

Industrial Skills Framework (IndSF) – Hotel Industry

HOUSEKEEPING

INDUSTRIAL SKILLS FRAMEWORK (IndSF) – HOTEL INDUSTRY • HOUSEKEEPING



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What's Inside

C O N T E N T S

03
FOREWORD

04
ACKNOWLEDGEMENTS

06
GUIDELINES

07
INDUSTRIAL SKILLS
FRAMEWORK (INDSF)
– SECTORIAL
INFORMATION

07 **HRDF INDSF**
Industrial Skills Framework

08 **BUSINESS OUTLOOK**
Hotel Industry

09 **OVERVIEW**
Training Scenario in
Hotel Industry

10 **TALENT DESIRED
ATTRIBUTES**
Hotel Industry

11 **FUTURE SKILLSETS**
Hotel Industry

13 **CAREER PATHWAYS**
Hotel Industry

16 **HOW HRDF
CONTRIBUTED TO
THE HOTEL INDUSTRY**
HRDF Perspectives

18 **MOVING FORWARD**
Hotel Industry

19 **REFERENCE**
Hotel Industry

20
CAREER PATHWAY
MATRIX

23
JOB DESCRIPTION
Skills & Training Required

23 **ASSISTANT
EXECUTIVE
HOUSEKEEPER**

80 **EXECUTIVE
HOUSEKEEPER/
DIRECTOR OF
HOUSEKEEPING**

126 **ROOMS DIVISION
MANAGER**

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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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



Meet the **COMPETENCY REQUIREMENTS** of sectors currently covered under PSMB Act 2001

1



Accommodate the **NEEDS** of in-service workers

2



Built upon the **NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS)**

3



Focus mainly on **LEVEL 4 MALAYSIAN SKILL CERTIFICATION**, or equivalent, and above

4



Developed together with the industry and benchmarked against successful **FRAMEWORK MODEL(S)**

5



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

1	Hotel or Tourism
2	Safety and Health
3	Management or Strategic Management
4	Team Building or Motivation
5	Food & Beverages

year
2018

1	Safety and Health
2	Team Building or Motivation
3	Management or Strategic Management
4	Hotel or Tourism
5	Food & Beverages

year
2019

1	Safety and Health
2	Food & Beverages
3	Process and Operation
4	Public Relations or Customer Service
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
 <p>PEOPLE MANAGEMENT</p>	<p>Ability to nurture and maximise employees' potential</p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> Identifying achievable goals and develop strategy for Talent Management Develop team leaders through Capability Development and Coaching Lead Change Management
 <p>STATISTICAL ANALYSIS & DATA MINING</p>	<p>Ability to condense vast amounts of data, with the help of data analytics, into insightful interpretations and measured decisions</p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> Conduct Market Research Analysing and producing intelligible reports Develop strategic decision-making
 <p>REVENUE MANAGEMENT</p>	<p>Ability to optimise return on assets</p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> Analyse data for trends and forecasts Implement Revenue optimisation and enhancement strategy Employ strategic Revenue Management

