the area at ang organizational design ay*

kailangan based on the industry of the place. Is there a need for marketing kasi lumalabas lang ang pera. Dapat consistent ang marketing. Depende sa resources and depended sa trabaho. Lalabas lang ang ordinance depende sa needs. There has to be a link in economic enterprises sa tourism.” (The work and the organizational design is based on the needs and offerings of the destination).

The sixth theme that emerged is the application of systematic method of accounting for tourist arrivals and office procedures. In researching tourism data, TO coordinates with the different municipalities in gathering tourism data, conducts inventory of tourism spots and collates data to properly document the monthly tourist arrival and the number of occupancy in accommodation. This makes the municipality acquire the tourism seal of good governance.

When asked about the best practices that participants do in collating data, the following statements were mentioned:

- “We had engagement with the DOT regional office in giving the tourist arrivals. That’s where the hotel rankings go based on arrival and standards. DOT gives us forms, they give us training on how to conduct the database of tourist arrivals.”(P3)
- “Survey is done to approximately 1,000 guests... we get their travel motivations and the industry they belong. In collecting the data, we supervise the interns do the data collection through the use of a tablet, cloud and google form where we get a computer generated trends and patterns... to be easier for us to track on a daily basis. We also ensure that we protect the track record as part of maintaining our relationship with the establishments.” (P5)

The strategy they use is beneficial for their city as they were able to generate reports on jobs created, income generated, spending patterns and the number of registered establishments. *“If there is data, it makes our presentation of data irrefutable. You can not refuse data. We made it available to decision makers and we publish data. We made it accessible to the academe and other networks.”*

The tourism officers gather data, consolidate, and submit. Consolidated data is coming from all municipalities/cities through channel. P2 mentioned, *“We give communications to the accommodation establishments monthly. The number of tourists are forwarded to the province then forwarded to the regional. However, it appeared that there are still challenges on gathering data”*. P1 and P2 mentioned the need for intervention from the Department of Tourism to encourage the tourist accommodations submit the number of tourists periodically. P1 stated, *“There must be a person assigned to monitor. Kailangan properly documented yan kasi kapag pwede lang na ganun na lang, masasanay sila. At ang ibibigay nilang number of tourists say kailangan warm bodies, which means nakita talaga at dumating.”*(There has to be an accurate accounting and documentation of the number of tourists).

P4 indicates that aside from gathering data, the role of tourism officer includes doing ocular inspection, *“When inspection is done and when it is found that there are requirements needed to comply with by the establishment (ie no health cards), they are obliged to comply. Compliance and follow through inspection is observed for the*

establishment to rectify and ensure compliance. When they apply for DOT accreditation and if they are found compliant, we sustain our relationship with them. They are also aware that the tourism office is watching them and helping them.”

In terms of office administration, the duties of tourism officers include performing clerical procedures (ie. letters, program and tour packages), planning and managing meetings with the Tourism Council and other officers, planning and establishing office systems and procedures, preparing financial report on expenses or liquidation, accessing, retrieving and, producing documents, reports and spreadsheets on computer. It also includes managing projects through information dissemination, coordination, localization and contextualization by the province.

All participants mentioned that they come up with project proposal for each activity as required by the national government. They allocate budget for tourism early part of the year and undergo the process of budget hearing, approval, request and liquidation. Budget is given if there is annual appropriate budget plan. For programs declared as special project of the government, the LCE decides which tourism projects are given with budget. The assessment on the allocation of budget based on priorities are as follow:

- “We have Google sheet with tabs and formula to each of them. I ask my staff the proposed and recommended activities. Some duplication needs to merge from the list of recommended programs and activities. We have a feedback loop to know what needs to be done...we discuss as a point of collaboration.” (P4)
- “Hearings for budget presentations, 1st with Finance, then through Chief executive and SB Committee for the approval of budget... we have the budget proposal, we have our series of meetings though council and partner” (P5)

The second part of the interview is guided by questions that led to the identification of defined set of professional and personal values the participants live by. When asked about their motivations (ie. What are the values and principles that you adhere? What are the visions you set for your area? What are your personal goals?), the theme on soft skills emerged as another important factor for tourism officers. P1 mentioned that TOs must have authority, responsibility at accountability. TOs must know his/her functions and ensures that tourism related legal policies are in place. TOs must ensure that the projects and programs are aligned with the National Development plan. Both P1 and P4 shared that TO can recognize the problem before it happens and does preventive measures.

P4 shared that he values integrity, empowerment, discipline and teamwork the most. *“I make sure that no one is left behind. Wala yung walang pakialam. Having a diverse skill set, no one is closed to a certain mindset. I instill self-discipline to staff as there are implications if we fail to succeed in something. We mature quickly knowing that there are a lot of responsibilities that need to be done. If those are not done, a lot will be affected. I also make sure that they use strategies. They should not be mediocre and not settle for less”*

He also mentioned that a tourism officer should be able to look strategically. There has to be long term vision, tactical goals and measurable ways to reach goals and objectives. A tourism officer should also have a feel of the sector or industry. Moreso, a tourism officer should reach out. He said, *“You can not do it alone. I train my staff to carry on and further enhance. Hindi pwedeng utak talangka and not to be sharing to others.”*

According to P5, the skills needed for tourism officer is the ability to do partnership. He said, *“The need to be easy to be with, madaling makisama, open-minded, and has passion. They need to be enjoying their craft, parang naglalaro lang. They should know what is in it that makes you happy. There has to be passion to work it out and turn things to be okay.”*

Aside from having the passion, other qualities a tourism officer should have is being positive and inspiring. *“They need to motivate people, encourage them and be positive and empowering. They should inspire them the people. They should be able to take care of the environment and industry itself. It was very difficult after the closure of Boracay.”*

The ability to coordinate for event management and the skill to do things right at start. He said, *“That’s why, simula pa lang dapat itama na. Para ang ending maging tama. (It has to done rightly at first.) My realization is that there has to be emergency fund. Tourism officers should have the ability to cope or recover from unexpected events. He or she should be mentally healthy. Customer service is intrinsic and personality development should be learned at home. In tourism, ikaw lang talaga ang makakatulong sa sarili mo for quality service.”* (Quality service is possible through self-improvement.)

In addition, P5 said that *“Tourism officers should have strict implementation of plans and they should know how to draft and recommend legislations. There has to be international standards on marketing though seminar. For Seal of Good Governance last 2018, our score is 98.12 %, everything is already in place. We set the direction and way. But they are the implementors.”*

Lastly, tourism officer needs to have the discernment and should be prayerful to know God’s will. P5 emphasized the need to have a feel for the industry as mentioned by P4, *“Masarap laruin yung industry because it is dealing with different people and different personalities. Sumusunod sila. (It is nice play along with the industry because the role deals with different people with different personalities who follow my command). My leadership is not based on position but based on relationship. You are not a somebody, but could be easily accessed. Tourism is interlinked. There is a need to strengthen other people and organizations to work with your objectives especially with your mission. Without that personality, it will be difficult for you.”*

The human factor involving motivation, inspiration, and role modeling in destination leadership is creating a networked tourism environment (Pechlaner, et. al., 2014). Tourism officer need to have authority, responsibility at accountability. They should have integrity, ability to empower, to instill discipline and teamwork. They should be people persons who can reach out and be accessed. TOs should be able to

think strategically. Tourism officers should have strict implementation of plans and they should know how to draft and recommend legislations. They should have a feel of the industry which they could be passionate about and they should be discerning.

