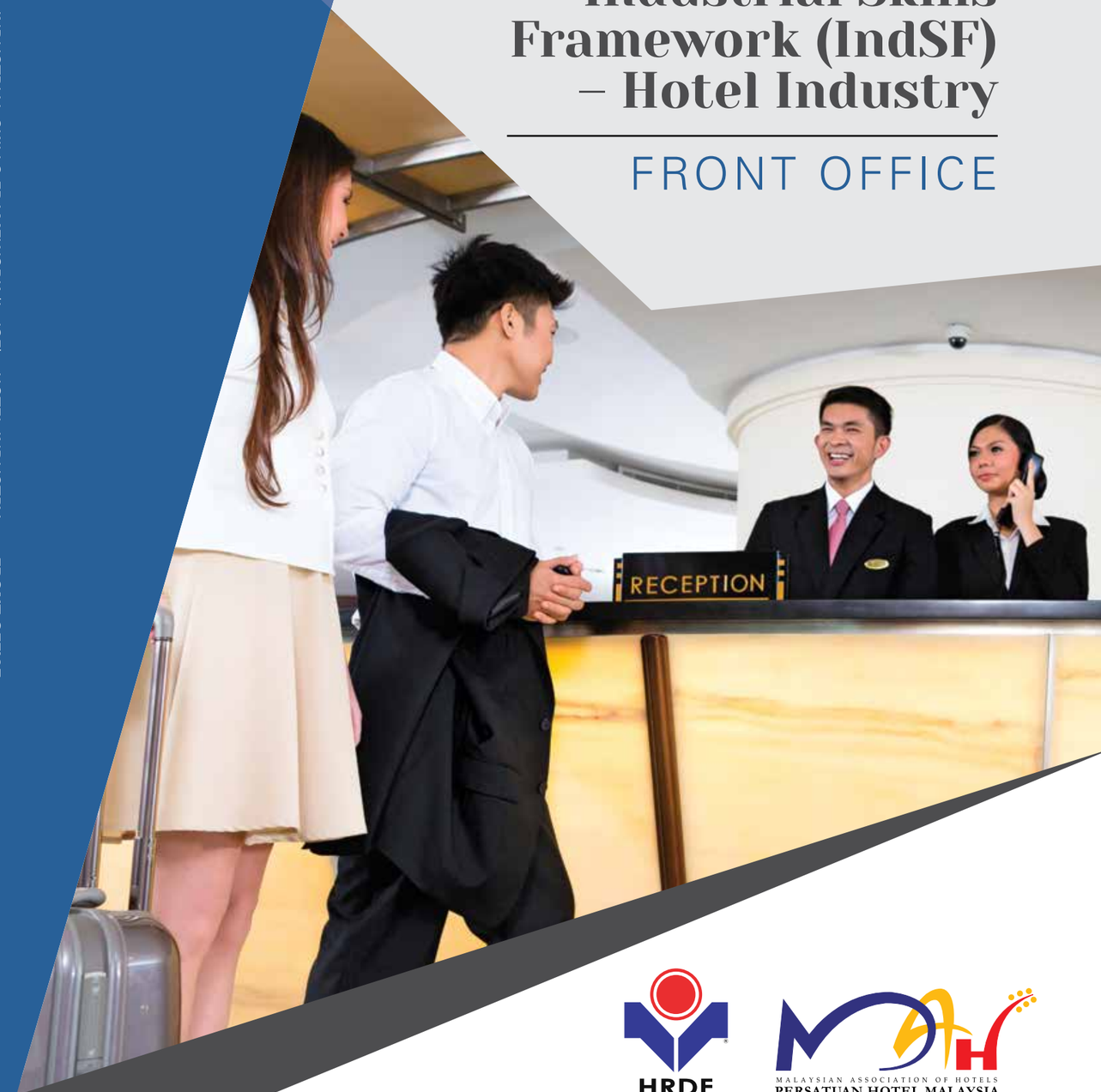
INDUSTRIAL SKILLS FRAMEWORK (IndSF) – HOTEL INDUSTRY • FRONT OFFICE

KEMENTERIAN SUMBER MANUSIA

Industrial Skills Framework (IndSF) – Hotel Industry

FRONT OFFICE



HRDF

MALAYSIAN ASSOCIATION OF HOTELS
PERSATUAN HOTEL MALAYSIA

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Foreword

Skills, knowledge and competencies are important factors that determine the growth and sustainability of any industry. Disruptive changes brought about by technology advancement and globalization has increased competition and the need for specialized skills among employees. The hospitality industry recognises this and is actively incorporating these changes to keep pace with the increasing demand for high quality customer service. Therefore, we believe that up-skilling and re-skilling of employees will be a crucial step in embracing change that is rapidly shaping the landscape of the local hospitality industry.

HRDF together with MAH, MATTA, MyBHA, MOHR, MOE, SMEAM and MOTAC have embarked on developing the Industrial Skills Framework document, or better known as IndSF. IndSF is a compilation of both common and specialised skills required for various job positions within the hotel industry in Malaysia. This document serves as a reference for current employees, future employees, employers and training providers while promoting lifelong learning. IndSF focuses mainly on Level 4 Malaysian Skill Certification (or equivalent) and above. It functions as a complementary document to the already existing frameworks such as the National Occupational Skills Standard (NOSS) and Malaysian Qualifications Framework (MQF). This initiative, which began in March 2019, has seen tremendous progress with members from the hotel industry. Their participation in the Sectorial Training Committee (STC) meetings have directly influenced by HRDF's development of IndSF.

MAH and the STC for Hospitality, particularly the hotel sub-sector, would like to acknowledge the Singapore Government, in particular the SkillsFuture of Singapore, for developing skills framework for the hotel industry. A major part of the IndSF for hotels was adopted from their pioneering work. The framework was refined with local requirements for skills and competencies to suit the current situation in Malaysia and the labour industry. The IndSF that has been developed is not exhaustive and will be reviewed from time to time for continuous improvement parallel with the latest changes within the industry. As the Chairman of the STC for Hospitality, I would like to thank Datuk Tan Kok Leong – MATTA, Dr Jegatheswary Krishnan – MOTAC, Miss Zuraini – ILMIA, Mr Leong Pui Kun – MyBHA, Tuan Haji Zaid Bin Mat San – JPK, Mr Mohd Zaidi Bin Sarip – MOE, Mr Foo Ngee Kee – SMEAM for their contributions as STC members for the development of IndSF. This initiative would not have been possible without their dedication and commitment.

YAP LIP SENG CHA,CHT
CHAIRMAN, STC HOSPITALITY

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32	Chin Mee Yin (Elaine)	Director of Sales	Capitol Hotel

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Guidelines

1

This booklet serves as a **GUIDE** for **individuals, employers and training providers** on **knowledge, experiences and skills mastery** in the hotel industry.

2

The prepared job matrix may serve as a **REFERENCE** for **career progression** within the industry.

3

The industrial skills framework for the hotel industry will **FOCUS ON Level 4 of Malaysian Skill Certification** (or equivalent) and above.

4

It is a **COMPLEMENTARY DOCUMENT** to the existing references developed by **National Occupational Skills Standard (NOSS)** and **Malaysian Qualifications Framework (MQF)**.

5

This booklet focuses on **JOB DESCRIPTIONS**, **SKILLS AND TRAINING NEEDED** in **Front Office**, **Housekeeping**, and **Revenue Management & Sales & Marketing functions**.

6

The Industrial Skills Framework document is **NOT EXHAUSTIVE** and may be **REVIEWED FROM TIME TO TIME** for **continuous improvement** parallel with the latest changes within the industry.

HRDF IndSF

INDUSTRIAL SKILLS FRAMEWORK

HRDF Industrial Skills Framework (HRDF-IndSF) is developed by Human Resources Development Fund (HRDF) aims to support the industry needs of acquiring skilled workforce that have the types and levels of competencies needed by the industry.

HRDF

As an **ADVISOR TO THE EMPLOYERS** in identifying the suitable training programmes that meet the emerging needs of their businesses and **bring positive impact to the industry**.

Drive **measurable effect(s) to the business** and ensure the **highest value and return on training investment** for the employers and employees based on the changing needs of the future work environment.

Principles

1. Meet the **COMPETENCY REQUIREMENTS** of sectors currently covered under PSMB Act 2001
2. Accommodate the **NEEDS** of in-service workers
3. Built upon the **NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS)**
4. Focus mainly on **LEVEL 4 MALAYSIAN SKILL CERTIFICATION**, or equivalent, and above
5. Developed together with the industry and benchmarked against successful **FRAMEWORK MODEL(S)**

HRDF-IndSF: Aspiration

- More **INDUSTRY-RELEVANT** training contents
- **BETTER** training outcomes through collaborative approach
- Greater **UTILISATION** of levy paid

For Industry

To identify the **emerging requirements** in the industry in order to equip the existing workforce with the **right knowledge** and **skills** of the time and find suitable interventions to **bridge the needs** by leveraging on existing resources.

Business Outlook

Hotel Industry

TOURISM IS ONE OF THE WORLD'S LARGEST INDUSTRIES, WITH OVER 319 MILLION JOBS WORLDWIDE, OR 10.0% OF TOTAL EMPLOYMENT IN 2018, EMPLOYING PEOPLE EITHER DIRECTLY OR INDIRECTLY. THE SCOPE OF THE TOURISM MANAGEMENT INDUSTRY IS GROWING CONCURRENTLY WITH THE WORLD'S GROWING ECONOMY.

Tourism industry has the highest investment returns. An additional of **RM1 billion** investment in the tourism industry will **increase output by RM1.9 billion.**

The tourism industry in Malaysia is one of the primary drivers of economic growth, accounting for 15.2% of GDP in 2018.

The growth in tourism industry was mainly supported by retail trade and food and beverage serving services segment.

The number of hotels in Malaysia have gradually risen over the past 20 years **from 1,578 in March 2000 with 104.4% to 3,225 unit in September 2019.**

In 2018, Malaysia was ranked first in the Global Muslim Travel Index and **Kuala Lumpur** was identified as one of the **Top 100 Cities Destinations**.

In 2018, Gross Value Added of Tourism Industries grew 10% to RM220.6 billion.

Provided 3.5 million jobs, constituting 23.5% of total employment.

Malaysia was ranked **15th** in terms of tourist arrivals and 21st among 50 countries in terms of tourism receipts (UNWTO 2019).

* *Information reported for year 2017, as document preparation in Jan 2019 and information for year 2018 yet to be published.*

Overview

Training Scenario in Hotel Industry

NO. OF EMPLOYERS AND EMPLOYEES AS AT DEC 2019

The Hotel Industry is one of the sub-sectors under the PSMB Act, which comprised of

1,676
REGISTERED EMPLOYERS
and
121,481
EMPLOYEES.

LEVY COLLECTED AND LEVY CLAIMED FROM JAN – DEC 2019

Levy collected for hotel industry is
RM32,196,159
and levy claimed is
RM22,267,845

LEVY UTILISATION RATE FROM JAN – DEC 2019

Levy utilisation rate is at
69.2%
PER YEAR.

NO. OF PROFESSIONAL TRAINING ATTENDED FOR YEAR 2019

ONLY 2.3% OF PROGRAMMES
offer a professional certificate in 2019.

More certification based programmes are needed to upskill the workers in Hotel Industry

TOP FIVE (5) SKILL AREAS TRAINED by the Hotel Industry:

year 2017	year 2018	year 2019
1 Hotel or Tourism	1 Safety and Health	1 Safety and Health
2 Safety and Health	2 Team Building or Motivation	2 Food & Beverages
3 Management or Strategic Management	3 Management or Strategic Management	3 Process and Operation
4 Team Building or Motivation	4 Hotel or Tourism	4 Public Relations or Customer Service
5 Food & Beverages	5 Food & Beverages	5 Team Building or Motivation

Talent Desired Attributes

Hotel Industry

SAFETY AND HEALTH

Identifying workplace hazards and reducing accidents, exposure to harmful situations and substances including training of personnel in accident prevention, accident response and emergency preparedness.

FOOD & BEVERAGES

Processing raw food materials, packaging and distributing it for end-user consumption. This includes freshly prepared food as well as packaged food and alcoholic & non-alcoholic beverages.

PROCESS AND OPERATION

Activities and linked task that once completed, will find their end in the delivery of a service or product to client that accomplish organizational goal.

PUBLIC RELATIONS OR CUSTOMER SERVICE

Spread the information to the public in attempting to frame that information in a positive light and all interactions between customer and a product provider at the time of sale, and thereafter.

HOTEL AND TOURISM

Directly provide lodging, goods and services for businesses, pleasure and leisure activities. Hotel consists of several departments that work together to ensure smooth running of the hotel operation.

STRATEGIC MANAGEMENT

Continuous planning, monitoring, analysis and assessment of all that is necessary for an organization to meet its goals and objectives.

REFERENCE:

1. *Top Six (6) Skill Areas Trained by the Hotel Industry exclude Team Building and Motivation.*

Future Skillsets

Hotel Industry

The nature of work is changing. An extraordinary convergence of digital technologies is creating new roles, augmenting existing ones and rendering others redundant. The increasing need for technology adoption and emerging skills such as statistical analysis, data mining and web architecture will lead to the creation of higher value-added jobs.