Future Skillsets

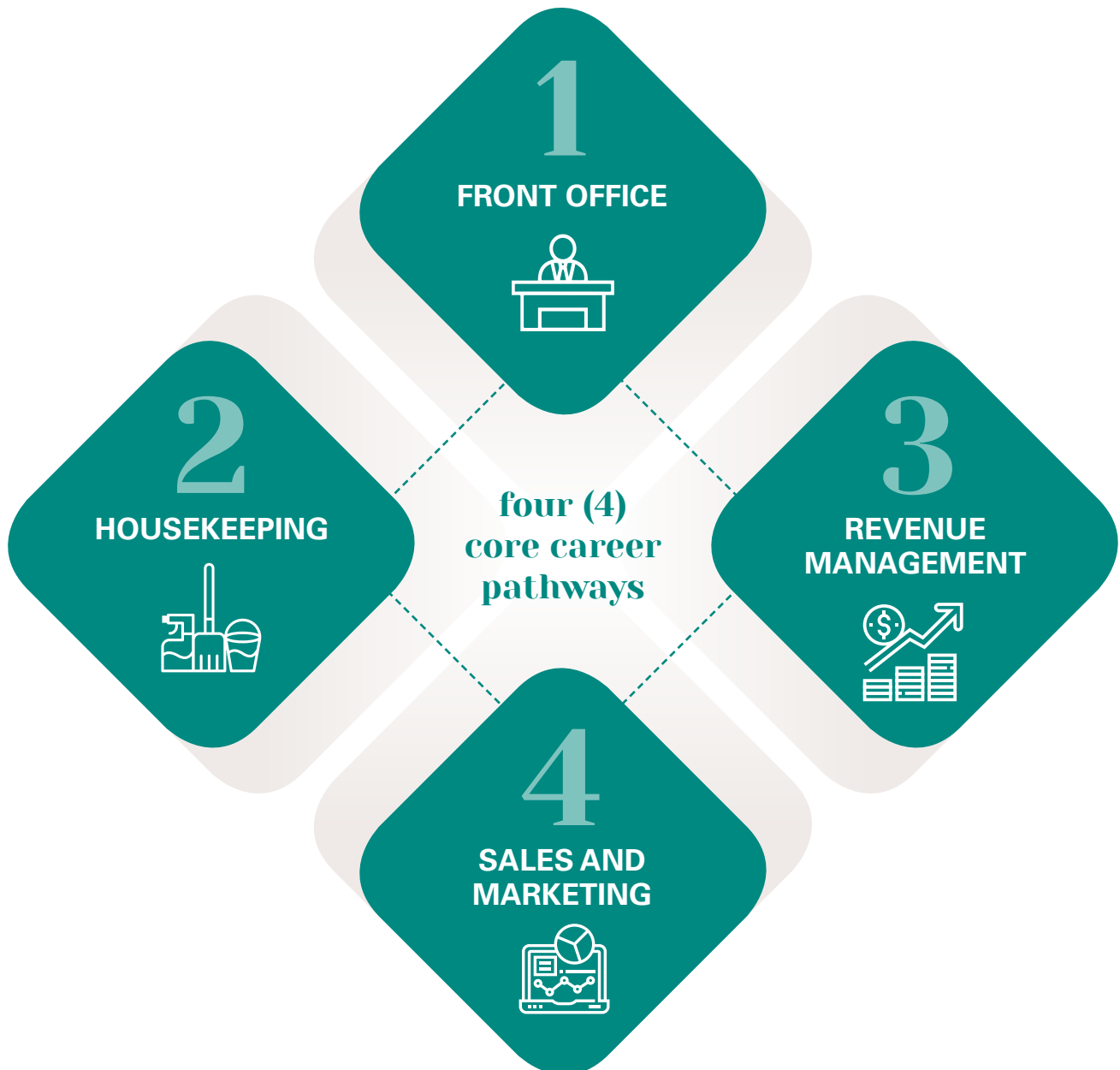
Hotel Industry

EMERGING SKILLS	DESCRIPTION
 <p>BUSINESS CONTINUITY MANAGEMENT</p>	<p>Ability to manage crisis situations</p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> • Crisis management and business continuity • Problem solving • Negotiation skills
 <p>GUEST EXPERIENCE</p>	<p>Ability to create guest experience, develop service recovery framework and manage the brand service standard</p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> • Customer service excellence for Front of the House • Professional appearance, etiquette and grooming for business success • Excellent hospitality services
 <p>TECHNOLOGY ADOPTION</p>	<p>Ability to transform hotels for operational efficiency and service innovation</p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> • Digital marketing & social media • Professional Hotel Reservations Management • Distribution & Channel Management
 <p>INNOVATION</p>	<p>Ability to innovate the customer experience and facilitate innovation process within the organisation</p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> • 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 Economic Forum
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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 – Housekeeping

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
<p>Leadership</p> <p>General Manager/ Hotel Manager</p> <p>Hotel Manager/ Resident Manager [3 star below]</p>	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Financial management, budgeting, planning, organising 2. Review financial performance of the property 3. Promotes the property to local and international potential guests/ customers 4. Keep up latest trend and best practices 5. Introduce innovation and enhance property operations 6. Leads by example 7. Provides guidance and support to managers and colleagues 8. Manage media and promoting the brand image of the property 9. Detail Oriented 10. Operational Knowledge 11. Flexibility” 	<p>RM 9,000.00 - RM 35,000.00</p> <p>RM 2,500.00 - RM 8,000.00</p>
<p>Rooms Division Manager/Director of Rooms/Director of Operation (DOO)</p>	<ol style="list-style-type: none"> 10. Team player & collaborative 11. Interpersonal skills 12. Multi tasking 13. Customer service oriented” 	<ol style="list-style-type: none"> 1. Oversees multiple department under rooms division 2. Develops and review the business plan & strategies 3. Provide solutions and implement corrective measures 4. Monitor and manage expenses within operational budget 5. Posses 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” 	<p>RM 9,000.00 - RM 18,000.00</p>

Career Pathways

Skills Framework for Hotel and Accommodation Services – Housekeeping

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Managerial Executive Housekeeper		<ol style="list-style-type: none"> Expert management skills Stress management and team motivational skills Recruitment skills Expert in managing budgets and accounts Ability to deal with guests Good trainer and effective training skills Expert leader Ability to take initiatives & proactive Expert decision making abilities Competent & well versed with the job scope of assistant executive housekeeper 	RM 7,000.00 - RM 8,000.00
Assistance Executive Housekeeper	<ol style="list-style-type: none"> Good communication skills Flexibility and adaptability Professionalism Active learning Good time management 	<ol style="list-style-type: none"> Capable of efficient business planning Customer orientated Self motivator and creative 	RM 3,500.00 - RM 5,000.00
Laundry Manager	<ol style="list-style-type: none"> Able to work under pressure Technology savvy Projects positive image Knowledge of development & progress in tourism industry 	<ol style="list-style-type: none"> Cheerful, bubbly service oriented, energetic personality Leadership skills Operational skills 	RM 3,500.00 - RM 5,000.00
Supervisory/ Executive Assistant Housekeeper	<ol style="list-style-type: none"> Team player & collaborative Interpersonal skills Multi tasking Customer service oriented" 	<ol style="list-style-type: none"> Display critical thinking and analytical skills Manage guest experiences Manage guest/resident concerns and feedback Monitor housekeeping operations in rooms, laundry and public area Solve problems and make decisions at a supervisory level 	RM 1,500.00 - RM 3,200.00
Housekeeping Supervisor		<ol style="list-style-type: none"> Providing Training Providing clear instructions Managing Schedules & rotations well Managing Equipment and Supplies Providing Customer Service Facilitates or assists where needed 	RM 1,500.00 - RM 3,200.00
Laundry Supervisor		<ol style="list-style-type: none"> Verbal and written comprehension skills Ability to work independently Problem solving abilities 	RM 1,500.00 - RM 3,200.00