Guided by the semi-structured interview questionnaire in reference to the several literatures, several themes emerged. Upon transcription of the result of interview with the selected city, municipal and provincial tourism officers, significant statements were documented, categorized into data and clustered into themes. The themes that came about in the Kelly grid analysis are (1) application on creating tourism product development initiatives, (2) role of the participants in planning the destination for development alongside policy implementation (3) market and promote their respective destination, (4) relationship of tourism officers with different stakeholders, (5) provision of supervision and training to staff (6) Tourism statistics, research and office administration, and (7) Soft skills.

4.1.3 Exploratory factor analysis (EFA)

The research-made self-assessment questionnaire consists of competencies (SKA items) from several journals and from the response of participants during the interviews. The questionnaire was initially administered to 134 tourism officers, which resulted to the removal of problematic or weak SKA items in the self-assessment questionnaire, through exploratory factor analysis. Upon removal of the weak items, the dimensions were clustered and identified based on the Public governance competency by Skorkova (2016) which was formed from the Holistic model of competence by Porvaznik, in the context of performance facets. The competencies, in order to be holistic indicates that Knowledge of the professional ability, Professional competence, Task competence and Application skills are not enough. Social maturity is also another factor to consider for competency to be holistic.

Table 2. Competencies of tourism officers through Exploratory factor analysis

| Tourism Officer's Competencies | Factor Loading | Eigenvalue | Variance (%) | Reliability Coefficient |
|---|----------------|------------|--------------|-------------------------|
| Dimension 1 – Task performance competence | | 27.223 | 41.882 | 0.974 |
| Tourism planning and policy implementation | | | | |
| Awareness of the Tourism Act 2009 and other tourism related policies | .495 | | | |
| Ability to help tourism related establishments in securing accreditation from DOT | .594 | | | |
| Ability to recommend tourism related establishments upon assessment for accreditation | .694 | | | |
| Ability to coordinate with the association, government officials and council in developing tourism-related systems, policies and procedures | .622 | | | |
| Ability to consult in the designation of tourism zones | .555 | | | |
| Ability to implement national initiatives under the Department of Tourism | .597 | | | |
| Product development | | | | |
| Knowledge about destination performance management | | | | |
| Awareness of the tourism assets in area | .676 | | | |
| Updated of the current tourism trends. | .474 | | | |
| Ability to monitor the field activities and work operations in destinations | .591 | | | |
| Ability to implement workplace health, safety and security procedures in the workplace and community | .736 | | | |
| Ability to conduct a post evaluation in the implementation of tourism activities | .609 | | | |
| Ability to create tourism product development initiatives | .732 | | | |
| Knowledge of the appropriate tourism approach in dealing with cultural identity in area | .741 | | | |
| Understanding about the negative environmental impacts at a proposed tourism development site | .610 | | | |
| Marketing and promotions | | | | |
| Ability to coordinate the production of marketing materials as well as the maintenance of social media account. | .679 | | | |
| Knowledgeable about the marketing distribution channels, advertising and promotion | .656 | | | |
| Knowledgeable about destination positioning based on area's specific & unique attributes | .702 | | | |
| Ability to access and interpret product information through the internet | .623 | | | |
| Ability to answer queries about the destinations | .672 | | | |
| Ability to promote and sell tourism products and services | .752 | | | |
| Ability to monitor the execution of tourism activities, events and projects to ensure minimal negative impact | .613 | | | |
| Ability to apply the safety and security measures and practices in the implementation of tourism activities, programs and projects | .713 | | | |
| Network management | | | | |
| Ability to source and present tourism related information across different agencies | .729 | | | |
| Ability to plan and manage meetings with the tourism council and other officers | .540 | | | |
| Ability to allocate people and other resources in the tourism-related activities | .591 | | | |
| Ability to encourage tourism establishments to engage in Public-Private Partnerships | .617 | | | |
| Knowledgeable about the principle of multi-stakeholder engagements | .556 | | | |
| Supervision and Training | | | | |
| Knowledgeable about people management principles | .598 | | | |
| Ability to provide coaching and mentoring to staff or colleagues on tourism related skills | .775 | | | |
| Ability to conduct training needs analysis and post evaluation report in assessing the opportunities for the community | .759 | | | |
| Ability to create the schedule for staff | .503 | | | |
| Ability to provide mentorship guided by wisdom sought from experience | .672 | | | |
| Statistics and research and Office administration | | | | |
| Updated of the inventory of tourism spots | .614 | | | |
| Ability to conduct inventory of tourism spots | .519 | | | |
| Knowledgeable about the concepts and principles of finance and budgeting management | .580 | | | |
| Ability to produce documents on computer | .499 | | | |
| Ability to prepare accomplishment and project reports | .503 | | | |
| Ability to perform clerical procedures such as creating correspondences for event program and tour packages | .608 | | | |
| Ability to plan and establish office systems and procedures like generating tourism arrivals | .592 | | | |
| Sensitivity to tourists of different gender orientation | .691 | | | |
| Ability to use technology to seek, process and present information | .538 | | | |
| Dimension 2 – Social maturity | | 5.699 | 8.768 | 0.958 |
| Good attitude | .534 | | | |
| Accepts responsibility | .705 | | | |
| Efficient | .762 | | | |
| Respectful and courteous | .856 | | | |
| Professional | .752 | | | |
| Self-directed | .759 | | | |
| Openness to new ideas, systems and ways of doing things | .839 | | | |
| Integrity is not compromised | .714 | | | |
| Honest | .712 | | | |
| Handles tourists professionally | .722 | | | |
| Punctual | .430 | | | |
| Self-confident | .734 | | | |
| Well-balanced | .735 | | | |
| Positive | .735 | | | |
| Adaptive | .717 | | | |
| Entrepreneurial | .556 | | | |
| Has time management | .601 | | | |
| Self-motivated | .668 | | | |

Kaiser-Myer Olkin (KMO) = 0.897, Bartlett's Test for Sphericity (Chi-Square (2080) = 7673.500, $p < 0.001$)

Table 3 shows the competencies identified through exploratory factor analysis. Seventy-three (73) items were factor analyzed, using the principal component and Varimax with Kaiser Normalization rotation to delineate the underlying factors of competencies or as perceived by tourism officers from the different provinces of the Philippines. The Kaiser-Meyer Olkin (KMO) of 0.897 for tourism indicated that the sample is adequate for factor analysis to proceed. Dimension reduction analysis produced items with factor loadings ranging from 0.474 – 0.775 for Dimension 1: Task performance competence composed of Practical, Professional and Task competence (Variance explained = 41.88%) and factor loadings from 0.430 – 0.856 for Dimension 2: Social Maturity consists of social skills (Variance explained = 8.77%). Nine (9) items from the original 73 items were discarded since their factor loadings are less than 0.4. The reliability coefficients Cronbach alpha of 0.967 for Task performance competence and 0.927 for Social Maturity indicated that the items under each dimension are reliable.

The researcher categorized Dimension 1 as Task performance competence which composed of Practical, Professional and Task competence while Dimension 2 as Social maturity, in reference to the Public governance competency in Holistic model theory in the context of performance facets. The researcher clustered Dimension 1 into six groups based from the review of literature, competence map and kelly/grid analysis. The group categorizations are as follow: (1) Tourism planning and policy implementation consisting of 6 items, (2) Product development consisting of 9 items (3) Marketing and promotions consisting of 8 items (4) Network management with 5 items, (5) Supervision and Training with 5 items (6) Tourism statistics, research and office administration with 9 items. Dimension 2 (Social maturity) resulted to the reduction analysis which produced a group of 18 items on soft skills.

