



JOB DESCRIPTION

Company:	VAS Global Services		
Designation:	Operations Manager	Role:	Visa Center Manager
Function/ Department:	Operations	Level:	
Sub-Unit:	Operations	Reporting to (position):	Country Manager - Operations
Geographical location of the role	<i>Varies depending on the given region</i>	Date Approved:	
		Version:	V 1.0
Approved by (HOD)	Head - Operations	Final Approval:	Head - Human Resources

Job Purpose:

To take full ownership of the business unit's operations (Visa Centre), ensuring efficient service delivery, process compliance, and customer satisfaction at the Visa Application Centre (VAC). The Visa Center Manager is directly responsible for managing day-to-day operations, team performance, and maintaining professional relationships with the respective Diplomatic Missions, while aligning with the strategic direction provided by the Country Manager.

Profile - Roles and Responsibilities

Areas of Responsibility and Brief Description	Responsibility Level
1. Manage the day-to-day operations of the business unit, ensuring smooth functioning and full accountability for the unit's profitability	Full
2. Drive achievement of revenue and targets set by the company for the unit/VAC	Full
3. Develop, monitor, and control the Unit's profitability	Full
4. Ensure strict compliance with all operational processes and service level agreements (SLAs) within the Unit	Full
5. Mentor and guide teams to adhere to Standard Operating Procedures (SOPs), organizational policies, and internal quality standards	Full
6. Maintain high level of staff productivity and efficiency through performance tracking and continuous feedback	Full
7. Encourage innovation by encouraging staff to generate ideas and share best practices across the team. Also ensure every idea is examined and viable ideas are presented to management for review and implementation	Full
8. Lead process improvement initiatives to enhance service quality and operational efficiency, including rollout of new processes at the VAC	Full
9. Lead process improvement initiatives to enhance service quality and operational efficiency, including rollout of new processes at the VAC	Full
10. Conduct regular product and process training through structured coaching and development programs	Full
11. Oversee physical and information security at the VAC, ensuring effective controls and full adherence to the Corporate Security Policy	Full
12. Collaborate with the Value-Added Services team to identify and implement new revenue streams	Full
13. Monitor and improve applicant satisfaction scores through pro-active service excellence and issue resolution	Full



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14. Monitor and improve diplomatic mission satisfaction scores through proactive engagement and service alignment	Full
15. Monitor and improve employee satisfaction scores (ESAT) through team engagement, recognition, and development initiatives	Full
16. Develop and maintain strong relationships with diplomatic missions (Embassies/Consulates), ensuring responsiveness and trust	Full
17. Maintain positive working relationships with the local partners and their staff	Full
18. Conduct manpower planning and forecasting based on operational needs and historical trends	Full
19. Drive personal and professional development of employees through targeted training and growth opportunities	Full
20. Ensure staff participation in HR-led training programs and conduct internal process certifications (OCLs) to reinforce compliance	Full
21. Organize regular meetings with missions to review performance, discuss initiatives, and strengthen diplomatic relationships	Full
- Review Monthly Operational Reports (MOR) and address all action points and correspondence	Full
22. Promote responsible use of natural and company resources across the unit	Full
23. Ensure full compliance with the organization's environmental, health, and safety (EHS) policies and objectives	Full

Indicative KRA's / Budgetary and Revenue Responsibilities

1. Financial figures - Revenue
2. Productivity target - FTE Optimal utilisation
3. Value Added Services Target
4. Ensures & Drives updating of Productivity & VAS Conversion Grid - to track performance on a weekly/monthly/basis - data available for H1 & H2 appraisal
5. Targets to be shared with the staff & progress reviewed at defined frequency, (recommended weekly)
6. Incentives to be disbursed to the staff, as per achievement on a monthly basis
7. Customers satisfaction applicants - ensures adequate Surveys are completed (minimum 5% of application counts) and objectives met as per Team Objective Tracker
8. Customer satisfaction - Mission scores
9. Mystery audit scores - Satisfactory scores on all aspects
10. Adherence to client SLA - No penalties
11. Adherence to SOP - Work Instruction Manual (to be updated for all Processes, all changed incorporated, post sign-off, from Head-Operations)
12. Attrition (to be less than 5% - Annualised, or, in line with HR Team's recommendations)
13. Employee satisfaction survey scores, Employee feedback & ideas encouraged. Whistle blowers to be managed effectively
14. MOR Completed - Reported Timely - MOM Recorded & Closure Completed, for previous open points
15. Training man days of staff - Adherence to Annual Training Calendar (-Trainings scheduled by HR)
16. Turnaround time - TAT Targets met as prescribed in Team Objective Tracker
17. Zero Incidents for any Operations, related to Process Integrity, Loss of Passports, Staff Integrity
18. Immediate logging and reporting of Incidents to Reporting Manager, Head of Operations - and Security Manager within 24 hours of the incident
19. Completion of Action Plan to prevent recurrence of any Incidents, averse to VAS Services business Interests
20. Maintains & Update the VAS Services Website hosted for the mission - reviews the website periodically, to ensure accuracy of information updated & all relevant updates / changes to the Process - Updated on the Website, on an on-going basis



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21. Completion of Roll outs as per planned dates
22. Ensure that the team works on execution of Roll Outs as per target dates
23. Error Monitoring - To monitor track and reduce the number of errors every month, within acceptable limits
24. Complaint Tracking - process in place to ensure complaints are monitored, repeats identified, RCA & Action Plan implemented to prevent recurrence
25. Percentage of Complaints are within prescribed limits (< 0.05% of Application Volumes)
26. Ensures 100% complaints are responded within 48 hours of receipt
27. Internal Process Assessment completed - for Team (for 100% staff twice a month)
28. Conformance to Internal Audit Requirements - Internal Calibration (RCA in place - Implementation Evident)
29. Timely Completion - Reporting (Weekly/Fortnightly/Monthly/Quarterly, or as per desired frequency)
30. Financial Audits/ Compliance Certificate to be completed every month, for all teams, and sign-off recorded & sent to Regional Finance
31. Staff Reward & Recognition Culture to be encouraged – Staff of the month, employee of the Quarter, et al

Key Interactions within and outside of VAS Services

External

1. Travel Agents / Applicants
2. Vendors and contractors
3. Missions

Internal

1. Departments within VAS Services
2. Support Functions such as IT, HR, Legal
3. Regional Head of Operations

Qualification & Experience Requirement

(Education, Experience, specific knowledge, Skills understanding, Attitude)

Education

- Minimum: Graduate or global equivalent
- Additional: Post-Graduate or global equivalent

Experience:

- 8-10 years of work experience preferably in Travel and Tourism or Service industry

Knowledge & Key Skills:

- Proficiency in MS Office
- Adaptability and presence of mind to handle complaints and escalations
- Ability to Innovate and enhance procedures and methods to increase productivity and cost effectiveness

Competencies/ Personal Attributes:

Behavioural Competencies

1. Entrepreneurship
2. Quality & Service Orientation
3. Teamwork & Collaboration
4. Diversity Sensitivity
5. Personal and Professional Development
6. Delivering Results
7. Communication
8. Networking
9. Leadership

Functional Competencies

1. VAC Operation Management
2. Project Management
3. Selling & Business Development
4. Internal Audit



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Additional Requirements

- Ability to read, write and speak fluently in local language
- Ability to read, write and speak fluently in English
- Knowledge of an additional international language would be helpful

Nationality

Any

Employee Signature:***Date:******Line Manager Signature:******Date:***