Career Pathways

Skills Framework for Hotel and Accommodation Services – Housekeeping

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Operations Housekeeping Coordinator/Desk Clerk	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Knowledgeable in housekeeping processes and practices 2. Ability to plan work assignments and set priorities 3. Ability to coordinate and facilitate staff meetings 4. Ability to repair basic housekeeping equipment and perform preventive maintenance 5. Ability to train and motivate staff 6. Ability to carry out physically demanding tasks (lift and carry furniture and equipment) 7. Knowledge of basic bookkeeping principles 	RM 1,100.00 - RM 2,800.00
Room Attendant/ Room Valet	<ol style="list-style-type: none"> 10. Team player & collaborative 11. Managing conflict or concerns from customers 12. Customer service oriented 	<ol style="list-style-type: none"> 1. Excellent organisational skills 2. Strong problem solving abilities 3. Highly responsible & reliable 4. Remaining calm and courteous at all times 	RM 1,100.00 - RM 2,800.00
Linen Attendant Laundry Valet/ Attendant		<ol style="list-style-type: none"> 1. Flexible schedule and reliable 2. Must be a fast pace worker and work well with others 3. Multi-tasking skills 	RM 1,100.00 - RM 2,800.00

JOB DESCRIPTION

Assistant Executive Housekeeper

Skills & Training Required

Assistant Executive Housekeeper

OCCUPATION DESCRIPTION:

Reporting to the Executive Housekeeper or Director of Housekeeping, the Assistant Executive Housekeeper ensures consistently high operating standards in every area of housekeeping and laundry. He/She is responsible for the development of the team members so as to provide an exceptional experience for the guests.

The Assistant Executive Housekeeper implements effective stock and cost controls and follows the department budget. He/She has good knowledge of computers and computer programs and is familiar with workplace health, safety and hygiene regulatory requirements.

The Assistant Executive Housekeeper is an effective communicator and is passionate in delivering exceptional levels of guest services.

The skills expected of the Assistant Executive Housekeeper are summarised as below:

NO	SKILL CATEGORY	SKILL	TRAINING
1	Analytical, Conceptual and Evaluative	1.1 Facilitate the Implementation of a Productivity Framework 1.2 Solve Problems and Make Decisions at Managerial Level 1.3 Support the Establishment of a Framework for Initiative and Enterprise	<ul style="list-style-type: none"> Analytic Related Programs Advance Microsoft Training (Excel and PowerPoint)
2	Business Continuity Management	2.1 Manage Crisis Situations	<ul style="list-style-type: none"> Negotiation Skills Training Crisis Management Training
3	Change Management	3.1 Facilitate Innovation and Lead Team Leaders to Implement Change	<ul style="list-style-type: none"> Change Management Training
4	Communications	4.1 Conduct Interviews	<ul style="list-style-type: none"> Communication Skills Business Writing Skills
5	Customer Experience	5.1 Develop Service Recovery Framework 5.2 Manage the Service Brand	<ul style="list-style-type: none"> Customer Service-Related Programs Digital Marketing
6	Finance	6.1 Review and Implement Financial Controls	<ul style="list-style-type: none"> Finance for Non-Finance
7	Housekeeping Operations	7.1 Manage Housekeeping Operations	<ul style="list-style-type: none"> Housekeeping Operations Training Laundry & Linen Room Operations and Management
8	Infocomm Technology	8.1 Apply Workplace Information and Communication Technology (ICT)	<ul style="list-style-type: none"> Property Management System (PMS) Training
9	Information and Results	9.1 Analyse Service Quality and Customer Satisfaction	<ul style="list-style-type: none"> Analytical Tools in Service Quality Training Customer Service Training