For Dimension 1, under the tourism product development role, the ability to create tourism product development initiatives in the market is the focus in order for the destination to stand out in the competitive market (Demirovi, n.d.). Each destination has specific need of knowledge to develop its own knowledge generation and production strategies (Pyo, 2012). This makes Knowledge about destination performance management, Awareness of the tourism assets in area, and Update of the current tourism trends as part of the competency. The Ability to monitor the field activities, Ability to implement workplace health, safety and security procedures, and Ability to conduct a post evaluation in the implementation of tourism activities are also part of this competence. It is necessary to assess the tourism resources and all tourism components as these make up the attractiveness of the destination (Dapkus and Dapkute, 2015). The Knowledge of the appropriate tourism approach in dealing with cultural identity in area and Understanding about the negative environmental impacts at a proposed tourism development site are also identified as needed knowledge of TOs. Since stakeholders are involved in the evaluation of tourism development, the negative impacts in the social, cultural and ecological tourism setting will be eliminated or minimized (Garcia-Rosell and Makinen, 2013).

Under the tourism planning and policy implementation role, effective tourism planning accounts the social, economic, and environmental aspects in the national, regional and local level subject to internal and external influences. Being Aware of the Tourism Act 2009 and other tourism related policies and having the Ability to

implement national initiatives under the Department of Tourism belong to this competence category. Management entails the involvement of the private and public sectors and tourism industry players in order to arrive at a vision or direction, specific projects and developments to achieve the set vision, as destinations create linkages, secure grants and gain investment. This requires TOs to have the Ability to coordinate with the different stakeholders in developing tourism-related systems, policies and procedures and the Ability to help and recommend tourism related establishments in securing accreditation from DOT after assessment. As demand for tourism increases, it also creates pressure in the destination's resources, such that the Ability to consult in the designation of tourism zones is also needed. Making the best use of resources of the destination and dealing with the impacts that visitor activities bring require management and planning (Davidson and Maitland, 1997).

To avoid decline and ensure tourism development in a sustainable way, innovative strategies can be created by destination managers (Dwyer, 2009). The destination marketing communication role of a tourism officer covers the dissemination of information and marketing strategies while encouraging participation among the locals and other stakeholders for the said activity to avoid strategic drift for their organizations. The Ability to coordinate the production of marketing materials and having the Knowledge about marketing distribution channels and destination positioning are some strategies in promoting and selling creating unique concept of destination which positively influence decision making of tourists (Blain et. al., 2005). The Ability to access and interpret product information through the internet and the Ability to answer queries about the destinations express that there is a need to distinguish a destination from competitors. Benchmarking can be valuable in enhancing perceptions (Murphy et. al, 2007). Event management is another way of marketing the destination and it requires Ability to monitor the execution of tourism activities, events and projects and Ability to apply the safety and security measures and practices in the implementation of said activities.

A TO is expected to supervise and manage the personnel or manpower in his/her office. Human resource management has been identified as one of the factors of managerial competence (Park et. al, 2014) such that having a Knowledgeable about people management principles and the Ability to provide coaching and mentoring to staff or colleagues are part of the competency category. The ability to conduct training needs analysis and post evaluation report in assessing the opportunities for the community are also essential in this role.

Under networking management, successful destinations must have collaboration building capabilities and must maintain flexibility for open partnerships (Sheehan et. al, 2016). This is why the Ability to encourage tourism establishments to engage in Public-Private Partnerships and having a Knowledge about the principle of multi-stakeholder engagements belong to this competence category. Destination leaders and managers should position themselves among the different kinds of powers which would require building relationships and interacting with and between stakeholders (Saito and Ruhanen, 2017). Moreover, the Ability to source and present tourism related information across different agencies through meetings and the Ability to allocate people and other resources in the tourism-related activities are part of the

competency. Research has shown that there is a greater degree of unity or lesser number of conflicts when there is a quality of collaboration (Kapera, I., 2018).

The competence on office administration includes skills in performing clerical procedures including producing documents in computer, planning and establishing office systems and procedures and preparing financial report on expenses or liquidation. Competence on statistics and research include skills in conducting inventory of tourism assets and collating and documenting gathered data on occupancy and tourist arrivals from different gender orientation with the use to use technology. An account of tourism assets is needed and the most effective method to account the numbers in terms of length of stay, market origin and purpose of travel of visitors is through a visitor monitor program.

Soft skills entail tourism leaders such as destination managers to demonstrate excellent information processing, customer service and delivery, project management, networking capability, analytical capability, impact capability, entrepreneurial and political expertise (Piotr, 2014; Zehrer et. al., 2014). A leader's emotional intelligence promotes positive effect leading (Sheng-Hsiung & Kul, 2018). Among the qualities of the managers are Having a good attitude, accepting responsibility, Efficient, Respectful and courteous, Professional, Self-reflective about work performance, Open to new ideas, systems and ways of doing things, with integrity, Honest, Handles tourists professionally, Punctual, Self-confident, Well-balanced in life, Positive, Adaptive, Entrepreneurial, Has time management and Self-Motivated. The identified soft skills are supported by the study of the Employability Skills Framework in rural tourism destination conducted by Adeyinka-Ojo (2018).

4.2 Suggestions of tourism officers to enhance their competencies

Alongside the identification of competencies of tourism officers (TOs), several interventions and programs were suggested by the tourism officers themselves who participated in answering the self-assessment competency tool during the data gathering. Through frequency matrix, it appeared in the response from the survey that the challenge on the political structure and system of local government units (LGUs), particularly in the absence of plantilla for permanent tourism officer position, remains to be the top concern. Based from the result of the survey, the tourism office and its personnel should be institutionalized foremost to professionalize its functions, service and duties as a local government office to achieve development progress. There has to be a mandatory inclusion of tourism officer in key LGU policy and executive bodies through Department of Interior and Local Government (DILG) policies and appropriating funds thereof. The Civil Service Commission (CSC) should create a permanent plantilla position for tourism officer in LGU whose sole responsibility is to perform the duties and functions of TOs as indicated in RA 9593 and powers and responsibilities of TOs as indicated in RA 7160. As suggested by the respondents, LGUs should address the staffing requirement of a tourism office through strict compliance of Civil Service Commission (CSC) Qualification Standard (QS) requirements. Tourism office in LGU should be a department so with capable staff and officer who can handle the workload expected from them. Based from the respondents' comments, it appeared that the functions of tourism officer are majority delegated to a person with several duties as an add on designation or even subjected

with the personal services limitation (ie. being an information officer, a peso officer and a planning officer at the same time; being the Councilor and Communications Chairman on Tourism, professional accountant and tourism officer at the same time). This also happens when the role of TO in planning and development in the locality is assigned to a planning officer who is not centered and focused on tourism. A respondent claim that “it is being a compromise when you handle two sectors at the same time without any staff at all.” Moreso, the functions of tourism officer are either designated to a person on a job order (JO) status or to the department head of other LGU sections (ie. agricultural technologist with tourism officer designation). It is in this case that some designated tourism officers suggest for equal pay (incentive or reward) for additional works given. Furthermore, some tourism officers are accommodated politically, meaning they may not have proper education and experience to do the task, but are entrusted with the responsibility. The current structure and system of designating tourism officer either due to political reason or lack of plantilla position affect the capability of the designated tourism officer to perform the job. It was suggested that a careful deliberation of relevant work experience of tourism officer applicants is essential to gauge their ability to take officership role. For the LGUs in hiring tourism officer, the qualification requirements set by the Department of Tourism within RA9593 should be strictly implemented in order to do efficient and effective services to the community. In addition, the people who are performing the functions of tourism officers in a designated status or “co-terminus status” are not able to continue their service especially in the implementation of plans indicated in the tourism master plan when their term ends.