EMERGING SKILLS	DESCRIPTION
PEOPLE MANAGEMENT	**Ability to nurture and maximise employees' potential** Examples of skills include: • Identifying achievable goals and develop strategy for Talent Management • Develop team leaders through Capability Development and Coaching • Lead Change Management
STATISTICAL ANALYSIS & DATA MINING	**Ability to condense vast amounts of data, with the help of data analytics, into insightful interpretations and measured decisions** Examples of skills include: • Conduct Market Research • Analysing and producing intelligible reports • Develop strategic decision-making
REVENUE MANAGEMENT	**Ability to optimise return on assets** Examples of skills include: • Analyse data for trends and forecasts • Implement Revenue optimisation and enhancement strategy • Employ strategic Revenue Management

Future Skillsets

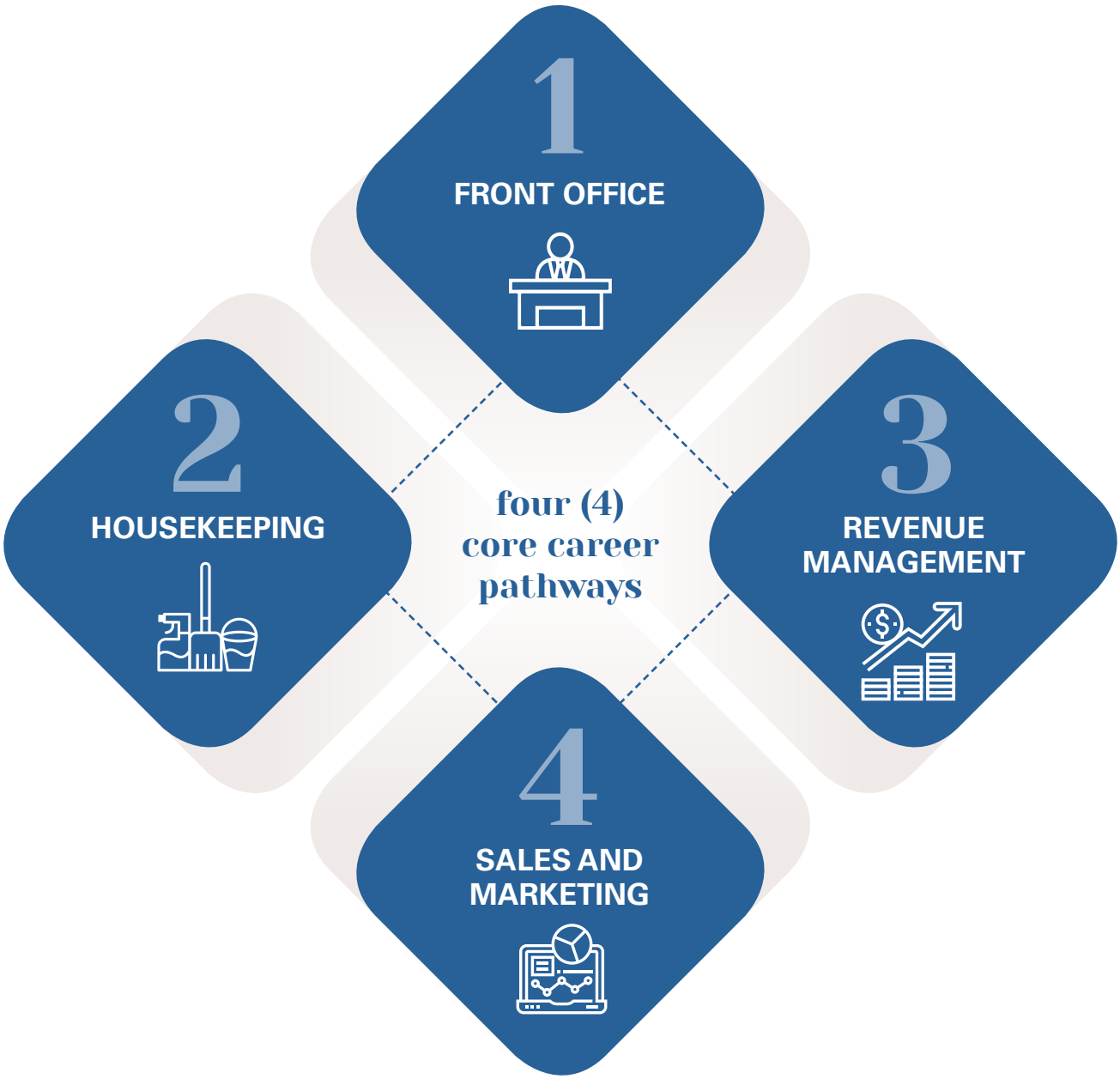
Hotel Industry

EMERGING SKILLS	DESCRIPTION
BUSINESS CONTINUITY MANAGEMENT	**Ability to manage crisis situations** Examples of skills include: • Crisis management and business continuity • Problem solving • Negotiation skills
GUEST EXPERIENCE	**Ability to create guest experience, develop service recovery framework and manage the brand service standard** Examples of skills include: • Customer service excellence for Front of the House • Professional appearance, etiquette and grooming for business success • Excellent hospitality services
TECHNOLOGY ADOPTION	**Ability to transform hotels for operational efficiency and service innovation** Examples of skills include: • Digital marketing & social media • Professional Hotel Reservations Management • Distribution & Channel Management
INNOVATION	**Ability to innovate the customer experience and facilitate innovation process within the organisation** Examples of skills include: • Turning complaints to compliments • Project planning & management • Develop and Establish a Knowledge Management System

Career Pathways

Hotel Industry

HRDF has identified four (4) core Hotel Industry specific career pathways, each of them plays a crucial role in ensuring guests to have extraordinary hospitality experience.



Career Pathways

Hotel Industry

HRDF is in the process of detailing the roles and responsibilities of these crucial roles as well as its skillsets needed for the role. These will provide a comprehensive guide for training in the industry.

1 FRONT OFFICE

The Front Office department is the hub of the property and it is where guests form their first and last impressions. Employees are in constant contact with guests, as well as have a diverse work exposure within the property.

PRIMARY ROLES AND RESPONSIBILITIES

- Welcome guests
- Upselling rooms and services
- Maintain guest accounts
- Attend to guest enquiries and needs
- Attend to reservation needs
- Perform telephonist functions
- Provide services and information to guests throughout their stay

2 HOUSEKEEPING

Housekeeping is under Hospitality and Tourism. It plays a vital role in establishing the property's reputation for high standards and cleanliness. Many properties are investing in information technology and becoming eco-sensitive; thus transforming the jobs of the Housekeeping department.

PRIMARY ROLES AND RESPONSIBILITIES

- Ensure guest's room cleanliness and comfort is well maintained
- Ensure that guest's room supplies and materials are provided
- Clean and maintain public areas, back areas, and surroundings of the property

3 SALES AND MARKETING

The Sales and Marketing department develops sales and marketing plans alongside the Revenue Management and Reservations departments to optimise room sales and revenue.

PRIMARY ROLES AND RESPONSIBILITIES (SALES)

- Develop and implement sales strategies
- Achieve sales targets
- Develop distribution channels and market segments

PRIMARY ROLES AND RESPONSIBILITIES (MARKETING)

- Develop and implement marketing strategies
- Increase exposure of property through media and advertising opportunities
- Carry out market research and organise campaigns
- Manage and promote the property's brand image
- Planning, creating, controlling, and managing marketing resources, funds, and budgets

4 REVENUE MANAGEMENT

The Revenue Management department looks into maximising a property's profitability by analysing and identifying demand to optimise inventory sales using effective pricing strategies. It works closely with the Sales and Marketing department to strategise the sales and marketing plans, and with the reservations team on daily room bookings.

PRIMARY ROLES AND RESPONSIBILITIES

- Achieve highest possible revenue growth
- Analyse trends and past sales reports to identify market segments
- Perform sales forecasts
- Set the pricing of rooms and products or facilities for optimal occupancy
- Determine room pricing for optimal occupancy through various distribution channels

How HRDF Contributed To The Hotel Industry

HRDF Perspectives

HRDF-registered employers in Malaysia that pay the HRD levy are eligible for financial assistance to defray all or a major portion of the "allowable costs" of training their employees (via the various training schemes implemented by HRDF).

Training must be in an area/field that would directly benefit the operations of their business.

OVERALL, SINCE 1993 UNTIL 2019,

RM8.75 billion

of Financial Assistance has been approved by HRDF for all industries covered under the PSMB Act 2001

3,840,219

training places have been approved for all industries (2009-2019)

FOR HOTEL INDUSTRY, (2015 - 2019)

RM90.26 million

of Financial Assistance has been approved by HRDF for training in the Hotel Industry

187,410

training places have been approved for the Hotel Industry (2009-2019)

How HRDF Contributed To The Hotel Industry

HRDF Perspectives

HRDF Training Schemes

FOR EMPLOYERS

SKIM BANTUAN LATIHAN (SBL) & SKIM BANTUAN LATIHAN KHAS (SBL-KHAS)

The schemes are for employers to implement their training programmes based on identification of their own training needs to retrain and upgrade their employees' skills in line with their operational and business requirements.

OKU TALENT ENHANCEMENT PROGRAMME (OTEP)

An initiative to assist Person with Disabilities in securing employment by furnishing them with appropriate knowledge, skills and competencies that are required by the industry.

FOR EMPLOYEE (Future Employee)

INDUSTRIAL TRAINING SCHEME (ITS)

Industrial Training is for those trainees (students) that are undergoing practical training at the employer's premise before graduating.

FUTURE WORKERS TRAINING SCHEME (FWT)

Future Workers Training is to assist employers with employing talent capable of performing with minimum supervision; and to train future workers with the required skills and competencies before entering employment.

GENERATE 2.0

GENERATE2.0 is an initiative designed to enhance the employability value of our unemployed graduates by fostering high-end skills and competencies required by industries; or through exploring new paths for a trainee's career; or a job placement that can provide relevant working experience to enhance their employability.

SLDN-APPRENTICESHIP SCHEME

HRDF SLDN-Apprenticeship Scheme addresses both the youth unemployment issue and the lack of supply of local semi-skilled workers; specifically narrowing on Secondary school leavers with poor results.

Moving Forward

Hotel Industry

Take the next step forward in the Hotel Industry with the ideas and initiatives from HRDF's Skills Framework.

EMPLOYER

Refer to Skills Framework to find out about employees' skills standards

IDENTIFY relevant/required training programmes and succession plans for the employees based on the occupation.

PLAN the training session for employees and their career advancement.

CURRENT EMPLOYEE

Refer to Skills Framework to find out about careers in the sector

IDENTIFY job opportunities in the sector along with career pathway attributes based on the occupation.

UNDERSTAND the skills required to perform the job and identify relevant training for professional self-development.

FUTURE TALENT

Refer to Skills Framework to find out how to chart your career

IDENTIFY skill gaps in your current job role to up skill/ reskill yourself.

PLAN your career progression.

IDENTIFY relevant Training Programmes

TRAINING PROGRAMMES

Embarking on a career

Programmes that equip future talent with the relevant knowledge

Programmes that will up skill/ reskill the current employees

Lifelong learning to fulfill the existing and emerging demands of the industry

Reference

Hotel Industry

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World Travel & Tourism Council

2 Economic Outlook 2020,
Ministry of Finance Malaysia

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4 The Travel & Tourism Competitiveness Report 2019,
World Economic Forum

5 https://www.hrdf.com.my/employer/hrdf-schemes/ (2020),
Human Resource Development Fund (HRDF)

6 Skills Framework for Hotel and Accommodation Services (2020),
Skills Future: Singapore Workforce Development Agency

7 Skills Framework For Hotel and Accommodation Services Skills Standards (2020),
Sectorial Training Committee Training Needs Identification, Human Resource Development Fund (HRDF)

Career Pathways

Skills Framework for Hotel and Accommodation Services – Front Office

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Leadership			
General Manager/ Hotel Manager	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers 12. Customer service oriented	1. Financial management, budgeting, planning, organising 2. Review financial performance of the property 3. Portrays admirable qualities of leadership 4. Provides guidance & support to managers and colleagues 5. Manage media and promoting the brand image of the property 6. Detail-oriented 7. Well versed with operational knowledge 8. Competent & familiar with the job scope of EAM/Resident Manager	RM 9,000.00 - RM 35,000.00
Hotel Manager/ Resident Manager			RM 2,500.00 - RM 8,000.00
Executive Assistant Manager (EAM)/ Resident Manager		1. Financial management, budgeting, planning, organising 2. Review financial performance of the property 3. Portrays admirable qualities of leadership 4. Provides guidance & support to managers and colleagues 5. Manage media and promoting the brand image of the property 6. Detail Oriented 7. Operational Knowledge	RM 12,000.00 - RM 20,000.00
Rooms Division Manager/Director of Rooms/Director of Operation (DOO)		1. Oversees multiple departments under the rooms division 2. Develops and reviews the business plan & strategies 3. Provide solutions and implement corrective measures 4. Monitor and manage expenses within operational budget 5. Possess excellent leadership skills 6. Analytical 7. Hands-on interaction with guests and team members 8. Build high performance teams 9. Create excellent guest/customers experiences	RM 9,000.00 - RM 18,000.00

Career Pathways

Skills Framework for Hotel and Accommodation Services – Front Office

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Managerial			
Front Office Manager Assistant Front Office Manager Operations Manager [3 star below]	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers 12. Customer service oriented	1. Monitor financial performance, room occupancy and departmental revenue 2. Conduct meetings with Front Office team 3. Demonstrate leadership abilities 4. Excellent organisational skills 5. Technology literature - property management system and property reservation system	RM 7,000.00 - RM 8,000.00 RM 3,500.00 - RM 6,500.00 RM 2,100.00 - RM 4,000.00
Chief Concierge		1. Customer service skills 2. A strong knowledge of the community, area and region 3. Problem solving 5. Organisational management 6. Supervision skills	RM 3,500.00 - RM 5,000.00
Head Butler/ Butler Manager		1. Strong multi-tasking skills 2. Excellent organisational skills 3. Ability to adapt to a fluid environment 4. Commitment to a high level of customer service 5. Strict attention to details 6. Knowledge of area restaurants, theatres and other attractions 7. Ability to handle sensitive matters with efficiency and discretion 8. Knowledge of food and wine pairings	RM 3,500.00 - RM 5,000.00
Duty Manager		1. Customer service experience 2. Knowledge of cash management and bookkeeping procedures 3. Team management skills 4. Strong organisational skills 5. Experience with facilities maintenance and/or security 6. Strong problem-solving skills	RM 3,500.00 - RM 5,000.00
Assistant Chief Concierge		1. Possess strong commercial awareness and Sales capabilities 2. Excellent leadership skills	RM 3,500.00 - RM 5,000.00