Assistant Executive Housekeeper

NO	SKILL CATEGORY	SKILL	TRAINING
10	Innovation	10.1 Manage Innovation in the Business Function	<ul style="list-style-type: none"> • Project Planning • Innovation/Leadership related programs
11	Leadership	11.1 Lead Team Leaders to Develop Business Strategies and Governance Management	<ul style="list-style-type: none"> • Leadership Training Programs • Supervisory Skills Programs • KPI Assessment Training
12	People and Relationship Management	12.1 Develop a Work Team 12.2 Lead Workplace Communication and Engagement	<ul style="list-style-type: none"> • Teamwork for Outcomes Optimisation Training • Effective Communication Skills for Hoteliers
13	Personal Management and Development	13.1 Contribute Towards a Learning Organisation 13.2 Manage Workplace Challenges with Resilience	<ul style="list-style-type: none"> • Strategic Planning & Management for Department Head
14	Planning and Implementation	14.1 Develop Service Operations 14.2 Manage and Review Systems and Processes 14.3 Provide Information for Management Decision-Making	<ul style="list-style-type: none"> • Planning & Management Strategies
15	Results Achievement	15.1 Monitor and Reward Performance Across Teams to Manage Achievement of Results	<ul style="list-style-type: none"> • Analytical Training
16	Risk Management	16.1 Manage Loss/Risk Prevention	<ul style="list-style-type: none"> • Risk Management Training
17	Workplace Safety and Health	17.1 Manage Workplace Safety and Health System	<ul style="list-style-type: none"> • Occupational Safety & Health Management for Hospitality (OSHA) • Uncompromising Security Standards

Assistant Executive Housekeeper

Skill Category	Analytical, Conceptual and Evaluative Skills	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 1.1	Facilitate the Implementation of a Productivity Framework		
Skill Description	This skill describes the ability to facilitate the implementation of a productivity framework according to the productivity road map and action plan developed. It also includes monitoring and evaluating the effectiveness of the productivity framework.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Productivity concepts • Ways in which productivity helps to generate wealth and value for the organisation, industry and the country • Types, benefits and factors that affect productivity • Quantitative and qualitative factors that impact productivity • Quantitative and qualitative indicators commonly used in measuring organisation's productivity • Methods and tools utilised 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 followed by the organisation • Types of motivation and incentive schemes for productivity improvements 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Perform own role and responsibilities in the implementation of the productivity framework in an organisation • Facilitate establishment of a productivity management structure and delegate responsibilities and accountabilities to stakeholders for implementation of the productivity framework in an organisation • Identify and arrange for the resources required for implementation of the productivity framework according to recommendations in the productivity road map and action plan • Monitor the implementation of the productivity framework 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 stakeholders 		

Assistant Executive Housekeeper

<p>Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate the effectiveness of implementation of the productivity framework and report findings with suggestions for improvement to relevant stakeholders
<p>Social Intelligence and Ethics <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Engage and motivate employees to participate in the productivity improvement initiative • Provide adequate training to prepare stakeholders to implement the productivity framework
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • 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
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	Analytical, Conceptual and Evaluative Skills	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 1.2	Solve Problems and Make Decisions at Managerial Level		
Skill Description	This skill describes the ability to identify the causes of performance decrease and its impact on an organisation. It also includes managing team dynamics to identify and address performance deficiency.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Advantages and disadvantages of the various methods to obtain relevant and latest information on organisational performance standards and quality control policies • Sources of information to identify performance deficiency • Shortcomings of the various methods to identify performance deficiency • Types of analytical tools and techniques and their application in the problem-solving and decision-making process • Principles of group dynamics and teamwork and techniques to maintain or cultivate team dynamics • Types of decision-making models for arriving at the planned solution and their features • Factors affecting the effectiveness of an implementation plan • Tools and techniques to identify performance deficiency or cause of non-achievement in implemented solution and implementation plan and their features • Advantages and disadvantages of various ways to standardise implemented solution as part of current Standard Operating Procedures (SOPs) • Organisational procedures for improving and disseminating SOPs 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Compile relevant and current information on organisational performance standards and quality control policies • Identify the types of performance deficiency and recognise the causes and their impact on organisation-related aspects • Identify the root causes of the problems with team members using proper group facilitation techniques • Determine a viable solution using appropriate methods and draw up an implementation plan to implement the solution at the workplace • Formalise implemented solution 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 		

Assistant Executive Housekeeper

<p>Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Generate creative ideas using correct idea generation and group facilitation techniques • Shortlist the most viable ideas based on a set of 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 improvements made
<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Manage team dynamics and differing ideas through the use of conflict management techniques
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Reflect on own strengths and weaknesses and its impact in solving problems and making decisions
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	Analytical, Conceptual and Evaluative Skills	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 1.3	Support the Establishment of a Framework for Initiative and Enterprise		
Skill Description	This skill describes the ability to use strategies to create, promote and sustain a culture of continuous improvement. It also includes identifying, evaluating and managing risks linked with improvement initiatives.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Managerial roles and responsibilities in developing an enterprising and self-directed workforce • Areas that are vital for improvements in an organisation • Steps to implement continuous improvement at the workplace • Common obstacles in establishing an organisational culture of continuous improvement • Areas for operating guidelines, corporate policies and strategies to encourage continuous improvement • Resources required to motivate and drive innovation in an organisation • Ways to prepare employees to generate ideas and initiate for continuous improvement • Activities and guidelines to promote and sustain innovation and enterprise in an organisation • Steps and strategies for managing risks 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Keep record and evaluate improvement initiatives at the workplace • Assist in evaluating implications of risks on organisational performance using appropriate tools and techniques • Assist in developing a framework for an enterprise risk management programme in an organisation • Evaluate the effectiveness of the enterprise risk management programme in an organisation 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Facilitate the establishing of policies and strategies to promote initiative behaviour for continuous improvement at the workplace • Facilitate the development of comprehensive policies that help to drive innovation and enterprise 		