The term of service of tourism officer is also affected when there is a change of administration depending who wins in the election after 3 years. With this set-up the tourism programs of affected municipalities or provinces are always on the "urong sulong" mode (back and forth mode), delaying the perceived progress that maybe brought about by sound tourism programs. A permanent position for tourism officer nationwide is suggested for them to be able to serve continuously. With the implementation of RA 9593 Section 42 and IRR Sec 125, it was suggested to identify the parameters on declaring which area has a significant tourism industry, as an inclusion in the local government code. Otherwise, most of the tourism officers are co-terminus and they change as the administration changes.

In line with the creation of permanent tourism position, it was suggested that DOT should initiate the move on amending the law on the mandatory offices of LGUs to include Tourism offices or Department towards institutionalizing tourism to all LGUs throughout the country. DOT should have initiative to coordinate with the LGUs, CSC and DILG in the creation of local tourism office in every LGUs. It was suggested to the DOT to amend RA 7160 and RA9593 declaring the provincial, city and municipal tourism officers as mandatory positions with relative qualifications and work experiences. Alongside with this amendment is a suggestion to DILG to mandate all LGUs to fill up the tourism officer position on a permanent capacity as mandated by law. There has to be a strict implementation of the laws on the guidelines of DOT and DILG and that these agencies should reconcile their guidelines.

Moreso, it was suggested to the DOT that the National Tourism Development Plan (NTDP) has to be filtered down since DOT has the control, decision and budget. The

initiative coming from the city, municipality and province has to be strengthened. One is to include LGU employees and officials in crafting programs and interventions in LGUs.

The Department of Tourism should also encourage all tourism-related establishments to submit the number of tourist arrival and receipt data at the end of the month through a standard method of accounting. Likewise, LGUs must have a way of making business accommodation cooperate and support the tourism industry of their municipality by way of submitting the right statistics.

DOT should provide support through regional offices by offering a continuing professional development to TOs and staff. There has to be a regular implementation of DOT trainings for tourism officers as identified in CSC MC 04 s. 2018. It was mentioned that the competencies must be determined by DOT as stated in RA9593 and said competencies should be published to ensure that LGUs are aware. The Qualification Standard of tourism officers through MC04s2018 released by CSC should be considered by DOT in crafting the requirements of TOs.

There are a lot of capacity building activities that were suggested by tourism officers as part of intervention programs to enhance their competencies. The following topics came to be on the list: Tourism related rules, laws and ordinances (including environmental laws); Tourism awareness to public officials with LCEs as well as TOs appointed politically; Strategic planning and tourism development (including community-based and sustainability approach); Tourism statistics training; Disaster risk reduction and management; Marketing and product development (marketing trends, new promotional activities, destination branding, costing/pricing, benchmarking, event management, hosting); Public-private partnerships and Relationship management; Cultural tourism including history (conservation and archeological methods, planning, development and promotion); Environmental impact; Management of parks and recreation; Personality development (leadership style, persuasiveness, confidence, self-esteem, handling conflict and resilience, communication).

Aside from having tourism related topics in seminars, trainings and workshops, there has to be discussion on topics related to business, economics and finance as the industry deals with supply and demand.

It was suggested that DOT to include LGUs in roadshows and travel expositions especially in international sales missions to give LGU a chance to promote their own products and provide support to tourism activities.

There are plenty of tasks accorded to tourism officers but there is a lack of support from LGU in terms of understanding the real work of his office. There has to be awareness of LCE and SBs in the importance of a tourism officer and tourism office which would transcend extensive awareness to locals who would give full support tourism programs, office and council. It was suggested that LCE should prioritize institutionalization of tourism office and tourism programs, thus emphasis is given on the significance of tourism governance since LGU's performance is evaluated in terms of arrivals, receipts and best practices. There should be a full support from LCE to tourism programs. There has to be an open communication and coordination within the

LGU. One suggestion is through conducting meetings that would emphasize the impact of tourism in the locality and country in terms of economy and employment. A mentioned that “*despite invitations of DOT Regional Office to Mayors, only few attend.*” LGUs should also equip tourism office with necessary tools, equipment & people with necessary educational background, experience and competencies to handle and manage the tourism office same with the staff. There must be one department office with administrative staff to prepare, process, record and keepsake all documents of the various programs and activities the office is undertaking. LCE and members of Sangguniang Council must allocate enough fund for tourism programs, projects and activities. Tourism officers are not encouraged to do a tourism master plans or development plan since they know there is no budget for the implementation.

It was suggested by respondents that there should be programs which are in the quality standard of CSC and should be given mandatorily to TOs (statistics, capability seminar etc). Moreso, there has to be an integration of tourism activities in the assessments for the seal of good governance among LGUs. There has to be inter-agency support for the implementation of the pertinent provisions of RA9593 (CSC MC 04s2018, DILG SILG Program). Stakeholders and other attached agencies must likewise extend its full and uncompromising support to their respective TO so that all related programs. TIEZA should equitably allocate funds to help develop potential tourism products of each LGU, NCCA should help on culture and tourism development; TESDA may offer competence-based trainings and capacity building; and private sectors must have change agents to initiate product development.

LGUs and tourism offices must have openness and willingness to coordinate and link with other agencies regarding tourism activities. There has to be exchange of information between old and new officers and an engagement with local arts council. There has to be networking and collaboration with schools and universities for continuing education for tourism officers brought by the changing needs of the profession. Lastly, HEI should have available advanced courses on Tourism Development.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary and conclusions based from the identified competencies and suggested intervention programs. This chapter presents the result and findings from data gathered and covers analysis, interpretation of data and implications. This chapter gives the recommendations of the researcher in reference to the suggestions of the tourism officers to enhance their competencies.

5.1 SUMMARY OF FINDINGS

The Republic Act 7160 (Local Government code LGC of 1991) and the Tourism Act of 2009 are the legal frameworks of the study. The Tourism Act of 2009 gave the functions and responsibilities of a Tourism officer whilst RA 7160 article 21 Section 491 indicate the Duties and Powers of tourism officer are indicated. It is in this light that the study aims to identify the competency of tourism officers. Competency is defined as a set of skills, knowledge and attitude required to perform a task. Competency enables an individual to significantly meet the objectives set by the

organization. Establishing a set of competencies would enable tourism officers to do their functions, duties and responsibilities. Senate Bill No. 922, an act amending Sections 443, 454, and 463 of Republic Act No. 7160, aims to create a Permanent Position for Tourism Officer to bridge the gap between Section 17 of the Local Government Code of 1991 with Explanatory Note of SBN 922 and RA 9593 (Tourism Act of 2009). Meanwhile, Memorandum Circular No. 4 Series 2018 amends the qualification standards for Tourism Operations Positions in the Local Government Units (LGUs) indicating the position and ranks who shall perform the functions of tourism officer.

The competencies of tourism officers aligned with Tourism Act of 2009 and RA 7160 were identified through qualitative design phenomenological method coming from repertory/kelly grid mode of analysis from the result of interview, (2) document analysis through competency mapping, and through quantitative design descriptive method through (3) exploratory factor analysis data analysis.