Career Pathways

Skills Framework for Hotel and Accommodation Services – Front Office

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Managerial			
Club Floor Manager	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers 12. Customer service oriented	1. Lead workplace communication and engagement. 2. Manage club floor services. 3. Manage guest/customer experience. 4. Manage relationship with customers and brands 5. Manage workplace challenges with resilience. 6. Monitor and reward performance in a team 7. Solve problems and make decisions at managerial level. 8. IT savvy	RM 3,500.00 - RM 5,000.00
Guest Relation(s) Manager/Guest Service(s) Manager/ Call Centre Manager		1. Superior organisational skills 2. Technology savvy - familiar with reservation system	RM 3,500.00 - RM 5,000.00
Supervisory/ Executive			
Concierge		1. Excellent interpersonal skills 2. Ability to analyse, evaluate and solve problems 3. Competent & well versed with job scope performed by assistant concierge 4. Monitor guest/customer experiences 5. Resolve guest/customers' concerns and feedback	RM 1,500.00 - RM 3,200.00
Butler/Purser		1. Coordinating amenity deliveries and replenishment 2. Displays patience and composure under stress/pressure 3. Ability to work under stressful situation and tight time constraints at times 4. Has fundamental knowledge of etiquettes & protocols 5. Handle in-room services (in-room dining, garment, shoe shine services etc.) 6. Practices active listening skills 7. Resourceful and knowledgeable of major local events/activities	RM 1,500.00 - RM 3,200.00

Career Pathways

Skills Framework for Hotel and Accommodation Services – Front Office

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Supervisory/ Executive			
Club Floor Manager	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers 12. Customer service oriented	1. Possess a warm, pleasant personality 2. Knowledge of club floor amenities and food and beverage services 3. Multi-task, problem solving 4. Demonstrate good interpersonal skills	RM 1,500.00 - RM 3,200.00
Front Office Executive/ Supervisor, Guest Service Executive/ Supervisor, Call Centre Supervisor		1. Friendly and outgoing 2. Possess excellent problem solving skills 3. Addressing and rectifying guests/ customers' concerns and complaints 4. Monitor cleanliness and sanitation of work areas 5. Cash accounting the front desk 6. Mentor, guide and provide coaching support to the junior team members 7. Solve problems and make decisions at operations level 8. Provide Go-the-Extra-Mile service	RM 1,500.00 - RM 3,200.00
Assistant Concierge		1. Excellent interpersonal skills 2. Ability to analyse, evaluate and solve problems 3. Provide concierge and uniformed service	RM 1,500.00 - RM 3,200.00
Operations			
Club Floor Officer		1. Possess a pleasant and sociable personality 2. Managing guests/customers' complaint and enquiries 3 Basic knowledge and skills in food and beverage 4. Conduct room checks 5. Prepare the distribution of guests/ customers' amenities	RM 1,500.00 - RM 3,200.00
Front Office Officer		1. Friendly and outgoing 2. Possess excellent problem solving skills 3. Addressing and rectifying guests/ customers' concerns and complaints 4. Monitor cleanliness and sanitation of work areas 5. Cash accounting the front desk	RM 1,300.00 - RM 3,000.00

Career Pathways

Skills Framework for Hotel and Accommodation Services – Front Office

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Operations Bell Captain	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers 12. Customer service oriented	1. Monitor Bell Service 2. Knowledgeable in all the property's department and security matters 3. Handle basic administrative duties 4. Handle guests/customers' concerns and feedback 5. Solve problems and make decisions at operations level 6. Perform manual duties such as walking and lifting of luggage	RM 1,300.00 - RM 3,000.00
Bellhop/Bell Attendant (Doormen/bellmen)		1. Provide Bell Service 2. A well-rounded knowledge of the tourist area 3. Ability to perform manual duties such as lifting of luggage	RM 1,100.00 - RM 2,800.00

JOB DESCRIPTION

Assistant Front Office Manager

Skills & Training Required

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

OCCUPATION DESCRIPTION:

The Assistant Front Office Manager provides support to the Front Office Manager in the daily operation of the Front Office. The Assistant Front Office Manager works closely with the Front Office Manager, the management, and members of other departments, to resolve any major issues faced during operations and ensures compliance with current policies, standards and procedures. They manage the Front Office Team to ensure all guests receive prompt and personable service, and establishes performance and development goals for the team members. The Assistant Front Office Manager might need to supervise other departments along with the Front Office.

The Assistant Front Office Manager is also responsible for checking daily shift audits, maintaining staffing needs, analysing market or industry trends and expanding unique brand experience through the delivery of consistent, quality guest service. The Assistant Front Office Manager should have experience in cash handling, credit card processing and using hospitality applications or technologies related to Front Office. They are required to make objective decisions, while also handling any complaints and emergencies with a level-head. In the absence of the Front Office Manager, the Assistant Front Office Manager is responsible and accountable for the entire operation of the Front Office.

The skills expected of the Assistant Front Office Manager are summarised as below:

SKILL CATEGORY	SKILL	TRAINING
Analytical	1. Facilitate the Implementation of a NOSS/SKM Level 4 2. Solve Problems and Make Decisions at the Managerial Level	1. Certified in Hotel Industry Analytics (CHIA) 2. Hospitality Analytics 3. Problem Solving Technique and Decision Making 4. NOSS Development Program NOSS (by CIAST)
Business Continuity Management	3. Manage Crisis Situations	1. Crisis Management and Business Continuity
Change Management	4. Facilitate Innovation and Lead Team Leaders to Implement Change	1. Change Management for Leaders
Communications	5. Conduct Interviews 6. Present Information	1. Presentation Skills 2. Emotional Intelligence 3. Concept of Communication

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

SKILL CATEGORY	SKILL	TRAINING
Guest Experience	7. Create Guest Experience 8. Develop Service Recovery Framework 9. Manage the Brand Service Standards	1. Be a Great Host 2. Customer Service Excellence for Front of the House 3. The Excellent Hospitality Service 4. Changing Mindset for Service Excellence 5. Professional Appearance, Etiquette and Grooming for Business Success 6. Certified Guest Service Professional (CGSP)
Finance	10. Prepare Budget for the Department	1. Finance for Non-Finance Executive/ Manager 2. Hotel Operations, Acquisition and Costing 3. Revenue Management 4. Finance Accounting Management In Hospitality Operations Understanding Revenue Management Applications
Front Office Operations and Services	11. Manage Front Office Operations	1. Certified Front Desk Representative (CFDR) 2. Certified Guest Service Professional (CGSP)
Information Technology	12. Analyse and Recommend Best Practices and Technology in Hospitality	1. Digital Marketing & Social Media 2. Professional Hotel Reservations Management 3. Global Distribution System – Best Practice for your Hotel 4. Distribution & Channel Management
Innovation	13. Innovate the Guest Experience	1. Turning Complaints to Compliments
Leadership	14. Lead Teams Leaders to Develop Business Strategies and Governance Management	1. Supervisory Management Development 2. Hospitality Leadership & Supervision 3. Leadership Principle and Applications 4. Management and Leadership in the Hospitality Industry

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

SKILL CATEGORY	SKILL	TRAINING
People and Relationship Management	15. Develop a Work Team 16. Lead Workplace Communication and Engagement	1. Managing People for Greater Productivity 2. Certified Hospitality Supervisor (CHS)
People Management	17. Conduct Staff Performance Assessment Process	1. Performance Management System (PMS) 2. Managing Employee Discipline and Performance
Personal Management and Development	18. Contribute towards a Learning Organisation 19. Leaning and Developing Team Members 20. Manage Workplace Challenges with Resilience	1. Time Management 2. Building A Successful Team 3. Personal Mastery for Effective Execution
Planning and Implementation	21. Apply Project Management Techniques 22. Manage and Review Systems and Processes	1. Strategic Planning & Management for Leaders
Results Achievement	23. Monitor and Reward Performance in a Team to Support Achievement of Results	1. Managing Employee Discipline and Performance 2. Performance Monitoring 3. Performance Management System (PMS)
Risk Management	24. Comply with Legal Requirements in an Accommodation Property 25. Manage Loss/Risk Prevention	1. Risk Assessment, Evaluation and Control Measures 2. Environment Management System 3. Occupational Safety & Health Management for Hospitality (OSHA)
Sales and Marketing	26. Manage Retention Programmes 27. Manage Relationship with Guests	1. Constructing Sales 2. Managing Sales 3. OTA Control & Maximising Sales Results 4. Professional Upselling for Food Industry 5. Marketing Management 6. Selling to Personality Types 7. Engaging Guest Needs 8. Professional hotel Reservations Management

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Analytical	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Facilitate the Implementation of a NOSS/SKM Level 4		
Skill Description	This skill describes the ability to facilitate the implementation of a NOSS/SKM Level 4 according to the productivity road map and action plan developed. It also includes monitoring and evaluating the effectiveness of the NOSS/SKM Level 4.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Productivity concepts • Ways in which productivity plays an important role in the generation of wealth and value for the organisation, industry and the country • Benefits of productivity • Types of productivity to be measured • Factors that affect productivity • Quantitative and qualitative factors that influence productivity • Quantitative and qualitative indicators commonly used in measuring organisation's productivity • Methods and tools used to measure productivity • Methods to analyse the relationship between productivity measurements and factors that influence productivity • Assessment of qualitative and quantitative factors that influence productivity • Productivity goals and strategies that can be adopted by the organisation • Types of motivation and incentive schemes for productivity improvements		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Establish own role and responsibilities in the implementation of the NOSS/SKM Level 4 in an organisation • Facilitate establishment of a productivity management structure and assign responsibilities and accountabilities to senior management for implementation of the NOSS/SKM Level 4 in an organisation • Identify and arrange for the resources required for implementation of the NOSS/SKM Level 4 according to recommendations in the productivity road map and action plan • Monitor the implementation of the NOSS/SKM Level 4 based on recommendations in the productivity road map and action plan • Link staff performance appraisals, recognition and rewards to productivity according to results of productivity measurements • Compile and evaluate results gathered on productivity measurements and report findings to relevant senior management		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate the effectiveness of implementation of the NOSS/SKM Level 4 and report findings with recommendations for improvement to relevant senior management
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Create awareness for the productivity improvement initiative; communicate details of the productivity road map and action plan to senior management in order to garner agreement and support
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage and encourage employees to participate in the productivity improvement initiative • Provide necessary training to prepare senior management to implement the NOSS/SKM Level 4
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Analytical	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Solve Problems and Make Decisions at Managerial Level		
Skill Description	This skill describes the ability to examine the causes of performance deficiency and its impact on an organisation. It also includes managing team dynamics to identify and address performance deficiency.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Advantages and disadvantages of the various methods to collect relevant and current information on organisational performance standards and quality control policies • Sources of information to identify performance deficiency • Advantages and disadvantages of the various methods to identify performance deficiency • Types of analytical tools, techniques and their application in the problem-solving and decision-making process • Principles of group dynamics, teamwork and techniques to manage team dynamics • Types of decision-making models for arriving at the preferred solution and their features • Factors affecting the effectiveness of an implementation plan • Tools and techniques to identify performance deficiency, or cause of failure, in the implemented solution, plan and their features • Advantages and disadvantages of the various ways to formalise an implemented solution, as part of current Standard Operating Procedures (SOPs) • Organisational procedures for amending and disseminating SOPs		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Collect relevant and current information on organisational performance standards and quality control policies • Identify the types of performance deficiency and examine the causes and their impact on organisation-related aspects • Identify the root causes of the problems with team members using appropriate group facilitation techniques • Determine a preferred solution using appropriate methods to draw up an implementation plan • Formalise the implemented solution process as part of the organisation's current standard operating procedures • Evaluate the effectiveness of the implemented solution and implementation plan using appropriate techniques and criteria		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Generate creative ideas using appropriate idea generation and group facilitation techniques • Shortlist the most viable ideas based on a set of important criteria using appropriate problem-solving and decision-making techniques and tools • Evaluate the impact of shortlisted ideas using appropriate problem-solving and decision-making techniques and tools • Develop a corrective action plan for any shortfalls identified in the implemented solution and conduct a follow-up review of modifications made
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage team dynamics and differing opinions through the use of conflict management techniques
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Reflect on own strengths and weaknesses, and their impact on solving problems and making decisions • Focus on own strengths and weaknesses; and their effect in problem solving and decision-making
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Business Continuity Management	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Manage Crisis Situations		
Skill Description	This skill describes the ability to execute crisis management plans to manage crisis situations. It also includes allocating resources, executing and documenting response and recovery activities, and communicating organisational crisis management messages to the relevant audience.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Operational roles and responsibilities of a manager handling a crisis • Documentation components for crisis response and recovery activities • Communication plan for managing crisis		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Allocate resources to manage response-handling in accordance with the crisis management plan • Identify crisis response and recovery activities for implementation in accordance with recovery strategies, and business continuity strategies to ensure alignment of activities • Document crisis response and recovery activities data in accordance with information format requirements to facilitate follow-up actions • Implement 'return-to-normal' procedures in accordance with crisis management plan to ensure alignment of activities • Communicate organisational crisis management key messages to the relevant people		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review crisis management process to identify areas for improvement		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage own emotions to maintain composure, display self-confidence and resilience when dealing with challenges in a crisis situation • Respond appropriately to emotional cues of the organisational members during a crisis situation to manage negative emotional climate and provide reassurance
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Improve self-knowledge on crisis management by subscribing to diverse learning channels and discussion platforms so as to ensure continuous learning for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Change Management	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Facilitate Innovation and Lead Team Leaders to Implement Change		
Skill Description	This skill describes the ability to work with team leaders to manage change processes. It also includes facilitating innovation at the workplace, implementing change strategies and processes as well as evaluating the impact of change.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical considerations relating to change management • Organisational policies and procedures relating to change management • Relevant professional or industry codes of practice and standards relating to change management • Key concepts and importance of a learning organisation in relation to organisational change • Theories and principles of change management • The differences between the attributes of positive and negative risks		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work*	The ability to: • Support enterprising behaviour and risk-taking among team leaders by modelling enterprising behaviours and rewarding innovation in order to encourage desired behaviours • Assign roles and responsibilities to implement change strategies and processes • Identify systems and behaviours that may support or limit implementation activities • Work with team leaders to anticipate and plan for predictable consequences of change by applying systems thinking • Analyse data and feedback from team leaders to establish trends and as well as identify actions and resources required to ensure the change processes generate required benefits		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Identify opportunities for growth or improvement based on current achievements • Develop and review systems in order to share learned lessons from the change implementation processes so as to guide future actions for improvement		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics..*	The ability to: • Demonstrate empathy by acknowledging and addressing emotions and perspectives of the team leaders arising from the impact of the change implementations so as to ensure their needs are addressed
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Identify competencies to help individuals and teams to respond positively to change • Keep abreast of the change management systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance own knowledge for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Communications	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Present Information		
Skill Description	This skill describes the ability to present information in various formats to achieve presentation objectives. It also includes preparing, conducting and evaluating presentations to determine areas for improvement.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Factors for consideration when selecting presentation formats • Sources of necessary information • Criteria for organising information • Presentation techniques		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify presentation objectives and presentation formats in accordance with the organisational procedures • Gather and analyse necessary information to support presentation objectives • Develop presentations and presentation collaterals, if necessary, in order to support the presentation structure • Present information in appropriate presentation formats to achieve presentation objectives		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate presentations to determine areas of improvement		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Assess reactions of target audience towards the presentations to respond appropriately to their concerns
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Seek guidance and advice from peers and supervisors on past presentations in order to gain insight on presentation planning
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Presentation formats may be verbal or written and must include: • Reports • One- to –One • On The Job • Audio • Videos • Posters • Exhibits • Models • Performances • Demonstrations