Assistant Executive Housekeeper

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:

- Facilitate in providing organisational leadership to promote and sustain innovation by cultivating and empowering employees to discover their untapped potential and creativity

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 and build skills for teams in the organisation to work together to make decisions, plan initiatives and closing differences
- Engage in continuous self-assessment and review to improve own skills to drive innovation and enterprise

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Assistant Executive Housekeeper

Skill Category	Business Continuity Management	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 2.1	Manage Crisis Situations		
Skill Description	This skill describes the ability to carry out a crisis management plan in order to manage crisis situations. It also includes managing resources, executing and recording response and recovery activities and communicating organisational crisis management key messages to relevant stakeholders.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Operational roles and responsibilities of a manager handling a crisis • Documentation components for crisis response and recovery activities • Communication steps for managing crisis 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Allocate resources to manage response-handling in accordance with crisis management plan • Identify crisis response and recovery activities for implementation in accordance with recovery strategies and business continuity strategies in order to adhere with the alignment of activities • Document crisis response and recovery activities data in relation with information format requirements to assist 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 relevant stakeholders to provide progress 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate crisis management process to identify areas for improvement 		

Assistant Executive Housekeeper

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Manage one's own emotions to maintain composure and project self-confidence and resilience when handling challenges in a crisis situation • Respond appropriately to emotional cues of organisation members during a crisis situation to control and prevent negative emotional climate and provide reassurance
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Incorporate one's own knowledge on crisis management by including diverse learning channels and discussion platforms to ensure continuous learning for workplace application
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	Change Management	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 3.1	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 and evaluating the impact of change.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Legal and ethical implications relating to change management • Organisational policies and procedures relating to the 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 attributes of positive and negative risks 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Support organisations behaviour and risk taking among team leaders by modelling organisations behaviours and recognising innovation to encourage desired behaviours • Assign roles and responsibilities to implement change strategies and processes • Identify systems and behaviours that may motivate or hamper implementation activities to facilitate implementation • 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 patterns and identify actions and resources required to facilitate change processes which generates required benefits 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify growth opportunities or improvement based on current achievements • Develop and evaluate systems to share knowledge from change implementation processes to guide future actions for improvement 		

Assistant Executive Housekeeper

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:

- Display empathy by acknowledging and recognising the feelings and opinions of team leaders arising from the impact of change implementation to ensure individual needs are met

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:

- Recognise competencies to motivate individuals and teams to respond positively to change
- Stay on track with the of change management systems and processes by subscribing to diverse learning channels and engaging in peer discussion platforms to enhance own knowledge for workplace application

Range of Application

(where applicable)

N/A

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Assistant Executive Housekeeper

Skill Category	Communications	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 4.1	Conduct Interviews		
Skill Description	This skill describes the ability to prepare, conduct and follow up on interviews. It also includes identifying interviewees and interview objectives as well as evaluating effectiveness of interviews to ascertain areas for improvement.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Types of interviews • Components of interview minutes • Legal, regulatory, ethical and socio-cultural constraints related to conducting interviews 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Identify interviewee and interview objectives to support programme and initiative goals • Prepare interview questions to support interview objectives • Deliver questions to meet requirements on interview structure • Follow up on interviews to meet requirements on organisational procedures 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Evaluate effectiveness of interviews to identify areas for improvement and changes 		

Assistant Executive Housekeeper

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:

- Gauge the emotional states of interviewees and provide appropriate response to emotional cues to demonstrate empathy

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 on one's own interviewing skills by subscribing to diverse learning channels to increase workplace performance as an interviewer

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Legal, regulatory, ethical and socio-cultural constraints related to conducting interviews must include:

- Relevant Legislations
- Codes of Practice
- Ethical Principles
- Policies and Guidelines
- Social Responsibilities
- Cultural and Societal Expectations And Influences

Assistant Executive Housekeeper

Skill Category	Customer Experience	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 5.1	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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Sources of information on service challenges • Methods to analyse service challenges • Components of a service recovery framework • Methods to cascade service recovery policies and procedures to stakeholders • Criteria to evaluate effectiveness of service recovery framework 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Analyse service challenges to ascertain service delivery gaps • Analyse data on service challenges with organisation's key performance markers and industry benchmarks to ascertain gaps • Assist/Facilitate in developing a service recovery framework to address service delivery gaps • Include a service recovery framework in employee handbooks and as part of the service the team's orientation programme 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate the effectiveness of the service recovery strategies to optimise strategies' effectiveness 		

Assistant Executive Housekeeper

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:

- Share the service recovery framework to colleagues and subordinate
- Communicate the service recovery framework to service team
- Conduct group discussions with the service team to obtain feedback on the service challenge

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:

- Evaluate 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, and guidelines to handle and react to service challenges. Effective service recovery takes place when an organisation is able to quickly address service challenge, make restitution, or obtain trust following a hiccup in the service delivery.