Consolidating the identified themes, the competencies are categorized into Dimension 1: Task performance competencies which composed of (1) Tourism planning and policy implementation, (2) Product development (3) Marketing and promotions (4) Network management, (5) Supervision and training and (6) Tourism statistics, research and office administration and Dimension 2: Social maturity with Soft skills. Within the context of performance facets, the identified competencies of tourism officers aligned with Tourism Act of 2009 and RA 7160 was validated by Skorkova and Porvaznik's Holistic model of competence.

The competency map revealed that there are no established competencies in ensuring the proper enforcement of tourism standards, laws and regulations from any of the international and local tourism organizations. However, the literature on Tourism Planning and Development including Policy and Destination Strategy (Adeyinka-Ojo, 2014) role of DMO in relation to the function of tourism officer may be adopted. The repertory grid analysis showed that ensuring enforcement of tourism-related laws (ie. cultural and environmental) is done through proper implementation, monitoring and ocular inspection.

The repertory grid analysis also showed that aside from the supervision and management of staff, the role on providing training is also another function of TO. It appeared that not all Human resource management functions are part of the TO's role. Performance evaluation, succession planning and organizational development are done by few TOs, while hiring, recruitment, compensation and benefits are done by the HR Department of LGUs.

Having a set of clear expectations through identified skills, knowledge and abilities to perform the duties, functions and responsibilities of tourism officers and determining the demonstration of the various levels of competencies are not enough. There has to be a good a good working environment, structure, system and support to enable tourism officers to do their tasks through performance management. It revealed in the study that several inventions are needed to address the challenges of competency acquisition of tourism officers.

Although there was a suggestion for the DOT to filter down the National Tourism Development Plan since DOT has the control, decision and budget, the initiative coming from the city, municipality and province can be strengthened by exercising their political will as there are powers delegated to the officers by DILG. Capacity building that would enhance their professional efficiency would help the tourism officers exercise their political will.

The identified a distinct set of capabilities helps prepare tourism officers to respond in the changing roles and emerging expectations they face, given the underlying issues in the local tourism office and its system such as lack of plantilla for tourism officer position and non-prioritization of tourism programs. Because tourism is such a complex phenomenon, distinct departments are responsible for finding solutions to developmental problems (Goeldner and Ritchie, 2006). Obstacles must be overcome by sound planning augmented by political means, if growth is desired (Goeldner and Ritchie, 2006).

5.2 CONCLUSION

From the several themes that emerged as competencies of tourism officers based from the two legal frameworks, it appeared that the role of a tourism officer is diverse and the performance of these competencies is multi-dimensional. Tourism Act of 2009 ensures that the local tourism plan (Tourism Development Plan) is well coordinated and integrated in the national tourism plan). Ruhanen (2013) stated that “governments have assumed greater involvement and responsibility when it comes to tourism destination management.” The role of tourism officers has evolved and new responsibilities emerged. The function on policy, planning and research, monitoring and delivery standards, public health and safety maintenance, development of tourism infrastructure, capacity building and employment, and environmental protection (Lonel, 2014) make the government having an active role in creating tourism structure focused in gaining international competitiveness in the tourism sector of the country (Cizmar & Lisjak, 2007). The process of identifying the competencies is done on a well-rounded approach, grounded in the Public governance competencies on a Holistic model of competence theory within the context of performance dimensions.

Given the underlying issues in the local tourism office and its system such as lack of plantilla for tourism officer position and non-prioritization of tourism programs, interventions are needed to address the concerns. If the concerns on appointing tourism officers on a designated status, assigning them on a ‘co-terminus’ or hiring them not within the qualification standards set by Civil Service Commission, as well as the lack of awareness of the Local chief executive on the significance of tourism and inadequacy of support provision of local government units are not immediately addressed, identifying a distinct set of capabilities would somehow prepare tourism officers respond in the changing roles and emerging expectations they face.

The identified distinct specific skills, knowledge and attitude of tourism officer to manage destination in public governance includes integrating tourism projects in Department of Interior and Local Government programs with executive and legislative functions. The researcher highlights the need to enhance professional competence, which is the knowledge of the subject matter (tourism destination management and

politics), to bridge the gap between the complex nature of tourism industry and the challenges in the local tourism office system and structure. Because tourism is such a complex phenomenon, distinct departments are responsible for finding solutions to developmental problems (Goeldner and Ritchie, 2006). Obstacles must be overcome by sound planning augmented by political means, if growth is desired (Goeldner and Ritchie, 2006). A competitive destination requires competency by tourism officers in managing destinations, considering the unique nature of the tourism industry. Identifying competencies is not enough for TOs to become high quality workforce. Interventions from the external forces of influence from the public and private sectors are needed to enable TOs manage destinations successfully through adequate professionalism both in the local tourism office and its system and in the managerial competencies of destination leaders.

5.3 RECOMMENDATIONS

Upon interpretation and analysis of data presentations, the researcher recommends the following to the respective institutions, organizations and/or departments:

5.3.1 Organizational development in LGU tourism office

Organizational development in the current structure and system in local tourism office would enhance knowledge and effectiveness of tourism officers. Recognizing that the institutionalization of tourism in LGU would lead to a successful organizational change and performance, managing change is the most suitable intervention program. Identified key stakeholders and policy makers should have motivation to institutionalize tourism, construct the vision, develop political support, manage the transition and sustain the momentum.

For the Civil Service Commission (CSC), to create a Permanent Position for Tourism Officer as indicated in Senate Bill No. 922 aimed to bridge the gap between Section 17 of the Local Government Code of 1991 with Explanatory Note of SBN 922 and RA 9593. There is a need to review the distribution of authority and dissemination of functions among the divisions of the LGU and tourism office including the ways of inter-communication, control, and relationships.

For the Local Government Unit (LGU) executive bodies to set direction in establishing tourism office by making decisions about people, priorities, programs or services. To review the over-all structure in the tourism office that supports tourism development and implement tourism plan. To ensure corresponding staff complement within the LGU organizational structure, to professionalize its functions, service and duties as a local government office, to provide resources and appropriate fund.

For the Department of Tourism (DOT), to assess change agent powers and influence stakeholders in the institutionalization of tourism office. To review the criteria espoused by the Department of Tourism in RA9593 declaring priority clusters indicated in National Tourism Development Plan 2016-2022, which gives an option for LGUs not to have a permanent position for tourism officer, if the area is not a significant industry.

For the tourism officers of every municipal, city and province, to provide accurate and reliable data of tourist arrivals, income and job generation that would justify the significant economic impact of tourism in their area. Various stakeholders and tourism related agencies, must provide inter-agency extend their full and uncompromising support so that all related programs would become effective tool in shaping a progressive and inclusive tourism landscape in the locality.

For the Human Resource Department (HRD) of local government units, once plantilla is established, to create standard criteria as basis for hiring, selection, evaluation, and development of tourism officers for quality workforce and attain a high degree of professionalism.

5.3.2 Performance management to support and encourage achievement of tourism officers

Performance management would help tourism officers enhance their competence and commitment in working towards the achievement of shared meaningful objectives within the municipality, city and province. Miura et. al (2020) proposed a framework in their study on A Strategic Performance Indicator Deriving Framework for Evaluating Organizational Change. The first perspective of the framework is mapping the performance indicators to the state of the organization that is the strategic objectives, and the second perspective is deriving the performance indicators based on the mapping of the enablers of the organization and the strategy.