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Guest Experience	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Create Guest Experience		
Skill Description	This skill describes the ability to establish a desired guest experience framework, by designing service products, environments and delivery processes to meet the desired experience. It also includes communicating and facilitating implementation of the enhanced guest experience framework, monitoring, evaluating and taking corrective measures to address irregularities in delivering the experience.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • The importance of guests' experience • The importance of service products, desired service environments and desired service delivery processes • Market trends and developments in creating guest experiences • Communication and interpersonal skills • Criteria for guest satisfaction level, such as the Guest Satisfaction Index and the organisation's guest satisfaction ratio • Factors determining successful guest experience design • The types of evaluation tools used to assess guest satisfaction • Legal and ethical considerations relating to evaluation of guests' experience		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Establish the desired guest experience framework based on the guests' profile • Facilitate the implementation of enhanced guest experience framework • Monitor the enhanced guest experience based on guest satisfaction • Evaluate the enhanced guest experience based on guest satisfaction • Take corrective measures to address irregularities in the delivery of enhanced guest experience		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Design innovative service products, environment and delivery process to enhance the guests' experience • Review service products, environment and delivery process to enhance the guests' experience		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate with guests, colleagues and team to assist in establishing the desired guest experience framework
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in self-reflection to review effectiveness of the desired guest experience framework in creating a positive guest experience • update one's own learning on the guest experience framework by subscribing to diverse learning channels as well as participating in peer review platforms
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Guest Experience	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Develop Service Recovery Framework		
Skill Description	This skill describes the ability to develop a service recovery framework. It also includes analysing service challenges to ascertain service delivery gaps, developing a service recovery framework, cascading the service recovery procedures to staff and evaluating the impact of the strategies.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • The sources of information on service challenges • The methods to analyse service challenges • The components of a service recovery framework • The methods of cascading service recovery policies and procedures to senior management • The criteria to evaluate effectiveness of the service recovery framework		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Analyse service challenges to ascertain any service delivery gaps • Analyse the data on service challenges with the organisation's key performance indicators and industry benchmarks to ascertain gaps • Develop a service recovery framework to address any service delivery gaps • Incorporate the service recovery framework in employee handbooks and as part of the service team's orientation programme		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate presentations to determine areas of improvement		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Cascade the service recovery framework to management • Communicate the service recovery framework to service team • Conduct focus group discussions with the service team to solicit feedback on service challenges
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Review the best practices in service recovery to benchmark the organisation's framework
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	A service recovery framework consists of organisational strategies, policies and procedures; including guidelines to manage and respond to service challenges. Effective service recovery occurs when an organisation is able to solve a service challenge, make restitution, or regain trust following a breakdown in service delivery. Components of a service recovery framework must include: • Organisation's guidelines, which must include: o Organisation's vision, mission and values o Service vision o Service brand o Service standards • Service recovery strategies which must include: o Understanding the guest's needs and expectations and its impact on the organisation o Being aware of potential service challenges that might occur during service delivery o Implementing clear escalation paths and decision-making processes for the resolution of service challenges o Empowering front-line employees to make decisions within their limits of authority o Introducing compensation framework for guest compensation

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

	• Service recovery procedures which must include: o Listening to the guest to identify the cause of the service challenge o Using verbal and non-verbal communication to address service challenge o Apologising to the guest immediately o Taking immediate action to resolve the situation o Showing empathy o Conducting follow-up with guest o Working towards mutually acceptable resolutions to escalated service challenges • Feedback channels for guests • Service quality and guest satisfaction measures to analyse service challenges

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Guest Experience	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Manage the Brand's Service Standards		
Skill Description	This skill describes the ability to manage an organisation's Brand Service Standards, guidelines and its impact. It also includes developing plans for corrective action and building the service team's capability to understand the organisation's service strategy.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • The Organisation's Brand Service Standards • The Organisation's Brand Service Standards guidelines • Methods to implement the organisation's Brand Service Standards guidelines • Types of data related to Brand Service Standards guidelines • Methods to analyse impact of Brand Service Standards guidelines		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Gather data related to the Brand Service Standards' guidelines to analyse the impact of the service brand guidelines • Analyse gaps between the organisation's service data and Brand Service Standards' guidelines to determine root causes of performance issues • Develop an implementation plan for corrective action to enhance Brand Service Standards performance • Implement corrective actions to enhance the performance of Brand Service Standards' guidelines		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Track guest's feedback on the organisation's service brand to identify areas of improvement		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate the organisation's service strategy and service brand to the team • Seek endorsement on implementation plan to enhance the organisation's service brand
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Enhance the team's understanding of the organisation's service brand and service brand guidelines through formal and informal learning platforms
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	An organisation's service brand is the way an organisation seeks to identify itself. Service brands: • Add depth and value to an organisation's product offerings • Display publicly the organisation's culture and values The service brand guidelines are defined as the activities or actions that support the organisation's service brand, and are in line with the organisation's vision, mission and values. Gathering data related to service brand guidelines must include: • The percentage of new guests of organisation's product or service • The increase in guest loyalty, e.g. increase in sign-ups for guest loyalty or reward programmes • The conversion rate of visitors to organisation's website to purchases made • The adherence to service brand guidelines by team • The feedback from guests or supervisors on service brand guidelines • The ascertainment of gaps by comparing data collected against organisation's service standards and service brand guidelines An organisation's service standards are the commitment to a level of service performance that an organisation's guests can expect. The organisation's service standards may be used to: • Inform guests of the service performance the organisation is committed to achieve • Measure the organisation's service performance • Provide staff with performance targets

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Finance	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Understanding Departmental Budget		
Skill Description	This skill describes the ability to understand the budget requirements for the department based on business functional objectives and operational plans. It also includes reporting budget calculations and discrepancies to management for decision-making and ensuring adherence to financial controls in accordance with policies and regulations.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Objectives of budgets • Parameters of budgets • Types of budgets • Key principles of accounting and financial systems • Types of data sources and data required to prepare a budget • Accounting principles and practices that are related to budget preparation • Key principles of budgetary control and budget plans • Budgetary control techniques • Requirements of Malaysia's taxation policies • Functional objectives and key requirements • Organisational financial data • Financial analytical techniques and methodology • Relevant management to consult on budget calculations		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Analyse business function strategies, functional objectives and operational plans to facilitate accurate forecasting and budgeting for the financial year • Compare previous actual data with estimations made by management to highlight discrepancies • Report budget calculations and discrepancies to management to facilitate prompt management decision-making on budget allocation • Ensure adherence to financial controls to meet requirements of relevant organisational corporate governance and financial policies, legislation and regulations		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Identify opportunities for technological optimisation to enhance efficiency of the budget preparation process		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Adhere to the organisational code of conduct, values and ethics when preparing a departmental budget to ensure fair and accurate reporting
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Improve own budget planning competency by subscribing to various learning channels and peer discussion platforms to enhance workplace performance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Front Office Operations and Services	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Manage Front Office Operations		
Skill Description	This skill describes the ability to organise resources, ensure effectiveness of front office operations, evaluate operational results against organisational objectives, implement actions to meet organisational objectives and comply with legal requirements.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • How to resource a plan to support delivery of front office services • Key performance Indicators (KPIs) to evaluate effectiveness of Front Office operations • Techniques of root cause analysis • Service recovery techniques to manage unresolved, escalated guest concerns • Sources of operational results • The techniques for evaluating operational results against organisational objectives • The guidelines for implementing actions to meet organisational objectives • Obligations to comply with legal requirements		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Organise the resources in accordance with the resource plan and the organisational requirements • Ensure the effectiveness of front office operations, in accordance with the organisation's policies and procedures • Evaluate operational results against the organisation's objectives, in accordance with the organisation's procedures • Implement actions to meet the organisation's objectives, in accordance with the organisation's procedures		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Resolve front office performance issues, in accordance with the organisational procedures • Manage unresolved, escalated guest concerns in accordance with the organisational procedures • Use appropriate analytical tools at different stages of the problem-solving process for efficiency		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Comply with legal requirements when managing front office operations • Recognise opportunities to apply new and evolving technologies • Allow team members to be responsible for their decisions and provide necessary support and resources needed to carry out their decisions
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Reflect on and evaluate operational problems of the Front Office and encourage self-development for team members at all levels of the organisation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Information Technology	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Analyse and Recommend Best Practices and Technology in Hospitality		
Skill Description	This skill describes the ability to perform environmental scanning for trends on best practices and technology in hospitality. It also includes comparing and determining gaps between the organisation's and industry's current standards benchmarks of best practices and technology.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • SWOT – Strength, Weakness, Opportunity, Threat • Data collection and collation techniques • Best practices and technology in hospitality • Organisation's products and services • Methods of comparative analysis • Gap analysis		
Application and Adaptation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Perform SWOT for industry trends in best practices and technology • Identify best practices and technology • Compare current practices and technology with industry benchmarks of best practices and technology, in accordance with the organisation's requirements • Determine gaps between current organisational practices and industry benchmarks on best practices and technology • Propose recommendations to bridge gaps between the organisation's current practices and industry benchmarks of best practices and technology		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Seek new technological applications, in consideration for workplace productivity		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Create a work culture that supports best practices and technology
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Analyse own ability to use new digital technologies for workplace productivity
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Innovation	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Foster Service Innovation		
Skill Description	This skill describes the ability to promote and foster a service innovation culture in the organisation. It also includes leading a team to generate service innovation ideas, facilitating its implementation and evaluating the success of implemented service innovation ideas.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Methods to promote the service innovation culture • Organisational work practices and procedures that support service innovation • Characteristics of a leader • Resources required for implementation of service innovation ideas • Methods to evaluate the success of implemented service innovation ideas		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Promote a service innovation culture within the organisation • Identify resources required for implementation of service innovation ideas • Develop a business case for service innovation ideas generated • Oversee the implementation of service innovation ideas		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Lead a team in generating service innovation ideas which are in line with the organisation's evaluation criteria • Evaluate success of implemented service innovation ideas to ascertain its effectiveness		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Seek management's endorsement on business cases to implement service innovation ideas
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Review past service innovation ideas from the organisation's database to lead the team in generating new ideas
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Methods to promote a service innovation culture must include: • Encouraging a service innovation mindset amongst staff • Communicating importance and need for service innovation • Establishing working conditions that encourage the application of service innovation • Promoting the benefits of service innovation which includes: o Winning new guests o Guest retention o Greater guest satisfaction o Strengthening the service culture of the organisation o Improving efficiency o Improved business results from implemented service innovation ideas Resources required for implementation of service innovation ideas must include: • IT solutions • Manpower • Budget