Components of 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 must include:

- Understanding the guests' needs and expectations and its impact on the organisation
- Ability to gauge potential service challenges that might occur during service delivery
- Implementing clear escalation paths and decision-making processes for the purpose of resolving service challenges
- Empowering front-line employees to take decisions within their limits of authority

Assistant Executive Housekeeper

Service recovery procedures which must include:

- Listening to the guest to understand the cause of the service challenge
 - Using verbal and non-verbal communication to address service challenge
 - Apologising to the guest immediately
 - Taking quick action to find solutions to the situation
 - Showing empathy
 - Conducting follow-up with customer
 - Working towards mutually acceptable resolutions to escalated service challenges
 - Feedback channels for customers
 - Service quality and customer satisfaction measures to analyse service challenges
-

Assistant Executive Housekeeper

Skill Category	Customer Experience	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 5.2	Manage the Brand Service Standards		
Skill Description	This skill describes the ability to manage an organisation's service brand, service brand 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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Organisation's service brand • Organisation's service brand guidelines • Methods to enforce the organisation's service brand guidelines • Types of data related to service brand guidelines • Method to analyse impact of service brand guidelines 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Compile data related to service brand guidelines to analyse the impact of the service brand guidelines • Analyse gaps between organisation's service data and service brand guidelines to identify the root causes of performance issues • Develop an implementation plan for corrective action to optimise service brand performance • Implement corrective actions to improve the performance of service brand guidelines 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Track guest's feedback on organisation's service brand to identify areas of improvement 		

Assistant Executive Housekeeper

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
- Identify 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 channels

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:

- Increases depth and value to an organisation's product offerings
- Display publicly the organisation's culture and values
- Can be stated as activities or actions that promotes the organisation's service brand, and are aligned with the organisation's vision, mission and values

An organisation's service standards are the commitment to a level of service performance which meets the organisation's customers' expectation. The organisation's service standards may be used to:

- Alert the customers of the service performance the organisation is committed by
- Sharing and acting on service performance measurement results
- Providing staff with performance targets

Assistant Executive Housekeeper

Skill Category	Finance	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 6.1	Review and Implement Financial Controls		
Skill Description	This skill describes the ability to review and implement financial controls for organisational compliance. It also includes evaluating, refining, implementing and monitoring financial controls and reporting findings to management.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Objectives of financial controls • Types of internal controls • Considerations in implementing components of internal control when evaluating financial controls • Control activities within each financial process and their importance • Limitations of the financial controls • Elements to audit financial controls internally 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Evaluate financial controls to ensure alignment to financial policies • Implement financial controls in accordance with sound bookkeeping practices to ensure alignment to required practices • Monitor the implementation of financial controls to track discrepancies and report findings to management • Facilitate compliance of financial controls to meet the requirements of relevant management standards, regulations and legislation 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Realign financial controls in consultation with immediate supervisors to ensure achievement of financial reporting objectives 		

Assistant Executive Housekeeper

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:

- Abide by organisational and professional code of conduct, values and ethics when reviewing and implementing financial controls to ensure compliance to relevant management standards, regulations and legislation

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:

- Align with financial management standards, regulations and legislation by subscribing to various information channels to ensure organisational financial controls are aligned to latest requirements

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Assistant Executive Housekeeper

Skill Category	Housekeeping Operations	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 6.1	Manage Housekeeping Operations		
Skill Description	This skill describes the ability to manage resources for coordinating daily housekeeping operations, arrange operational results against organisational objectives and handle guests' and residents' complaints. It also includes providing suggestions and implementing corrective actions to align with legal requirements.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Guidelines for coordinating department supplies • Resource planning to support housekeeping services • Job scope of outsourced contractors • Quality Control (QC) tools • Techniques of root cause analysis • Techniques for service recovery • Key performance indicators (KPIs) • Techniques for evaluating operational results • Guidelines for maintaining safe work areas in accordance with the Workplace Safety and Health Act 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Monitor daily operational activities and report results • Resolve housekeeping delivery issues • Manage unresolved escalated guest/resident complaints • Recommend improvement actions • Implement approved improvement actions 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	N/A		

Assistant Executive Housekeeper

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:

- Practising fairness in decision-making when supervising housekeeping operations

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:

- Get involve in discussions with stakeholders on redeployment of resources to meet organisational objectives

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Assistant Executive Housekeeper

Skill Category	Infocomm Technology	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 8.1	Apply Workplace Information and Communication Technology (ICT)		
Skill Description	This skill describes the ability to apply information and communication technology (ICT) at the workplace. It also includes analysing ICT in organisational performance, facilitating the development and acquisition of ICT infrastructure and tools to identify and prevention of problems at the workplace.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • SWOT – Strength, Weakness, Opportunity, Threat • Prevalent ICT strategies and their functions in various sectors • Benefits and influencing factors of establishing ICT strategies in an organisation • Types of electronic storage medium and their features • Types of technology used in electronic storage media • Impact of a non-electronic environment on organisational performance • Roles of ICT tools in raising productivity in an organisation • Types of ICT tools used at the workplace and their features • Definition of ICT infrastructure • Concerns and issues involved in managing an ICT infrastructure in the organisation • Areas of investment to support an ICT infrastructure • Types of corporate services associated with ICT • Types of network performance measures and shared network resources and their uses 		
Application and Adaptation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate the benefits of converting into an electronic environment and the benefits of using electronic storage media to share workplace documents according to organisational ICT policies 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review effectiveness of ICT devices and associated services in achieving the planned organisational goals 		