For the Civil Service Commission (CSC), to include a holistic approach in the mandatory trainings as part of qualification standards of the tourism officer position. Training requirements should not be limited to topics on tourism awareness, disaster risk reduction, basic tourism statistics, local tourism guidebook orientation, and gender and development orientation.

For the Local Chief Executives (LCEs) and Sangguian members to include in their priority programs tourism sector through an in-depth understanding and appreciation of the significant impact of tourism in national goals and progress.

For the Department of Tourism (DOT) via Regional offices to offer continuing professional development of TOs and staff and regular implementation of DOT trainings for tourism officers as identified in CSC MC 04 s. 2018. Building capacities of the tourism stakeholders (ie. train the trainer program) instead of LGU outsource or hire outside organization in doing tourism-related functions for them. Networking and collaboration with universities for possible grants and scholarship for continuing professional education.

For the Technical Educations and Skills Development Authority (TESDA), to establish a competency-based qualification for tourism officers. This would enable TOs know a clear set of expectations from them particularly the skills, knowledge and attitude required in the performance of their duties and responsibilities.

5.3.3. Curriculum review and program offering of HEIs

For the Higher Education Institutions to review course offerings for enhancement of competencies toward tourism officer-career track and to consider tourism offices as on-the-job sites for practicum program in BS Tourism. Availability of advanced courses on tourism to provide continuing professional education on tourism destination management.

APPENDIX

Appendix I: Tourism Act 2009

Available from the author on request.

Appendix II. Duties and Powers of Tourism Officer (RA7160 Article 21 Section 491)

Available from the author on request.

Appendix III: Tourism Act 2009) and RA7160 Article 21 Section 491 and its relation with the Roles of Destination Management and Marketing Organizations

Available from the author on request.

ACKNOWLEDGEMENTS

The researcher expresses gratefulness to the Tourism Industry Board Foundation, Inc. (TIBFI) for the Research Grant regarding the Human Resource Development of the Philippine tourism industry. The researcher expresses gratitude to the Association of Tourism Officers of the Philippines (ATOP) for the support in the conduct of research.

Likewise, the researcher would like to thank the adviser and co-author, Prof. Hector Aguilin, Ph.D. for sharing his invaluable time and expertise that provided guidance, support and motivation in the conduct of research.

For the researcher's family and friends for the love and inspiration in the pursuit of knowledge for the research undertaking.

Lastly, the researcher is in deep gratitude to the true source of light and wisdom, the Lord God Almighty. To God be the Glory!

REFERENCES

JOURNALS

- Adeyinka-Ojo, S. (2018). A strategic framework for analysing employability skills deficits in rural and hospitality tourism destinations. *Tourism Management Perspectives*.
- Adeyinka-Ojo, S., Khoo-Lattimore, C., Nair, V. (2014). A framework for rural tourism destination management and marketing destinations. *Procedia Social and Behavior Sciences* 144, 151-163.
- Adongo, C. et. al. (2017). The tourism experience-led length of stay hypothesis. *Journal of Outdoor Recreation and Tourism* 18, 65-74.
- Albayrak, T. (2018). Analysis of destination competitiveness by IPA and IPCA methods: The case of Costa Brava, Spain against Antalya, Turkey. *Tourism Management Perspectives* 28.
- Aleksandrov, K (2016). Opportunities for Creation of Integrated Tourism Product Following the Example of the Municipality of Velingrad. *Scientific Papers Series Management, Economic Engineering in Agriculture and Rural Development* Vol. 16, Issue, 2016.
- Aleksandrov, K. and Kilimperov, I. (2018). The Role of Destination Management Organizations (DMOs) for Sustainable Rural Tourism in Bulgaria. *Scientific Papers Series Management, Economic Engineering in Agriculture and Rural Development* Vol. 18.
- Almeida, J. Costa C., & de Silva, F. (2018). Collaborative approach for tourism conflict management: A Portuguese case. *Land Use Policy* 75, 166-179.
- Ammirato, S. et. al. (2014). Tourism Destination Management: A Collaborative Approach. *Conference Paper in IFIP Advances in Information and Communication Technology* October 2014.
- Andrades, L. & Dimanche, F. (2017). Destination competitiveness and tourism development in Russia: Issues and challenges. *Tourism Management*.
- Ayikoru et. al. (2015). Destination competitiveness challenges: A Ugandan perspective. *Tourism Management* 50, 142-158.

- Baum, T. (2018). Sustainable human resource management as a driver in tourism policy and planning: a serious sin of omission? *Journal of Sustainable Tourism*, Vol. 26 Issue 6, p873-889. 17p. 2
- Barbu, I. (2014). Involvement of Local Public Administration on the Development of Rural Tourism. *Annals of the University of Oradea, Economic Science Series*, Vol. 23 Issue 2, p145-153. 9p.
- Binter, U., Ferjan, M. and Neves, J. (2016). Marketing Mix and Tourism Destination Image: The Study of Destination Bled, Slovenia. *Organizacija*, Vol. 49 Issue 4, p209-223.15p.
- Blain, C., Levy, S. and Ritchie, J. (2005). Destination Branding: Insights and Practices from Destination Management Organizations. *Journal of Travel Research*, Vol. 43 Issue 4, p328-338. 11p.
- Blichfeldt, B. et. al. (2014). Destination leadership and the issue of power. *Tourism Review*, Volume 69, Number 1, 2014, pp. 74-86(13).
- Cech, P., Chadt, K. and Beranek, M. (2016). Managerial Competencies in Tourism. *3rd International Multidisciplinary Scientific Conference on Social Sciences & Arts SGEM 2016*.
- Cizmar, S. and Lisjak, S. (2007). Tourism Master Plans An Effective Tourism Destination Management Tool in SEE. *South East European Journal of Economics & Business*, Issue 3, p48-57. 10p.
- Cresswell, J. W., & Plano Clark, V. L. (2011) Designing and conducting mixed methods research, Second Edition, United States of America.
- Czernek, K. (2013). Determinants of Cooperation in a Tourism Region. *Annals of Tourism Research* 40 (2013) 83–104.
- Demirovi, K. et. al. (nd.). Application of Tourism Destination Competitiveness Model on Rural Destinations. *Journal of the Geographical Institute 'Jovan Cvijic' SASA Ing.*
- Denicolai, S. (2010). Resource-based local development and networked core-

competencies for tourism excellence. *Tourism Management* 31 (2010) 260–266.

Dredge, D. (2006). Networks, Conflict and Collaborative Communities. *Journal of Sustainable Tourism*. 2006, Vol. 14 Issue 6, p562-581. 20p. 3

Dwyer L. et. al. (2009). Destination and enterprise management for a tourism future. *Tourism Management* 30, 63-74.

Ekinci, Y. and Hosany, S. (2006). Destination Personality: An Application of Brand Personality to Tourism Destinations. *Journal of Travel Research*, vol. 45, 2: pp. 127-139. First Published Nov 1, 2006.

Enrique, O. et. al. (2014). The effects of information at tourism destinations: A model proposal. *The Marketing Review*, Volume 14, Number 2, Summer 2014, pp. 111-129(19).

Foster, C., McCabe, S., & Dewhurst, H. Management Development Skills in the Hospitality and Tourism Sector: Needs and Issues from a Regional Perspective. *Tourism and Hospitality Planning & Development*, Vol. 7, No. 4.

García-Rosell, J. and Mäkinen, J. (2013). An integrative framework for sustainability evaluation in tourism: applying the framework to tourism product development in Finnish Lapland. *Journal of Sustainable Tourism*, Vol. 21 Issue 3, p396-416. 21p.