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Leadership	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Lead Team Leaders to Develop Business Strategies and Local Governance Management		
Skill Description	This skill describes the ability to lead managers to develop organisational strategies and review the corporate governance management to meet the organisation's needs. It also includes modeling of leadership, providing direction and guidance to line managers.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • The relationship between high level strategy, and the development and implementation of team plans and processes • The relationship between high level strategy, the development and implementation of business systems and processes to support corporate governance • The organisational policies and procedures relating to the development of departmental strategies and corporate governance compliance management • Legal and ethical considerations relating to corporate governance • Relevant professional or industry codes of practice and standards relating to corporate governance • The implications and impact on employees and the organisation arising from team planning process and corporate governance management process		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Facilitate team leaders' involvement in the development of departmental or business strategies to achieve business objectives • Lead team leaders to identify trends and issues impacting team performance and develop team operational plans to achieve team objectives • Communicate organisational values and expectations of behaviour in the workplace to guide team leaders in their behaviour and performance • Engage regularly with team leaders to provide the required support to achieve department goals • Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Develop and modify systems and processes to improve compliance management on corporate governance and social responsibilities requirements		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate departmental strategic priorities to the management to garner their support and buy-in • Assess emotional states of team leaders and respond appropriately to emotional cues when leading team leaders to ensure individual needs are addressed
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in regular self-reflection to identify own areas for improvement in leading strategy planning • Improve own strategy planning skills by subscribing to diverse learning channels and participating in peer review platforms to enhance workplace performance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	People and Relationship Management	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Develop a Work Team		
Skill Description	This skill describes the ability to establish teams and allocate resources in achieving organisational goals. It also includes cultivating open communication for teamwork and evaluating the progress of the team.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Critical factors in building a high-performance team • Characteristics and impact of team synergy on team performance • Techniques for team building and development • Coaching process aligned to organisational vision and business goals • Platforms and tools to create opportunities for team members to contribute ideas and skills • Components of systems to recognise contributions of team members • Implications of diversity issues on coaching • Components of systems for development of staff • Motivational theories related to rewards and recognition for staff • Methods to determine trends in team performance		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Analyse the types of teams required and their value in achieving organisational goals • Identify and elect work team members and align roles, responsibilities, objectives and expectations of the work team to organisational goals • Delegate tasks and allocate resources to the work team for the achievement of goals and objectives, taking into consideration diversity issues • Evaluate impact of task and role delegation among team members on team synergy and make adjustments where necessary in accordance to criteria set • Encourage teamwork, foster commitment and sense of ownership among team members based on team building and development techniques • Assess the barriers to group interaction and communication so as to establish infrastructure to facilitate knowledge management and work team coaching; which is aligned with the organisational vision and business goals		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Monitor and evaluate team progress and performance in achievement of goals and objectives • Monitor and assess team progress and performance in meeting goals and targets		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate the roles, responsibilities, objectives and expectations to the work team and empower team members to accomplish them • Communicate feedback to team using the most suitable means; while using data to provide recommendations to improve performance • Recognise and reward teamwork and performance taking into consideration implications of diversity issues
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Seek feedback from peers and supervisors to improve one's own future performance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	People and Relationship Management	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Lead Workplace Communication and Engagement		
Skill Description	This skill describes the ability to lead workplace communication through the implementation of communication strategies and mechanisms. It also includes using negotiation strategies to achieve organisational goals and win-win outcomes.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Communication strategies, tools and methods that team members can use to meet organisational goals, objectives and their features • Types and dimensions of organisational culture and their characteristics • Dimensions of conflict or dispute • Desired goals to be achieved as an outcome of negotiation • Motivations, priorities, interests and inclinations of senior management involved in a negotiation • Importance of considering cultural factors and various diversity issues that affect the communication in a negotiation process • Factors affecting the prioritising of goals and evaluation of possible trade-offs • Steps to develop relevant details and supporting arguments for negotiation • Negotiation styles and tactics for countering other party's style and their characteristics • Sources of power, conflict and obstacles to a successful negotiation and their implications in a negotiation		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Conduct research on best practices in workplace communication, evaluate their suitability for adoption and establish benchmarks for the organisation • Develop communications plan to implement communication strategies and mechanisms to meet organisational goals and objectives • Evaluate employees' level of acceptance of organisation's vision, mission and core values and take corrective actions where needed • Evaluate effectiveness of communication strategies, mechanisms and implementation plan according to criteria set • Establish the actual causes of conflict or dispute and plan for negotiation taking into account organisational goals and objectives • Assess negotiation situation and develop negotiation strategies taking into consideration diversity issues • Evaluate negotiation process and delegate appropriate follow-up actions in a timely manner based on accurate and objective analytical techniques		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate gaps and barriers in workplace communication based on determined benchmarks; and establish communication strategies and mechanisms that meet organisational goals and objectives
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Use communication strategies to influence organisational culture and motivate employees to commit to the organisation's vision, mission and core values • Conduct negotiation to achieve organisational goals and win-win outcomes by applying negotiation strategies and effective communication skills
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Reflect on gaps in one's own communication and negotiation style to make adjustments for future interactions
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	People Management	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Conduct Staff Performance Assessment Process		
Skill Description	This skill describes the ability to prepare and conduct performance appraisals, develop personal development plans and manage performance outcomes.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Procedures for reviewing staff performance against staff development plans and performance evidence • Guidelines for communicating performance review results with staff • Analyses of feedback from relevant management • Performance gaps and the advantages of addressing them • Significance of proposing improvements to performance • Usage and review of performance appraisal tools • Compliance with code of ethics when conducting staff performance appraisals • The importance as well as guidelines for setting goals and milestones for career development • Methods to reward staff effectively • Guidelines for corrective actions against poor performing staff • Analysis of feedback from relevant management • Performance gaps and the advantages of addressing them • Significance of proposing improvements to performance		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Review staff performance criteria against performance evidence, in accordance with organisational guidelines • Analyse feedback gathered to determine if relevant performance criteria are met and make assessment decisions in accordance with organisational guidelines • Use performance appraisal tools to conduct performance appraisals, in accordance with organisational guidelines • Link staff performance to staff development plans, in accordance with organisational guidelines • Communicate performance achievements and gaps to staff, in accordance with organisational guidelines • Develop personal development plans to set goals and milestones for career development, in accordance with organisational guidelines • Manage performance outcomes to provide rewards, take corrective actions against poor performance or address performance gaps, in accordance with organisational guidelines		

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Skills Standards for the Assistant Front Office Manager

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Propose improvements to identified performance gaps, in accordance with organisational guidelines • Provide feedback to encourage staff development, in accordance with organisational guidelines
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Comply with code of ethics when conducting staff performance appraisals and assessment decisions, in accordance with organisational guidelines
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in self-reflection to review effectiveness of processes for conducting staff performance assessment • Update own learning in staff performance assessment processes by subscribing to diverse learning channels and gathering feedback from relevant manager
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Personal Management and Development	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Contribute towards a Learning Organisation		
Skill Description	This skill describes the ability to analyse employability issues for the organisation in local and global contexts. It also includes contributing to the development of a learning organisation that can operate effectively in the knowledge-based economy as well as adapt to change and diversity.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Changes to work requirements and expectations in both local and global contexts • Methods to acquire skills and knowledge for the organisation • Types of skills and knowledge required by an organisation and methods to acquire them to stay competitive in the global context • Advantages and disadvantages of the various types of assessment methods to conduct training and development needs analysis • Strategies to enhance employees' receptiveness to training • Types of learning styles, learning theories and learning motivation theories • Motivational factors to learn for the self and the organisation • Benefits of a learning organisation culture • Types and stages of changes arising from the external environment and their characteristics • Types of strategies that can assist an organisation to adapt to change • Ways in which the types of strategies for managing and synergising diversity can contribute to organisational effectiveness		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Evaluate information gathered from the news media to determine relevant issues and trends that affect the organisation both in the local and global context • Evaluate the implications of global competitiveness on one's job and organisation • Establish and evaluate systems for facilitating transfer of knowledge and skills within an organisation • Establish and evaluate learning opportunities, resources and knowledge management infrastructure in an organisation		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Analyse and adopt suitable approaches for organisational change • Develop strategies to assist an organisation in order to adapt to change		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage and synergise the diversity of the various groups for organisational effectiveness
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Conduct training and development needs analysis using appropriate assessment methods and set learning goals for oneself and the organisation • Conduct learning style analysis to identify learning styles of oneself and the staff to ensure the effective acquisition and transfer of knowledge and skills within the organisation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Personal Management and Development	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Foster Team Adaptability		
Skill Description	This skill describes the ability to analyse employability issues in the global context. It also includes using strategies to adapt team members to the changing conditions and diversity of the workplace for greater productivity and effectiveness.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of learning opportunities, uses of learning resources and references for development • Common challenges and difficulties in selecting the appropriate resources for development • Ways to recommend and facilitate the use of the various resources for development • Methods to identify learning styles for the self and the team • Types of learning theories, learning motivation theories and motivational factors to learn • Transferable skills, knowledge and their features • Factors that hinder and encourage learning • Types of diversity in the team • Importance of team cooperation and synergy • Impact of changes at the workplace • Factors that hinder and encourage learning • Types of diversity in the team • Importance of team cooperation and synergy • Impact of changes at the workplace		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Analyse information gathered from the news media to determine relevant trends and issues that would affect the work team at the workplace • Analyse the implications of global competitiveness on one's job and team at the workplace • Analyse the impact of diversity on a team and facilitate team members to work within a diverse team based on strategies set • Identify the competencies required in the current job for both yourself and the team		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Implement ways to provide a conducive work environment to facilitate the transfer of learning among team members and peers
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Identify and implement strategies to motivate and assist team members to adapt to change in job requirements at the workplace
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Identify gaps in competencies, determine training and development needs and select resources and suitable learning opportunities that match the learning styles of self and team • Promote opportunities for learning and coaching within a team
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Personal Management and Development	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Manage Workplace Challenges with Resilience		
Skill Description	This skill describes the ability to apply resilience techniques to manage challenges. It also includes assessing one's personal, as well as the organisation's, level of resilience.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • The concept of resilience • The importance of resilience to an individual and/or an organisation • Types of assessment tools and methods to assess the level of resilience • Characteristics of assessment tools and methods used to assess the level of resilience • Methods for development of resilience • Characteristics of the various methods for development of resilience		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Assess the level of resilience at the individual and/or organisational level and its effects on achieving desired outcomes according to methods set • Apply resilience techniques to manage challenging circumstances at the individual and/or organisational level		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Examine the areas for development in resilience of the individual and/or organisation to achieve the desired outcomes		

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Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Seek support from others when dealing with challenging situations
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Reflect on opportunities to learn and renew oneself to bolster resilience
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Domains of resilience must include: • Individual's perspective: o Being in control to influence whatever happens next o Assuming ownership to improve the situation, regardless of one's formal responsibilities o Being optimistic o Able to surmount stressful situations and emerge stronger thereafter o Able to adapt one's thinking to the situation at hand e.g. taking another's point of view, able to see things from a different perspective, able to see difficulties as challenges, etc. o Able to use humour to get through difficult circumstances o Able to accept that something has happened and move on to deal with it o Able to persevere and endure adverse situations o Able to maintain composure and a healthy level of physical and psychological wellness in the face of challenges o Able to contain setbacks in one aspect from spilling over to other professional or personal aspects o Able to acquire resources to move on in challenges and reach one's full potential • Organisational perspective: o Systems in place to ensure business continuity o Diversification of business activities to mitigate risks o Setting a system and execute follow-through o Responsiveness to operating environment o Systems to generate and protect business resources e.g. supply chains, financial and human resources o Systems and tools in place to train, maintain and track resilient individuals and teams

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Skills Standards for the Assistant Front Office Manager

Factors affecting the level of resilience must include:

- On the level of the individual:
  - Nature of occupation e.g. fast-paced, dynamic vs. stagnant, predictable & routine
  - Personality and traits
  - Life experiences
  - Wellness of one's mind, spirit, body, etc.

- On an organisation's level:
  - Culture
  - Leadership
  - Systems and processes
  - Investment in training and development of staff

Resilience techniques must include:

- Practising/internalising resilient behaviours:
  - Not giving up and persisting in achieving goals despite the difficulties
  - Being decisive and able to make sound decisions despite uncertainties and pressures
  - Staying composed and positive in times of difficulty
  - Thinking clearly and staying focused under pressure
  - Recognising how your feelings affect performance and understanding how it affects your relationship with stakeholders, team members, guests, and in turn affects organisational performance
  - Distinguishing personal and professional outcomes
  - Responding to changes and situations with a positive and open mind
  - Creating a supportive culture within an organisation
  - Coaching others through difficulties
  - Recognising negatives symptoms before they become an issue
  - Engaging in activities to maintain the well-being of one's mind, spirit and body
  - Controlling unwanted thoughts and emotional reactions

Formulating an action plan to develop resilience at the individual and/or organisational level, with components of an action plan to develop resilience at:

- At the individual level:
  - Measurement/outcome indicators to track development in resilience
  - Areas for development in resilience
  - Methods/tools for collecting feedback on level of resilience
  - Schedule of timelines
  - Resources e.g. physical, financial required

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- o Possible methods to develop resilience:
  - Attending courses
  - Building a strong support network through nurturing strong and positive relationships, getting involved in community and volunteer work
  - Building long-term stress resilience and reduce situational stress throughout the day
  - Sharing and exchanging stories
  - Setting progressive and incremental goals to build self-confidence in specific areas
  - Reflecting on past experiences and using them to positively reframe future experiences
  - Practising relaxation techniques that can include imagery and breathing techniques
  - Applying nutritional strategies for boosting vitality, motivation and productivity
  - Applying learned optimism techniques
  - Applying problem-solving and decision-making techniques to make sound decisions despite uncertainties and pressures
  - Controlling unwanted thoughts and emotional reactions

- At the organisational level:
  - o Measurement/outcome indicators to track development in resilience
  - o Areas for development in resilience
  - o Methods/tools for collecting feedback on level of resilience
  - o Resources e.g. manpower, financial, logistics required
  - o Possible methods to develop resilience:
    - Encouraging innovation and experimentation
    - Implementing systems to ensure business continuity
    - Diversifying business activities to mitigate risks
    - Introducing systems and processes to enhance organisation's flexibility and adaptability and to generate and protect business resources e.g. supply chains, financial and human resources
    - Leadership development programmes
    - Implementing scenario analysis and planning to enhance organisation's responsiveness to operating environment
    - Investment in training and development for staff at all levels
    - Introducing culture-building and awareness programmes
    - Implementing communication and engagement sessions with staff at all levels
    - Implementing alternative work practices e.g. flexible working arrangements, empowerment of decision-making, etc.
    - Implementing staff welfare programmes such as exercise days, staff bonding events, etc.