Assistant Executive Housekeeper

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 ICT policies to avoid fundamental issues relating to ICT corporate services, network performance and shared resources

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 and provide report to various sources the possible areas for using ICT tools to increase performance

Range of Application

(where applicable)

N/A

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Assistant Executive Housekeeper

Skill Category	Information and Results	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 9.1	Analyse Service Quality and Customer Satisfaction		
Skill Description	This skill describes the ability to critically analyse customer data to improve the organisation's level of service quality and customer satisfaction. It also includes analysing service quality and customer satisfaction results and implementing improvement plans to close gaps.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Components of service quality and guest satisfaction framework • Sources of service quality and guest satisfaction data • Types of service performance gaps • Methods to analyse service quality and guest satisfaction data • Methods for communicating findings and results to relevant stakeholders • Methods to close service performance gaps 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Analyse service obstacles to identify patterns that may impact service quality and guest satisfaction • Analyse service quality and guest satisfaction data against organisation benchmarks and industry standards to ascertain service performance gaps • Implement improvement plans to close service performance gaps 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review guest data from multiple sources to identify root causes of service performance gaps and areas where services can be further enhanced • Conduct process or job re-design to optimise the effectiveness and efficiency of service delivery 		

Assistant Executive Housekeeper

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 observations and results to relevant peers and subordinate
- Obtain superior's endorsement on plans to improve service quality and guest satisfaction

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:

- Build staff's capability to deliver service in accordance with organisation's service standards through a vast range of formal and informal learning platforms
- Engage in industry networks and platforms that will enhance own understanding and analysis of guest satisfaction

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Service quality measurements must include:

- Service response time
- Guest retention rate, volume of repeat orders
- Service recovery rate and turnaround time
- Mystery shoppers

Guest satisfaction measurements must include:

- Guest satisfaction levels – number and/or frequency of customer complaints and/or compliments, intensity (subjective) of customer complaints
- Guest equity
- Guest assets
- Perceived quality
- Perceived reliability
- Extent of guest needs fulfilled

A service quality and guest satisfaction framework must include:

- Service quality and customer satisfaction measurements
- Data collection methods
- Benchmarks to assess service quality and guest satisfaction through methods such as:
 - o Internal benchmarking: comparing one function with that of another function
 - o Competitive benchmarking: comparing with competitors who are leading in guest satisfaction or world class
 - o Functional benchmarking: comparing processes to companies with similar processes (could be outside the organisation's industry)
 - o Generic benchmarking: finding organisations with "best in class" (or "world class" if applicable) processes from which lessons could be learned and embedded into the organisation

Assistant Executive Housekeeper

Frequency of monitoring service quality and customer satisfaction such as:

- Monthly
- Quarterly
- Half yearly
- Yearly

Source of service quality data must include:

- Mystery audits
- Customer relationship management systems

Types of service performance gaps must include:

- Quality gaps
 - Productivity gaps
 - Delivery gaps
 - Differences between guest expectations and perceptions of service
-

Assistant Executive Housekeeper

Skill Category	Innovation	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 10.1	Manage Innovation in the Business Function		
Skill Description	This skill describes the ability to develop and implement innovation initiatives in a business function. It also includes identifying opportunities for innovation, conducting pilot testing, refining innovation strategies and making recommendations for implementation with the support from various stakeholders.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Characteristics of business functions that are more likely to promote or motivate innovation • Characteristics of broader environments that support and encourage innovation • Creative approaches to identify innovation opportunities • Range of creative techniques to generate innovative ideas 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Evaluate business function performance to identify opportunities for innovation and improvement • Create opportunities to maximise innovation within a business function • Support and provide guidance to employees to contribute to the implementation of organisational innovation strategies • Conduct pilot testing and prototyping of innovation concepts within the business function to ensure feasibility of innovation initiative • Provide recommendations of innovation initiatives to relevant stakeholders for implementation 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Implement and refine innovative initiatives to facilitate achievement of desired business outcomes within a business function 		

Assistant Executive Housekeeper

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Engage with relevant stakeholders to agree on broad parameters for undertaking innovation initiatives • Acknowledge and address the feelings and perspectives of employees that are impacted from innovation implementation so that positive working relationships are maintained
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Maintain record of innovation management practices by subscribing to diverse learning channels and taking part in peer discussion platforms to enhance workplace performance
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	Leadership	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 11.1	Lead Teams Leaders to Create Business Strategies and Governance Management		
Skill Description	This skill describes the ability to lead team leaders in the development of business unit strategies, operational plans and corporate governance management to meet organisational needs. It also includes providing direction and guidance to team leaders through regular engagement, modelling of leadership and expected behaviours.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • The connection 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 facilitate corporate governance • Organisational policies and procedures relating to the development of departmental or business unit strategies, and corporate governance compliance management • Legal and ethical implications relating to corporate governance • Relevant professional or industry codes of practice and standards relating to corporate governance • Implications and impact on employees and the organisation as a result of team planning process and corporate governance management process 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Facilitate team leaders' involvement in the development of departmental or business unit strategies to meet business objectives • Lead team leaders to observe 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 business unit goals • Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Develop and modify systems and processes to optimise compliance management on corporate governance and social responsibilities requirements 		