Gretzel, U. et. al. (2006). Searching for the Future: Challenges Faced by Destination Marketing Organizations. *Journal of Travel Research*, vol. 45, 2: pp. 116-126. , First Published Nov 1, 2006.

Gretzel, U. et. al. (2000). Preparing for the New Economy: Advertising Strategies and Change in Destination Marketing Organizations. *Journal of Travel Research*, vol. 39, 2: pp. 146-156. First Published Nov 1, 2000.

Gregory, N. et. al. (2013). Affiliate Marketing in Tourism Determinants of Consumer Trust. *Journal of Travel Research*, vol. 53, 2: pp. 196-210. First Published June 18, 2013.

- Guccio, C. et. al. (2018). A round trip on decentralization in the tourism sector. *Annals of Tourism Research* 72, 140-155.
- Gupta, B. and Kashmir, I. (2011). Competencies' Importance and Performance in Tourism Industry: An Application of the Importance Performance Analysis. *The International Journal of Interdisciplinary Social Sciences Volume 5 No. 10*
- Haugland, S. et. al. (2011). Development of Tourism Destinations An Integrated Multilevel Perspective. *Annals of Tourism Research*, Vol. 38, No. 1, pp. 268–290, 2011.
- Hlavnova, B., Pavol, M., Sabo, S. (n.d.). Support of Development of Regional Tourism in Slovakia. 14th SGEM GeoConference on Ecology, Economics, Education and Legislation.
- Hyemi U., Sora K., and Min Sun, K. (2015). Study of Open Innovation and Performance of New Product Development. *Journal of the Korea Academia-Industrial Cooperation Society* Vol. 16, No. 1 pp. 274-281.
- Hwang, J. and Lee, J. (2018). Relationships among Senior Tourists' Perceptions of Tour Guides' Professional Competencies, Rapport, Satisfaction with the Guide Service, Tour Satisfaction, and Word of Mouth. *Journal of Travel Research* 2018.
- Islam, Md., Ruhanen, L., & Ritchie, B. (2017). Adaptive co-management: A novel approach to tourism destination. *Journal of Hospitality and Tourism Management*.
- Ispas, A. (2008). The Tourism Destination Marketing – A Mandatory course for the students of Tourism. *Annals of the University of Oradea, Economic Science Series*. 2008, Vol. 17 Issue 4, p918-922. 5p.
- Joppe, M., Brooker, E. and Thomas, K. (2014). Drivers of Innovation in Rural Tourism: the Role of Good Governance and Engaged Entrepreneurs. *Journal of Rural & Community Development*. 2014, Vol. 9 Issue 4, preceding p49-63. 16p.
- Joseph, E. & Shin, J. (n.d.). Important competency requirements for managers in

the hospitality industry. *Journal of Hospitality, Leisure, Sport & Tourism Education*.

- Kapera, I. (2018). Sustainable tourism development efforts by local governments in Poland. *Sustainable Cities and Society* 40, 581-588.
- Kim, J. (2014). The antecedents of memorable tourism experiences: The development of a scale to measure the destination attributes associated with memorable experiences. *Tourism Management* 44 (2014) 34e45.
- Kunjiapua, S. & Yasinb, R. (2010). Stepping Up the Ladder: Competence Development through Workplace Learning Among Employees of Small Tourism Enterprises. *Procedia Social and Behavioral Sciences* 7 pp. 10–18.
- Kutay, C. (2007). Knowledge Management as Enterprise. *Australian Journal of Indigenous Education*.
- Lee, H. and Jain, D. (2009). Dubai's brand assessment success and failure in brand management – Part 1. *Place Branding & Public Diplomacy*, Vol. 5 Issue 3, p234-246. 13p. 2.
- Lemmetyinen, A. & Go, F. (2009). The key capabilities required for managing tourism business networks. *Tourism Management* 30, 31-40.
- Li, X. and Petrick, J. (2007). Benchmarking Destinations via DMO Websites: A Methodological Process. *Tourism Analysis*, Volume 12, Number 4, 2007, pp. 271-285(15).
- Manuel, R. et. al. (2017). Tourists' Destination Loyalty through Emotional Solidarity with Residents: An Integrative Moderated Mediation Model. *Journal of Travel Research*, vol. 57, 3: pp. 279-295. First Published March 29, 2017.
- Martin, M. (2018). Overview of Management Approaches in the Regional Tourism Development. *Global Business and Finance Review*, Vol. 23 Issue. 1.
- Mazilu, M. and Sitnikov, C. (2010). RESPONSIBILITIES IN MANAGEMENT

OF TOURIST DESTINATIONS. *Management & Marketing*, Volume 8, Number 2, 2010, pp. 211-220(10).

McLennan, c. et. al. (2013). Developing and Testing a Suite of Institutional Indices to Underpin the Measurement and Management of Tourism Destination Transformation. *Tourism Analysis*, Volume 18, Number 2, 2013, pp. 157-171(15).

Michalkó, G., Irimiás, A., Skorková, D. (2016). Disappointment in tourism: Perspectives on tourism, destination management. *Tourism Management Perspectives*.

Mihić, S and Raletić, S. (2009). MARKETING TRENDS AND STRATEGIC MANAGEMENT IN DESTINATION DEVELOPMENT. *Sport Mont Journal*, Volume 6, Numbers 18-19, 2009, pp. 190-194(5).

Minghetti, V. and Celotto, E. (2013). Measuring Quality of Information Services Combining Mystery Shopping and Customer Satisfaction Research to Assess the Performance of Tourist Offices. *Journal of Travel Research*, vol. 53, 5: pp. 565-580. First Published October 8, 2013.

Misun, J. (2013). Competency model as a tool of valuation of management capability. MPRA Paper No. 54275.

Miura, K., Kobayashi, N., Shirasaka, S. (2020) A Strategic Performance Indicator Deriving Framework for Evaluating Organizational Change. *Review of Integrative Business and Economics Research*, Vol. 9(4), p 36-46.

Moscrado, G. (2017). Linking tourism to social capital in destination communities. *Journal of Destination Marketing & Management* 6 (2017) 286–295.

Murphy et. al. (2007). Using Brand Personality to Differentiate Regional Tourism Destinations. *Journal of Travel Research*, Vol. 46, August 2007, 5–14.

Murray, N., Lynch, P. and Foley, A. (2016). Unlocking the magic in successful tourism destination marketing: the role of sensing capability. *Journal of Marketing Management*, Vol. 32, No. 9

- Musil, M. (2018). Overview of Management Approaches in the Regional Tourism Development. *Global Business and Finance Review*, Vol. 23 Issue 1.
- Musil, M. (2018). Overview of Management Approaches in the Regional Tourism Development. *Global Business and Finance Review*, Volume. 23 Issue. 1
- Ness, H. et. al. (2013). Destination Development The Role of Interdestination Bridge Ties. *Journal of Travel Research*, vol. 53, 2: pp. 183-195. First Published June 11, 2013.
- Nicula, V. and Spanu, S. (2017). The Need to Approach the Management of the Tourist Destination by the Central and Local Public Authorities in Romania. *Studies in Business & Economics*. Dec2017, Vol. 12 Issue 3, p141-158. 18p.
- Paddison, B. and Walmsley, A. (2018). New Public Management in tourism: a case study of York. *Journal of Sustainable Tourism*, Vol. 26 Issue 6, p910-926. 17p.
- Park, D., Doh, K., & Kim, K. (2014). Successful managerial behavior for farm-based tourism: A functional approach. *Tourism Management* 45, 201-210.
- Pearce, D. (2015). Destination management in New Zealand: structures and functions. *Journal of Destination Marketing & Management* 4, 1-12.
- Pechlaner, H, et.al. (2014). Destination leadership: a new paradigm for tourist destinations? *Tourism Review*, Volume 69, Number 1, 2014, pp. 1-9(9).
- Pechlaner, H. & Matthias, F. (2002). Towards New Skill Requirements for Destination Organizations: An Exploratory Study. *Tourism Analysis*, Vol. 7, No. 1, 43-53.
- Piotr, Z. (2014). Identification of leadership in emerging tourist destinations. *Tourism Review*, Volume 69, Number 3, 2014, pp. 173-186(14).
- Porvazník, P. (nd.) The Concept of Holistic Management as a New Approach in the Theory of Management. University of Economics in Bratislava, Slovakia.