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Skills Standards for the Assistant Front Office Manager

Skill Category	Planning and Implementation	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Apply Project Management Techniques		
Skill Description	This skill describes the ability to apply project management principles and practices within the context of the work required by the job role. This also includes establishing and managing project budgets, assessing and mitigating project risks as well as managing the project schedules while responding to any changes.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Roles and responsibilities of each member in the project team • Importance of project objectives and timelines • Principles and objectives of risk assessment, analysis and reporting processes • Methods of interpreting financial charts and graphs • Methods of financial project progress documentation • Project budget variance detection and reporting to the project manager • Types and applications of scheduling tools and techniques • Time management techniques		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify risks throughout the project life cycle • Perform basic risk assessment and report to relevant management in order to develop risk mitigation plans • Assess project budgets and potential cost issues on operations to prevent cost overruns in project budgets • Work within project schedules to ensure project deliverables are met • Identify and report potential changes to project schedules to project managers for corrective actions • Monitor and manage changes in a timely manner to meet the project target schedules		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Adopt risk control policies and procedures to ensure potential risks are mitigated		

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Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Encourage all team members to carry out their roles effectively for a project to meet objectives and target schedules
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Learn from peers and supervisors in terms of techniques to effectively manage a project
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Planning and Implementation	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Manage and Review Systems and Processes		
Skill Description	This skill describes the ability to manage, review and evaluate systems and processes with a view for enhancements. It also includes gathering of feedback and developing solutions to close gaps and to make improvements.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Different tiers of systems and processes within the organisation • Tools and methodologies to review systems and processes		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Manage systems and processes to meet organisational guidelines and policies		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review and evaluate systems and processes in accordance with organisational policies to identify areas for improvement • Develop and establish solutions to gaps and areas of improvement to further enhance organisational systems and processes		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Adhere to organisational code of conduct, values and ethics when managing and reviewing systems and processes to ensure continued efficiency of organisational business processes
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of best practices in managing systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Results Achievement	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Monitor and Reward Performance in a Team to Support Achievement of Results		
Skill Description	This skill describes the ability to implement team plans and monitor a team's progress towards the achievement of results. It also includes managing and rewarding team performance.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Organisational policies and procedures relating to interpretation and implementation of plans, and performance management processes and tools • Legal and ethical considerations relating to performance management and performance contracts • The relationship between business objectives and the development and implementation of plans and processes at the team level • The relationship between high level strategy and performance management processes at the team level • Implications and impact of performance management process on employees and the organisation		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Work with team members to interpret team plans to seek common understanding • Allocate tasks and resources to team members based on each individual's skills, knowledge and experiences to ensure optimal deployment of team members • Negotiate and document the deliverables and performance expectations of each team member to track achievement of results • Lead team performance and monitor implementation of team plans to generate desired results • Provide regular feedback to team members to maintain awareness of expected and actual performance • Monitor and assess emerging risks that may impact team performance and identify appropriate control and contingency measures to address risks • Report on evaluation of team plan implementation to update management team • Manage and reward employee performance to ensure performance standards are met in accordance to team requirements • Identify learning and development programmes to support team and own performance		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Work with team members to evaluate outcomes of team plan implementation and team performance against success criteria to determine areas for improvements
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Assess emotional states of team members and respond appropriately to emotional cues when managing team performance to ensure individual needs are addressed
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of performance management processes by subscribing to diverse learning channels and participating in peer discussions to enhance own competence in managing performance management
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Risk Management	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Comply with Legal Requirements in a Accommodation Property		
Skill Description	This skill describes the ability to identify and apply regulations and monitor compliance with regulations in a hotel and accommodation services environment. It also includes liaising with regulatory agencies and acquiring licences and permits.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Importance of keeping licences and permits up-to-date • Importance of complying with regulations • Importance of keeping up with changes to relevant legislative requirements		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify and apply regulations applicable to business operations • Monitor compliance with regulations, in accordance with legislative requirements		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Identify innovative approaches and strategies according to organisational guidelines in order to comply with legal requirements in an accommodation property		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Pay attention to social dynamics in the work environment and demonstrate ethical principles and moral decisions, according to organisational guidelines to comply with legal requirements in an accommodation property
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Demonstrate learning approaches to address irregularities at work, according to organisational guidelines, to comply with legal requirements in an accommodation property
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Scope of compliance with requirements must include: • Regulatory agencies • Regulatory licences and permits • Regulations and Acts

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Risk Management	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Manage Loss/Risk Prevention		
Skill Description	This skill describes the ability to identify causes, areas and perpetrators of potential loss and risk and review safety, privacy and security practices. It also includes managing inspection activities, measures and mitigation actions to minimise loss and risk, handling exceptional cases and implementing changes to meet objectives.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Significance of loss and risk prevention • Significance of identifying potential safety or security concerns • Benefits of empowerment in the delegation of responsibilities • Investigation and disciplinary actions in exceptional cases • Criteria for setting targets for success • Importance of implementing changes after reviewing loss, risk policies, and procedures • Guidelines for maintaining safe work areas, in accordance with the Occupational Safety and Health Act 1994		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify causes, areas and perpetrators of potential loss and risk • Review safety, privacy and security practices with relevant management • Manage inspection activities and mitigation actions to minimise loss and risk • Handle exceptional cases via investigation and disciplinary actions • Review effectiveness of loss, risk policies, and procedures as well as implementing changes and implement changes		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	N/A		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Influence others to be vigilant in safeguarding the privacy and security of the property and guests
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Participate in discussions with management to improve on managing loss and risk prevention
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Sales and Marketing	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Manage Retention Programmes		
Skill Description	This skill describes the ability to manage retention programmes. It includes establishing, managing, evaluating retention programmes to increase guest loyalty.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • The importance of building guest relationships and increasing guest loyalty • The objectives of retention programmes • The cost of retention programmes		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Establish and manage guest acquisition, and retention programmes to increase guest loyalty • Review existing guest acquisition and retention programmes to ensure that they are up-to-date • Evaluate guest responses to determine if guest needs and expectations are met		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate and refine guest acquisition and retention programmes to increase guest loyalty		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Demonstrate empathy and appreciation of others' views and issues when collaborating with cross-functional teams to manage guest programmes to maintain positive working relationships
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of market trends and developments on guest acquisition and retention programmes to stay competitive with industry practices by subscribing to diverse information channels
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Skill Category	Sales and Marketing	**Skill Sub-Category** *(where applicable)*	N/A
Skill	Manage Retention Programmes		
Skill Description	This skill describes the ability to manage relationship with guests. It includes identifying and managing guest expectations, setting service standards, resolving issues with guests, and maintaining and improving guest relationships through programmes and initiatives.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Importance of guest satisfaction • Factors driving guest satisfaction • Importance of building relationships with guests • Categories of guest characteristics • Objectives of setting guest service standards • Methods of gathering feedback from guests		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify and assess guest expectations to meet guest's needs • Set guest service standards to ensure guests receive a consistent experience • Manage guest expectations to increase guest's satisfaction • Resolve issues in accordance with organisational procedures to ensure service recovery • Maintain and improve relationships to enhance guest retention		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Identify new programmes and initiatives to develop and maintain relationships with guests		

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Demonstrate social awareness when interacting with guests to ensure guests' needs and expectations are addressed
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of guests' expectations to fulfill guests' needs by subscribing to diverse information channels
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Skills Framework For Hotel And Accommodation Services

Skills Standards for the Assistant Front Office Manager

Definitions of the Five (5) Domains

DOMAIN	DEFINITION
Knowledge and Analysis	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities and takes into consideration the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
Application and Adaptation	Application involves the ability to perform work tasks and activities defined by the requirements of the occupation. Adaptation involves the ability to react to and manage the changes in the work contexts. The result of application and adaptation leads to the production of psycho-motor actions and behavioural reactions to the work tasks/activities/issues/areas, and the execution of the planned solutions to solve problems at work.
Innovation and Value Creation	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation is able to reap the values from individual or team contributors to achieve organisational growth.
Social Intelligence and Ethics	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
Learning to Learn	Learning-to-learn includes the ability to improve on self-development within and outside of one's area of work. It involves the continual inspection of one's knowledge, analytical, application, adaptive, innovative and social skills that are needed to perform the work optimally and/or solve problems effectively.

JOB DESCRIPTION

Hotel Front Office Manager

Skills & Training Required

Front Office Manager

OCCUPATION DESCRIPTION:

The Front Office Manager (FOM) oversees the entire front office operation. This includes the call centre, the concierge and bell services, the front desk, the club floor, and guest services. They ensure that the property's service standards, policies and procedures are properly adhered to in a consistent manner; and also needs to have knowledge on the ins-and-outs of rooms reservations.

FOM works jointly with the reservations and sales team to maximise rooms occupancy and departmental revenue. They are expected to take corrective measures to ensure the highest possible profitability, without compromising service standards. Close working relationships are also maintained with other departments to resolve guest issues efficiently, and maintain the upkeep of the property.

FOM conducts meetings with the front office team and is responsible for hiring, evaluating and developing the team. They are also required to prepare regular management reports; review credit limit reports, logbooks and guest feedback forms on a regular basis; and work within the allocated departmental budget.

FOM should possess strong communication skills and demonstrate leadership abilities. They should also exhibit excellent organisational and time management skills. On top of that, they should be technology literate with knowledge of the prescribed administrative and hospitality applications and tools, such as the property management system and property reservation manager.

NO	SKILL CATEGORY	SKILL	TRAINING
1	**Analytical**	1.1 Apply problem-solving and decision-making 1.2 Contribute to the design and development of National Occupational Skill Standard (NOSS)	1. Certified in Hotel Industry Analytics (CHIA) 2. Hospitality Analytics 3. Problem Solving Technique and Decision Making 4. NOSS Development Program NOSS (by CIAST)
2	**Negotiation**	2.1 Managing negotiations 2.2 Managing dispute mediation	1. Negotiation Skills 2. Turning Complaints to Compliments 3. Effective Communication at Work for Hoteliers
3	**Communications**	3.1 Conduct presentation to Senior Management	1. Presentation Skills 2. Emotional Intelligence 3. Concept of Communication
4	**Customer Experience**	4.1 Drive customer loyalty for service excellence	1. Be a Great Host 2. Customer Service Excellence for Front of the House 3. The Excellent Hospitality Service 4. Changing Mindset for Service Excellence 5. Professional Appearance, Etiquette and Grooming for Business Success 6. Certified Guest Service Professional (CGSP)

Front Office Manager

NO	SKILL CATEGORY	SKILL	TRAINING
5	**Environmental Sustainability**	5.1 Manage sustainable operations using green initiatives	1. Environmental Management System
6	**Finance**	6.1 Manage budgeting and forecasting processes for the department	1. Finance for Non-Finance Executive/ Manager 2. Hotel Operations, Acquisition and Costing 3. Revenue Management 4. Finance Accounting Management In Hospitality Operations 5. Understanding Revenue Management Applications
7	**Information Technology**	7.1 Analyse and recommend best practices technology in hospitality 7.2 Analyse hospitality data	1. Certified in Hotel Industry Analytics (CHAI) 2. Digital Marketing & Social Media 3. Professional Hotel Reservations Management 4. Global Distribution System – Best Practice for your Hotel 5. Distribution & Channel Management
8	**Information and Results**	8.1 Drive service quality and customer satisfaction	1. Engaging our Guest's Needs 2. Selling to Personality Types 3. Marketing Management 4. Handling Online Review
9	**Innovation**	9.1 Innovate the customer experience	1. Turning Complaints to Compliments
10	**Leadership**	10.1 Lead managers to develop organisational and governance strategies	1. Supervisory Management Development 2. Hospitality Leadership & Supervision 3. Leadership Principle and Applications 4. Management and Leadership in the Hospitality Industry
11	**Relationship Management**	11.1 Manage cross functional and culturally diverse teams	1. Managing People for Greater Productivity 2. Certified Hospitality Supervisor (CHS)
12	**People Management**	12.1 Develop managers and high potential employees through organisational talent capability review 12.2 Manage human resources in the department	1. Empowering Managers in the HR Processes in their Organisations 2. Leadership for Executive

Front Office Manager

NO	SKILL CATEGORY	SKILL	TRAINING
13	**Personal Management and Development**	13.1 Develop self to maintain professional competence at senior management level	1. Strategic Planning and Management for Department Head 2. Time Management 3. Building A Successful Team 4. Personal Mastery for Effective Execution
14	**Planning and Implementation**	14.1 Develop service operations 14.2 Manage external service providers 14.3 Manage resource planning 14.4 Provide information for management decision making	1. Managing People for Greater Productivity 2. Strategic Planning & Management for Department Head
15	**Results Achievement**	15.1 Monitor and reward performance across teams	1. Managing Employee Discipline and Performance 2. Performance Monitoring 3. Performance Management System (PMS)
16	**Revenue Management**	16.1 Update data for trends	1. Certified in Hotel Revenue Management (CHRM) 2. Certified in Hotel Industry Analytics (CHIA) 3. Understanding Revenue Management applications
17	**Risk Management**	17.1 Operationalise and manage corporate governance policy for the department	1. Risk Assessment, Evaluation and Control Measures 2. Environment Management System 3. Occupational Safety & Health Management for Hospitality (OSHA)

Front Office Manager

Skill Category	Analytical	**Applicable to NOSS level**	Level 5 - Front Office Manager
Skill 1.1	Problem Solving and Decision Making		
Skill Description	The ability to gather information, identify and implement potential solutions to address the issues.		
Knowledge and Analysis *It refers to gathering facts and information through various sources.* *A combination of knowledge and analysis results in sound/rational judgement of tasks/ activities/issues/areas and problem solving at work.*	The ability to understand: • Situations that can affect the achievement of desired goals and outcomes • Characteristics and application of the decision-making models • Limitations of appropriate evaluation process to assess effectiveness of chosen solutions • Possible success indicators of chosen solutions		
Application and Adaptation *It refers to the ability to perform the work tasks and activities according to the job requirement.* *Adaptation requires one to react and handle changes at work in favourable manner towards the organisational growth.*	The ability to: • Analyse issues that affect the achievement of desired goals and outcomes • Apply appropriate approaches and processes to identify the root causes of non-achievement desired goals of the organisation • Develop an implementation plan to resolve issues that affect the achievement • Assess the effectiveness of the chosen solutions using an appropriate evaluation process		
Innovation and Value Creation *It refers to the ability to coming up creative ideas to enhance business value/work which is in line with organisational goals.*	The ability to: • Formulate possible solutions to resolve issues that affect the achievement of desired goals and outcomes • Select suitable solutions using established criteria to resolve issues that affect the achievement of desired goals and outcomes • Recommend corrective actions to improve chosen solutions		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Document the process in problem-solving and decision-making according to organisational guidelines and appropriate methods
Learning to Learn *It refers to the ability to continuously improve on knowledge and skills..*	The ability to: • Engage in self-reflection to view problems from a holistic manner, considering overall structures, patterns and cycles
Range of Application *(where applicable)* *It refers to the critical points that the skill may be demonstrated.*	The ability to: • To understand the challenge a holistic perspective that includes seeing overall structures, patterns and cycles in systems, rather than seeing only isolated events in the system • To identify the root causes of issues in organisations and to address them

Front Office Manager

Skill Category	Analytical	**Applicable to NOSS level**	5 - Front Office Manager
Skill 1.2	Contribute to the Design and Development of National Occupational Skill Standard (NOSS)		
Skill Description	This skill describes the ability to contribute effectively to the design and development of a National Occupational Skill Standard(NOSS).		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Productivity concepts • Ways in which productivity plays an important role in the generation of wealth and value for the organisation, industry and the country • Components of a productivity management structure to facilitate productivity improvement in the organisation • Types of productivity to be measured • Methods to analyse the relationship between productivity measurements and factors that influence productivity • Methods and tools used to measure productivity • Types of resources for productivity improvement • Types of motivation and incentive schemes for productivity improvements		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Establish role and responsibilities in productivity management • Contribute to the development of a productivity road map and action plan based on findings from the productivity diagnosis • Contribute to the design and development of a productivity measurement system to measure productivity in an organisation • Contribute to the design and development of a performance management system that link performance appraisals, staff recognition		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Contribute to the design and development of a system to evaluate the effectiveness and efficiency of the NOSS Level 5		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Establish and align productivity goals and strategies with department and organisation's goals in consultation with relevant senior management to seek concurrence and endorsement
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Conduct productivity diagnosis to assess performance standards and current situation of the department • Recommend areas for improvement in consultation with relevant senior managements
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Negotiation	**Applicable to NOSS level**	5 - Front Office Manager
Skill 2.1	Manage Negotiations		
Skill Description	This skill describes the ability to manage and direct negotiations to achieve organisation's desired outcomes. It also includes planning and preparing for negotiation, implementing negotiation guidelines and providing feedback for negotiation policy refinement.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Negotiation styles • Results of effective negotiation • Conditions for successful negotiation		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Plan and prepare for negotiation to achieve desired negotiation outcomes • Implement negotiation guidelines during negotiation process to achieve desired outcomes		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals*	The ability to: • Provide feedback to relevant parties to refine negotiation policy		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Identify and address needs and concerns of negotiating team about negotiation process, roles and responsibilities to maintain positive working relationships
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Source for past negotiation plans to gain insights to develop current negotiation plan to achieve desired outcomes
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Negotiation	**Applicable to NOSS level**	5 - Front Office Manager
Skill 2.2	Manage Dispute Mediation		
Skill Description	This skill describes the ability to manage dispute mediation to achieve mediation objectives. It also includes developing mediation guidelines, preparing and participating in mediation and evaluating mediation outcomes.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Mediation purpose and outcomes • Types of disputes • Means of managing relevant senior managements in the mediation process • Dispute resolution processes		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop and review mediation guidelines in consultation with relevant senior managements to manage the mediation process • Prepare for mediation to achieve the desired mediation outcomes • Set objectives for resolution to guide the mediation process • Use a range of communication techniques to mediate dispute successfully		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate mediation outcomes to determine achievement against objectives • Identify potential areas for improvement for future mediations		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Demonstrate empathy and openness to embrace different perspectives during the mediation process in order to the desired mediation outcomes
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Research on history of disputes and dispute resolution within the organisation and apply to current and future situations
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Communications	**Applicable to NOSS level**	5 - Front Office Manager
Skill 3.1	Conduct Presentation to Senior Management		
Skill Description	This skill describes the ability to conduct presentation to the senior management. It also includes identifying presentation objectives, delivering key messages and reviewing presentation outcomes to enhance future performance.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Presentation guidelines to present to senior management • Types of presentation • Techniques to engage target audience		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Establish objectives of presentation • Identify appropriate presentation modes • Determine deliverables for target audience to develop presentation collaterals • Use appropriate presentation modes to deliver appropriate messages to target audience		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review presentation outcomes to enhance future performance		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Assess reactions of the target audience towards the presentation • Respond appropriately to address their concerns
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Seek guidance and advice from peers and supervisors on past presentations to gain insights for planning the presentation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Customer Experience	**Applicable to NOSS level**	5 - Front Office Manager
Skill 4.1	Drive Guest Loyalty for Service Excellence		
Skill Description	This skill describes the ability to enhance guest loyalty. It also includes developing guest loyalty strategies, evaluating the impact of the strategies and recommending changes to service operations plans that may have an impact on guest loyalty.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities*	The ability to understand: • Guest loyalty strategies • Components of guest loyalty strategy • Steps to design and implement guest loyalty strategy • Criteria to evaluate impact of guest loyalty strategies • Organisation's policies, procedures and guidelines addressing guest loyalty		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop strategies to improve guest loyalty • Evaluate impact of guest loyalty strategies		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Refine workflow processes and standard operating procedures for service delivery to enhance organisation's effectiveness		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: N/A
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of best practices in guest loyalty strategies through industry platforms
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Steps to design and implement a guest loyalty strategy must include the following: • Identifying key guest interaction points • Understanding the guest's needs and expectations of customer using tools or programmes • Identifying desired business outcomes • Identifying key profitability drivers • Designing an integrated marketing strategy • Defining loyalty analytics requirements • Designing the incentive structure • Defining service partners strategy • Choosing appropriate output technologies A service operations plan is a roadmap for an organisation that charts out the key organisational functions and resources which are required in order to meet, or exceed, the guest's expectations. An organisation's brand standard is the way an organisation seeks to identify itself. Brand standards: • Add depth and value to an organisation's product offerings • Display publicly the organisation's culture and values

Front Office Manager

Skill Category	Finance	**Applicable to NOSS level**	5 - Front Office Manager
Skill 5.1	Manage Departmental Budget and Forecasting Process		
Skill Description	This skill describes the ability to manage and monitor departmental budgets.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Methods of analysing budget history and trends for department • Methods to forecast revenue, expenses and department • Considerations of conducting scenario analysis • Forecasting techniques • Types of budget controls and their purposes • Processes in communicating budget plans and performance to relevant senior management for endorsement		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Review organisational needs and market conditions to recommend parameters and assumptions for budget planning • Prepare and analyse financial forecasts to facilitate financial and business planning • Implement budget plans to manage resource allocation to business activities • Manage budget to enable the actual financial operation of organisation to be measured against the forecast • Monitor budget outcomes to ensure that resources are used for their intended purposes • Present departmental expenses outcome to senior management for acknowledgement		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review opportunities for technological optimisation to enhance efficiency of the budgeting and forecasting processes for the department		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Adhere to organisational and professional code of conduct, values and ethics when managing budgeting and forecasting processes for the department to ensure fair and accurate reporting
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of internal and external factors to determine impact on budget preparation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Information Technology	**Applicable to NOSS level**	5 - Front Office Manager
Skill 6.1	Analyse and Recommend Best Practices and Technology in Hospitality		
Skill Description	This skill describes the ability to perform an analysis for trends on best practices and technology in hospitality. It also includes comparing and determining gaps between the organisation's current standards and the industries benchmarks of best practices and technology.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to carry out/calculate: • Perform S.W.O.T Analysis • Employ collection and collation techniques • Implement the best practices and technology in hospitality • Recommend the organisation's products and services • Execute methods of comparative analysis • Conduct gap analysis		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify best practices and technology • Perform analysis on the best practices and technology trends in the industry • Compare current practices and technology with industry benchmarks of best practices and technology, in accordance with organisational requirements • Determine gaps between current organisational practices and industry benchmarks on best practices and technology • Propose recommendations to bridge gaps between organisational current practices and industry benchmarks of best practices and technology		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Seek new technological applications, in consideration of workplace productivity		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Create a work culture that supports the best practices and technology
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Analyse own ability to use new digital technologies for workplace productivity
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Information Technology	**Applicable to NOSS level**	5 - Front Office Manager
Skill 6.2	Analyse Hospitality Data		
Skill Description	This skill describes the ability to identify statistics from departments and perform data collection. It also includes organising and analysing data, using appropriate statistical techniques, for presentation to the senior management.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to: • use statistics in hospitality • Survey questionnaire design • Execute methods of data collection and sampling • Execute methods for organising data and data storage • Implement statistical techniques and calculations for hospitality data analysis • Identify components of time-based data • Employ the types and methods of effective data presentations • Use different graphs for different categories of data		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify statistics from departments, in accordance with business operations and requirements • Collect data from departments, using methods of data collection and sampling methods • Organise and analyse data, in accordance with business operations and requirements • Apply appropriate methods of data presentation to present findings		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	N/A		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Create a work culture that supports proficient use of analytical and business intelligence tools
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Review the effectiveness of own research skills to keep the organisation informed of developments in hospitality hardware and software innovations
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Information and Results	**Applicable to NOSS level**	5 - Front Office Manager
Skill 7.1	Drive Service Quality and Guest Satisfaction		
Skill Description	This skill describes the ability to assess the service quality and guest satisfaction levels within an organisation. It also includes identifying relevant benchmark criteria and key performance indicators to monitor and manage customer information for service excellence.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to: • Assess components of service quality and guest satisfaction framework • Identify types of benchmarking criteria and key performance indicators to evaluate service quality and guest satisfaction • Identify types of improvements in service quality and guest satisfaction • Analysing for communicating service quality and guest satisfaction performance in order to present to the senior management		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop service quality and guest satisfaction frameworks in accordance with the organisation's business strategy • Identify strategic needs and priorities of the organisation to develop the organisation's key performance indicators in service quality and guest satisfaction		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	• Recommend improvements to address service performance gaps		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate service quality and customer satisfaction performance to senior management
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of competitor's service quality and guest satisfaction through industry platforms and forums and by subscribing to data reports • Share service performance gaps to enhance the team's learning and to bridge service performance gaps
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	A service quality and guest satisfaction framework must include: • Process of assessing service quality and guest satisfaction • Methods to assess service quality and guest satisfaction through methods such as: o Internal assessment: comparing one function with another function o Competitive benchmarking: comparing with competitors who are considered best in class or world class o Functional benchmarking: comparing processes to companies with similar processes (could be outside the organisation industry) o Generic benchmarking: finding organisations with "best in class" (or "world class" if applicable) processes from which lessons could be learned and translated into the organisation • Frequency of monitoring service quality and guest satisfaction such as: o Monthly o Quarterly o Half yearly o Yearly Benchmarking is a method of organisational improvement that involves continuous, systematic evaluation (and understanding) of the products, services and processes of organisations that are recognised as representing best practice. Indicators typically used to measure service excellence can be categorised into service quality measurements as well as customer satisfaction measurements.

Front Office Manager

	Service quality measurements must include:
	• Service response time
	• Guest retention rate, volume of repeat orders
	• Service recovery rate/turnaround time
	• Mystery shopper audits
	• Issue resolution rate
	• Turnaround time for resolving issues
	• Service quality dimensions that should include:
	  o Tangibles
	  o Reliability
	  o Responsiveness
	  o Assurance
	  o Empathy
	
	Guest satisfaction measurements must include:
	• Guest satisfaction levels – number and/or frequency of guest complaints and/ or compliments, intensity (subjective) of guest complaints

Front Office Manager

Skill Category	Innovation	**Applicable to NOSS level**	5 - Front Office Manager
Skill 8.1	Innovate the Guest Experience		
Skill Description	This skill describes the ability to identify the elements that form guest expectations to provide an experience to the guest that is in line with the organisation's vision, mission and values. It also includes various methods to design, innovate and translate the desired guest experience into a service operations plan.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to: • Align with the organisation's vision, mission and values • Execute methods to collect guest data • Identify components of desired guest experience • Implement methods to innovate the desired guest experience • Identify components of a service operations plan • Implement methods to evaluate the impact of the desired guest experience • Align with code of ethics and relevant regulatory requirements in collecting guest data		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Interpret available guest information to determine desired guest experience • Define operational objectives, service levels and service standards based on the desired guest experience • Formulate support necessary for service delivery to meet the desired guest experience • Evaluate impact of desired guest experience		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	• Innovate the desired guest experience by identifying changes required in processes and policies, in line with the organisation's vision, mission and value		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Adhere to the code of ethics and relevant regulatory requirements when collecting guest data
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Stay abreast of guest data by subscribing to guest preferences reports to ascertain guest's perception of the organisation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Guest needs must include: • Quality of products and services • Safety of products and services • Superior performance of products and services • Aesthetic appearance of products and services • Comfort of products and services • Durability of products and services • Perceived value of products and services Guest expectations must include: • Reliability • Responsiveness to guest's requests • Efficient and accurate service • Friendly and helpful service • Prompt response to enquiries • Empathy and support • Comfort The desired guest experience is the specified level and quality of service that a company wants to offer based on its service vision, mission, values and strategy.

Front Office Manager

	The desired guest experience must include: • Interpreting guest data • Physical elements that are more permanent or long-term, that cannot be changed • Controllable setting created daily which communicates a message about what the organisation provides guest which could include elements of sight, sound, smell, touch and taste • Functional elements such as return policies and hours of operations • Technical elements such as staff level of expertise in their skills and in the organisation's systems and equipment, product and role knowledge • Experiential elements that delight guests such as personalisation of service and anticipating customer's needs The service operations plan must include: • Preparation for service operations • Execution of service operations to customer • Service standards set by the organisation • On-going monitoring for adherence to organisation's service standards

Front Office Manager

Skill Category	Leadership	**Applicable to NOSS level**	5 - Front Office Manager
Skill 9.1	Lead Managers to Develop Organisational and Governance Strategies		
Skill Description	This skill describes the ability to lead managers to develop organisational strategies and review corporate governance management to meet organisational needs. It also includes the modelling of leadership and providing direction and guidance to line managers.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • The relationship between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation • The relationship between high level organisational strategy, the development and implementation of business systems and processes to support corporate governance and social responsibility requirements • Legal and ethical considerations relating to organisational strategy development, corporate governance and social responsibility • Organisational policies and procedures relating to organisational strategy development, corporate governance, social responsibility management and organisational expectations and performance of managers • Relevant professional or industry codes of practice and standards relating to corporate governance, social responsibility, and leadership roles • Implications and impact on employees and the organisation arising from organisational strategic planning process and corporate governance management process		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Research and report on trends and factors of strategic value to the organisation or department to support strategic planning • Consult with the senior management to define mission and objectives for the organisation or department to support strategic planning • Facilitate management team involvement in the development of organisational or department strategies to ensure alignment to business goals • Communicate organisation's corporate governance and social responsibility requirements to facilitate organisational compliance • Engage employees to guide the implementation of organisational plans to achieve business goals • Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions		