- Pulido-Fernandez, J.I. & Merinero-Rodriguez, R. (2018). Destination's relational dynamic and tourism development. *Journal of Destination Marketing & Management* 7, 140-152.
- Pyo, S. (2012). Identifying and Prioritizing Destination Knowledge Needs. *Annals of Tourism Research* Vol. 39, No. 2, pp. 1156–1175.
- Ramauskienė, J. and Narkus, M. (2009). Improvement of Service Variety and Service Quality Management in Rural Tourism. *Proceedings of the International Scientific Conference: Rural Development*, Vol. 4 Issue 1, p121-126. 6p.
- Reinhold, S. Laesser, C. & Beritelli, P. (2018). The 2016 St. Gallen Consensus on Advances in Destination Management. *Journal of Destination Marketing & Management* 8, 426-431.
- Rimantas D. and Kristina D. (2015). Evaluation of the Regional Tourism Attractiveness. *Research for Rural Development*, Vol. 2.
- Ruhanen, L. (2013). Local government: facilitator or inhibitor of sustainable tourism development? *Journal of Sustainable Tourism*. Jan2013, Vol. 21 Issue 1, p80-98. 19p. 2
- Sheehan, L. et. al. (2016). The Use of Intelligence in Tourism Destination Management: An Emerging Role for DMOs. *International Journal of Tourism Research*, Vol. 18 Issue 6, p549-557. 9p.
- Shamuni K. & Yasinb, R.M. (2010). Stepping Up the Ladder: Competence Development through Workplace Learning Among Employees of Small Tourism Enterprises. *Procedia Social and Behavioral Sciences* 7, 10–18.
- Skorková, Z. (2016). Competency models in public sector. *Procedia - Social and Behavioral Sciences* 230, pp. 226 – 234.
- Snepenger, D. et. al. (2007). Meanings and Consumption Characteristics of Places at a Tourism Destination. *Journal of Travel Research* 2007.
- Stone, M. & Petrick, J. (n.d.). The Educational Benefits of Travel Experiences.

Journal of Travel Research.

Suha, J. et.al. (nd.) Important competency requirements for managers in the hospitality industry. *Journal of Hospitality, Leisure, Sport & Tourism Education.*

Suhairom, N. (2014). The development of competency model and instrument for competency measurement: The research methods. *Procedia - Social and Behavioral Sciences* 152 (2014) 1300 – 1308.

Timur, S. and Getz, D. (2008). A network perspective on managing stakeholders for sustainable urban tourism. *International Journal of Contemporary Hospitality Management*, Vol. 20 Issue 4, p445-461. 17p.

Vajcnerova, I. & Ryglova, K. (n.d.). INTEGRATED QUALITY MANAGEMENT IN TOURIST DESTINATION. *International Journal of Management Cases*, Special Issue: CIRCLE Conference, pp. 351-357(7).

Van der Zee, E., Gerrets, A. & Vanneste, D. (2017). Complexity in the governance of tourism networks: Balancing between external pressure and internal expectations. *Journal of Destination Marketing and Management* 6, 296-308.

Vecchio, P. et. al. (2018). Creating value from Social Big Data: Implications for Smart Tourism Destinations. *Information Processing & Management*, Vol. 54 Issue 5, p847-860. 14p.

Victurine, R. (2000). Building Tourism Excellence at the Community Level: Capacity Building for Community-Based Entrepreneurs in Uganda. *Journal of Travel Research*, vol. 38, 3: pp. 221-229 First Published Feb 1, 2000.

Wu, M. (2014). Exploring Chinese Recreational Vehicle Tourists' Safety Concerns and Coping Techniques in Australia. *Journal of Travel Research*, vol. 54, 6: pp. 801-813. First Published May 5, 2014.

Yu, J. and Lee, T. (2013). Impact of Tourists' Intercultural Interactions. *Journal of Travel Research*, vol. 53, 2: pp. 225-238 First Published July 17, 2013.

Zee, E. et. al. (2017). Complexity in the governance of tourism networks:

Balancing between external pressure and internal expectations. *Journal of Destination Marketing & Management* Volume 6, Issue 4, December 2017, Pages 296-308.

Zehrer, A. et. al. (2014). Leadership networks in destinations. *Tourism Review*, Volume 69, Number 1, 2014, pp. 59-73(15).

Zhang, H. and Zhu, M. (2014). Tourism Destination Governance: A Review and Research Agenda. *International Journal of e-Education, e-Business, e-Management and e-Learning*, Vol. 4, No. 2, April 2014.

BOOKS

Bolden, R. (2017). A Review of Leadership Theory and Competency Frameworks. Centre for Leadership Studies University of Exeter Crossmead Barley Lane Dunsford Hill Exeter EX4 1TF United Kingdom.

Cheese, P., Thomas, R., and Craig, E. (2009). The Talent Powered Organization Strategies for Globalization, Talent Management and High Performance. Kogan Page Limited US 525 South 4th Street, no. 241 Philadelphia PA 19147 USA.

Davidson, R. and Maitland, R. (1997). *Tourism Destinations*. 90 Tottenham Court Road, London W1P 9HE.

Kozak, M. and Baloglu, S. (2011). *Managing and Marketing Tourist Destinations Strategies to Gain a Competitive Edge*. Routledge 270 Madison Avenue, New York, NY 10016.

Mason, P. (2016). *Tourism Impacts, Planning and Management*. Routledge 2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN.

Model Competency Standard from the Tourism Industry International Labor Office. Regional Skills and Employability Programme in Asia and the Pacific (SKILLS-AP). ISBN No. 92-2-119307-1 & 978-92-2-119307-4

Pike, S. (2016). *Destination Marketing Essentials*. Routledge 2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN, UK.

3G Elearning Printable Workbook (2015). Destination Marketing and Management. 3G Elearning FZ LLCC.

WEBSITE

<http://eservices.tourism.gov.ph>

asean.org/storage/2012/05/ASEAN-MRA-TP-Handbook-2nd-Edition-2018.pdf

<http://www.visitmyphilippines.com/index.php?title=NationalTourismDevelopmentPlan2011-2016&func=all&pid=3138&tbl=1>

www.tourism.gov.ph/downloadable%20files/ra%209593.pdf

congress.gov.ph/legisdocs/basic_16/HB03210.pdf

<http://www.csc.gov.ph/phocadownload/MC2018/MC%20No.%2004,%20s.%202018.pdf>

<http://media.philstar.com/images/the-philippine-star/pdf/MTL%20PROPER%20POS%20PAPER.pdf>