Front Office Manager

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review the effectiveness of organisational talent capability development process to identify areas for improvement
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Encourage and motivate managers to promote employee engagement • Apply emotional intelligence to guide own thinking and action when interacting with others to develop capability development and career planning
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Mentor the progression and development of high potential team members to meet organisational talent capability requirement • Update own mentoring skills by subscribing to diverse learning channels and participating in peer discussion platforms
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	People and Relationship Management	**Applicable to NOSS level**	5 - Front Office Manager
Skill 10.1	Manage Cross Functional and Culturally Diverse Team		
Skill Description	This skill describes the ability to manage workplace diversity and manage a diverse work team to achieve an organisation's goals. It also includes creating a positive work environment for diverse teams and establishing effective communication systems and strategies in communication and conflict resolution.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of diversity markers and their implications in a work team • Characteristics of major cultural dimensions • Common cultural diversity issues at the workplace • Team management strategies • Designing common goals and objectives • Maximising team effectiveness and synergy • Ways in which diversity issues affect interpersonal relationship • Components of a communication system to facilitate communication among members of a diverse work team • Application of social competence in the context of diversity • Impact of cultural difference on the effectiveness of a diverse work team • Strategies to convey negative news or performance to members of diverse culture		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Examine the differences among the background of members in a diverse work team and their implications on maximising team effectiveness and synergy to achieve common goals and objectives • Establish a system to facilitate communication among members within a diverse work team by applying effective communication techniques and social competence		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Assess diversity issues that have implications on a team working towards common goals and objectives		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Align a diverse work team towards common goals and objectives • Establish a positive work culture in a diverse work team • Moderate diverse perspectives and opinions across team members from different disciplines and cultures
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Appreciate and empathise with the diverse needs, thoughts and emotions of team members in achieving desired outcomes
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	People Management	**Applicable to NOSS level**	5 - Front Office Manager
Skill 11.1	Develop Managers and High Potential Employees through Organisational Talent Capability Review		
Skill Description	This skill describes the ability to review organisational talent capability and develop high potential employees to meet organisational requirements. It also includes engaging and supporting line managers in their capability development.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical considerations relating to organisational talent capability management • Organisational policies and procedures relating to organisational talent capability management activities • Models, methods and tools used to develop high potential employees • Market trend and development in relation to talent management and employee engagement • Concepts and theories of employee engagement • The importance of employee engagement • Relationship between employee engagement and performance		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify critical positions in the organisation and assess their vacancy risk for capability development planning • Assess the capability and capacity of existing talent and identify and categorise high potential employees for future career development • Work with managers and identified successors to develop development and career plans • Support managers in the development of their professional, technical and managerial competencies to improve performance • Empower managers to demonstrate independence and take responsibility for their personal development		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Assess diversity issues that have implications on a team working towards common goals and objectives		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Align a diverse work team towards common goals and objectives • Establish a positive work culture in a diverse work team • Moderate diverse perspectives and opinions across team members from different disciplines and cultures
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Appreciate and empathise with the diverse needs, thoughts and emotions of team members in achieving the desired outcomes
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	People Management	**Applicable to NOSS level**	5 - Front Office Manager
Skill 11.2	Manage Human Resources in the Department		
Skill Description	This skill describes the ability to identify and develop human resource requirement, resource plan and manage staff recruitment, termination and resignation. It also includes overseeing daily human resource activities, monitoring performance outcome, reviewing processes and system and implementing follow-up actions.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Guidelines for identifying human resource requirements, in accordance with organisational requirements • Guidelines for screening applicants and resignation • Regulations and guidelines for employee termination and resignation • Organisational procedures for performance monitoring • Guidelines for reviewing processes and systems supporting human resource management		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify human resource requirements to meet department goals and objectives • Develop departmental human resource plans • Manage recruitment, termination and resignation • Oversee daily human resource activities • Monitor performance outcome • Review processes and system • Implement follow up actions		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Develop human resource talents within the department unit for improved outcomes		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Respect privacy and confidentiality of staff information and disclosures
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Reflect on effectiveness of alternative human resource management best practices, in consideration of changing needs of organisation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Personal Management and Development	**Applicable to NOSS level**	5 - Front Office Manager
Skill 12.1	Develop Self to Maintain Professional Competence at Senior Management Level		
Skill Description	This skill describes the ability to improve organisational communication and influence decision-making as a senior member of a department or division. It also includes developing one's own leadership style and capability.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical consideration relating to organisational communication, decision-making and personal conduct at the workplace • Organisational policies and procedures relating to organisational communication and development of professional competence • Implication and impact of organisational communication processes on senior management • Implication and impact of own leadership style and capability on employees and the organisation • The relationship between high level organisational strategy and the development and implementation of business plans and processes at departmental or divisional level • Underlying issues and trends that may affect decision-making by the senior management		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Use appropriate methods of communication to promote the organisation • Encourage and display effective communication techniques and behaviours to demonstrate the organisation's values and ethics • Work with the leadership team to develop plans to achieve strategic priorities and directions of the organisation		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Collaborate with the senior management to develop communication channels and enhance organisational communications		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Influence the senior management to pursue actions which support the achievement of the organisation's strategic priorities and directions • Maintain integrity of oneself throughout the decision-making process to meet requirements on organisational code of conduct decision-making • Apply emotional intelligence to guide own thinking and actions when interacting with the senior management • Demonstrate alignment between personal ethics and values and those of the organisation to develop own leadership style
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Use opportunities to self-reflect on own work performance and leadership style to identify areas for improvement • Maintain awareness and understanding of the skills and knowledge of colleagues and competitors to identify professional development opportunities for oneself
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Planning and Implementation	**Applicable to NOSS level**	5 - Front Office Manager
Skill 13.1	Develop Service Operations		
Skill Description	This skill describes the ability to develop a service operations plan in order to deliver service excellence. It also includes evaluating the plan against key performance indicators and implementing corrective actions to improve performance. It also includes evaluating the plan against key performance indicators and implementing corrective actions to improve performance.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Organisation's customer-focused strategy • Platforms to communicate the service operation plan • Methods to evaluate performance of service operation • Types of corrective actions to improve service operation performance		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop service operation plans in accordance with the organisation's customer-focused strategy • Analyse organisation's performance data against key performance indicators and industry benchmarks to ascertain gaps • Implement corrective actions to improve service operations performance		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Propose areas of improvement to enhance organisation's operations performance and efficiency		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate service operations plan to team at appropriate platforms • Seek key senior managements' endorsement on improvements to operations plan
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Explore the best practices in resource allocation through the industry networks and research with the objective to enhance one's own ability to allocate resources more efficiently and effectively
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	A service operations plan is a roadmap for an organisation that charts out the key organisational functions and resources which are required in order to meet, or exceed, the expectations of the guests. This must include: • Organisation's short-term and long-term goals • Workflow processes and standard operating procedures for the implementation of service operations • Measures to manage high volume guest traffic • Budget and resources required to implement service operations • Potential risks and mitigating actions to manage the risks • Service recovery plans • Contingency plans • Service operations performance standards An organisation's customer-focused strategy sets out the direction for an organisation which puts the customer at the centre of business decisions to achieve the organisation's vision, mission and values. Communicating the service operations plan must include communicating the organisation's: • Customer-focused strategy • Service operations guideline • Service standards • Service recovery framework

Front Office Manager

Skill Category	Planning and Implementation	**Applicable to NOSS level**	5 - Front Office Manager
Skill 13.2	Manage External Service Providers		
Skill Description	This skill describes the ability to manage external service providers. It also includes identifying, evaluating and appointing of providers as well as executing and optimising utilisation of providers' services through relationship management.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Objectives of using external service providers • Range of external business services that may be used by the organisation • Sources of information when identifying potential external service providers • Criteria, processes and challenges to evaluate and choose external service providers • Appropriate communication and negotiation techniques to use when liaising with external service providers • Legal, regulatory and ethical constraints in managing external service providers		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify potential external service providers in accordance with organisational procedures to determine the pool of available providers • Compare and evaluate external service providers to determine if they meet the business needs of the organisation • Present recommendations on appropriate external service providers to the management to seek approval for engagement		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Optimise utilisation of providers' services to maximise value in order to achieve organisational objectives and business needs		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Maintain working relationships with external service providers to ensure the successful execution of engaged services • Adhere to organisational code of conduct, values and ethics when managing the external service providers to ensure execution of engaged services meets organisational requirements
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Seek advice from peers and supervisors on their past experiences with the external service providers to gain insights for the evaluation and selection of providers
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Legal, regulatory and ethical constraints must include: • Relevant legislation and regulations • Codes of practice • Business ethics • Policies and guidelines • Social responsibilities • Cultural and community expectations and influences

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Skill Category	Planning and Implementation	**Applicable to NOSS level**	5 - Front Office Manager
Skill 13.3	Manage Resource Planning		
Skill Description	This skill describes the ability to manage resource planning to meet business function requirements. It also includes identifying resource needs, acquiring and allocating resources, reviewing resource utilisation and assessing resource allocation outcomes with a view to achieve optimal resource allocation.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of resources • Outcomes of effective resource allocation • To communicate with the senior management team during resource planning		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Determine resource needs to ensure successful implementation of business function strategies • Acquire and allocate resources to support execution of business function strategies		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Monitor and review resource usage to determine sufficiency and optimal utilisation of resources • Assess resource allocation outcomes and reallocate resources to meet business function strategy requirements		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Adhere to organisational code of conduct, values and ethics to ensure appropriate and optimal utilisation of resources to support business function strategies
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in regular reflective practice to assess how the utilisation resources can be further improved to ensure optimal usage
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Planning and Implementation	**Applicable to NOSS level**	5 - Front Office Manager
Skill 13.4	Provide Information for Management Decision Making		
Skill Description	This skill describes the ability to provide information to management to facilitate decision-making. It also includes identifying and analysing information, updating management on issues requiring decision-making and making recommendations to facilitate decision-making.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of management decisions • Sources of information • Relevant senior management decisions		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify information needed for management decision-making to facilitate the decision-making process • Find and analyse necessary information to seek management inputs • Determine relevant measures to monitor outcomes of management decisions • Update and inform management on business issues that require management decisions to seek management's direction		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Substantiate and make recommendations on business issues to management to facilitate decision-making		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Acknowledge the management's views and focus to influence the management in their decision-making process in order to attain the intended objective
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Improve own capability in information gathering and analysis by subscribing to diverse learning channels to enhance workplace performance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Results Achievement	**Applicable to NOSS level**	5 - Front Office Manager
Skill 14.1	Monitor and Reward Performance Across Teams to Manage Achievement of Results		
Skill Description	This skill describes the ability to guide team leaders in the development and implementation of team plans to meet business objectives. It also includes managing team performance to achieve business results and rewarding team performance.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Organisational policies and procedures relating to the development of team plans, identification and management of risks, remuneration and performance management • Legal and ethical considerations relating to the management and reward of team performance • Relevant professional or industry codes of practice and standards relating to remuneration and performance management • The relationship between business objectives and the development and implementation of business plans and processes at the departmental level • The relationship between high level strategy and the development and implementation of performance management plans and processes at the departmental level • Implications and impact on employees and the organisation arising from team planning process, risk management processes, remuneration and performance management processes • Theories and concepts on performance management and incentives • Market trends and developments in relation to remuneration and performance management		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Work with team leaders to develop team plans in accordance to expected performance • Identify, request and allocate resources required for teams to implement the team plans • Identify the success criteria to evaluate team performance • Provide regular feedback to team leaders to maintain awareness of expected and actual performance to make improvement • Manage and reward team leader performance in accordance with organisational policies and procedures to achieve expected performance • Support team leaders to manage issues relating to employee performance in order to achieve team results		

Front Office Manager

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Identify and monitor potential risks of strategic impact to business objectives by developing mitigation strategies • Gather and analyse data on team performance using appropriate methods and prepare recommendations to enhance future activities and performance of the team
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Consult with the senior management to obtain inputs and garner support on team plans • Assess emotional states of team leaders and respond appropriately to emotional cues when managing performance across teams to ensure individual needs are addressed
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of performance management processes by subscribing to diverse learning channels and participating in peer discussions to enhance own competence in performance management
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Results Achievement	**Applicable to NOSS level**	5 - Front Office Manager
Skill 15.1	Understanding Data for Trends and Forecasts		
Skill Description	This skill describes the ability to understand and analyse data to prepare forecast reports with recommended strategies to management. It also includes analysing social media, historical purchases, promotions and discounts.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Core components contributing to revenue management, and their application to the service sector, segmentation and demand • Key industry performance indicators (KPI) and their use in performance evaluations • Sources, quality and validity of primary and secondary data • Concepts of big data analytics (social media analytics)		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Select the relevant statistical models and forecasting models for data analysis • Select relevant data channels for data analysis • Explore data with analytics tools to familiarise with the data available for analysis		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Understand the objectives analysis of the organisation revenue strategies and key industry performance indicators • Understand the deployed model to ensure that it delivers the expected outcome and aligns with the business changes		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate the analysis results to the team
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Seek advice from supervisors on techniques to extract and analyse useful data for forecasting purposes
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Front Office Manager

Skill Category	Risk Management	**Applicable to NOSS level**	5 - Front Office Manager
Skill 16.1	Operationalise and Manage Corporate Governance Policy for the department		
Skill Description	This skill describes the ability to operationalise corporate governance policy for the department through an operational plan to monitor compliance. It also includes interpreting, executing and communicating corporate governance policy as well as evaluating compliance with the policy.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Regulatory frameworks • Corporate governance principles and related issues • Components of the Code of Corporate Governance • Techniques used in implementing operational plans		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Interpret corporate governance policy for execution to ensure compliance on roles, accountabilities and responsibilities of employees • Develop processes to operationalise the corporate governance policy for the department • Communicate corporate governance policy to relevant senior managements in accordance with organisational procedures to facilitate organisational compliance • Evaluate compliance with corporate governance policy to determine the appropriate follow-up action		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Facilitate development of an operational plan to monitor and localise corporate governance within the organisational culture		

Front Office Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Apply ethical code of practice in the evaluation of compliance by the department to ensure adherence to legislative and regulatory requirements
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of the latest legislative and regulatory requirements applicable to the organisation by subscribing to various information channels to ensure currency of knowledge and organisational compliance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Regulatory frameworks applicable to local organisations must include: • Organisation Legislation and Regulatory Framework Compliance with Corporate Governance

Front Office Manager

Definitions of the Five (5) Domains

DOMAIN	DEFINITION
Knowledge and Analysis	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities and takes into consideration, the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
Application and Adaptation	Application involves the ability to perform work tasks and activities defined by the requirements of the occupation. Adaptation involves the ability to react to and manage the changes in the work contexts. The result of application and adaptation leads to the production of psycho-motor actions and behavioural reactions to the work tasks/activities/issues/areas, and the execution of the planned solutions to solve problems at work.
Innovation and Value Creation	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation can reap the values from individual or team contributors to achieve organisational growth.
Social Intelligence and Ethics	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
Learning to Learn	Learning-to-learn includes the ability to improve on self-development within and outside of one's area of work. It involves the continual inspection of one's knowledge, analytical, application, adaptive, innovative and social skills that are needed to perform the work optimally and/or solve problems effectively.