Assistant Executive Housekeeper

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Communicate departmental or business unit strategic priorities to stakeholders to garner their support and buy-in • Evaluate emotional states of team leaders and respond appropriately to emotional cues when leading team leaders to ensure individual needs are correctly addressed
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Conduct regular self-reflection to recognise 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
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	People and Relationship Management	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 12.1	Develop a Work Team		
Skill Description	This skill describes the ability to establish teams and allocate resources in achieving organisational goals. It also includes promoting open communication for teamwork and evaluating the progress of the team.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • 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 meet 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 and patterns in team performance 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Analyse the types of teams needed and their contribution in achieving organisational goals • Identify and select work team members and delegate roles, responsibilities, objectives and expectations of the work team to organisational goals • Delegate tasks and allocate resources to facilitate work team towards the achievement of goals and objectives while taking into consideration diversity issues • Evaluate the impact of task and role delegation among team members on team synergy and make improvements where needed in accordance to criteria set • Encourage teamwork and foster commitment and sense of ownership among team members based on team building and development techniques • Assess the challenges to group interaction and communication and establish infrastructure to facilitate knowledge management and work team coaching which is aligned to organisational vision and business goals 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Monitor and review team progress and performance in achievement of goals and objectives 		

Assistant Executive Housekeeper

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Deliver the roles, responsibilities, objectives and expectations to the work team and motivate team members to achieve them • Share feedback to team using the most suitable methods and data as well as provide suggestions to improve performance • Recognise and reward teamwork and performance taking into consideration implications of diversity issues
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Obtain feedback from peers and supervisors to optimise one's own future performance
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	People and Relationship Management	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 12.2	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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Communication strategies, tools and methods associated with the various communication mechanisms to meet organisational goals and objectives and their features • Desired goals to be achieved as a outcome of negotiation • Motivations, priorities, interests and inclinations of stakeholders involved in a negotiation • Importance of considering cultural factors and various diversity issues that affect the communication in a negotiation process • Dimensions of conflict or dispute 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Develop communications plan to implement communication strategies and processes to meet organisational goals and objectives • Review employees' level of acceptance of organisation's vision, mission and core values and take corrective actions where needed • Evaluate effectiveness of communication strategies and mechanisms and implementation plan according to criteria set • Facilitate the actual reasons of conflict or dispute and plan for negotiation taking into account organisational goals and objectives 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate gaps and barriers in workplace communication based on pre-set benchmarks and implemented communication strategies and processes that meet organisational goals and objectives 		

Assistant Executive Housekeeper

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 in order to improve organisational culture and motivate employees to follow 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:

- Review on gaps in 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

Assistant Executive Housekeeper

Skill Category	Personal Management and Development	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 13.1	Contribute towards a Learning Organisation		
Skill Description	This skill describes the ability to analyse employability issues for self and the organisation in the 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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Changes to work requirements and expectations in both local and global contexts • Methods to obtain skills and knowledge for the organisation • Types of skills and knowledge required by an organisation and methods to stay competitive in the global context • Impact 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 self and 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 ease an organisation to adapt to change • Methods in which the types of strategies for managing and synergising diversity can increase organisational effectiveness 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Facilitate and evaluate systems for smooth transfer of knowledge and skills within an organisation • Facilitate and evaluate learning opportunities, resources and knowledge management infrastructure in an organisation 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Analyse and adopt suitable approaches for organisational change • Develop strategies to assist an organisation to adapt to change 		

Assistant Executive Housekeeper

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Manage and synergise diversity of the various groups for organisational effectiveness
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Conduct training and development needs analysis using appropriate assessment methods and determining learning goals for self and organisation • Conduct learning style analysis to identify learning styles of self and staff to ensure the effective acquisition and transfer of knowledge and skills within the organisation
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	Personal Management and Development	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 13.2	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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Concept of resilience • Importance of resilience to an individual and/or an organisation • Types of assessment tools and methods to assess level of resilience • Characteristics of assessment tools and methods used to assess level of resilience • Methods for development of resilience • Characteristics of the various methods for development of resilience 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Evaluate the level of resilience at the individual and/or organisational level and its impact on achieving desired outcomes according to methods set • Apply resilience techniques to handle challenging circumstances at the individual and/or organisational level 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Evaluate the areas for development in resilience of the individual and/or organisation to achieve desired outcomes 		

Assistant Executive Housekeeper

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:

- Obtain support from others when addressing 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:

- Review on opportunities to learn and to continuously improve oneself to bolster resilience

Range of Application

(where applicable)

N/A

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Assistant Executive Housekeeper

Skill Category	Planning and Implementation	Applicable to NOSS Level:	Planning and Implementation
kill 14.1	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 reviewing the plan against key performance indicators and implementing corrective actions to improve performance.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Organisation’s customer-focused strategy • Platforms to communicate the service operations plan • Methods to evaluate performance of service operations • Types of corrective actions to improve service operations performance 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Implement service operations plan in accordance with the organisation’s customer-focused strategy • Cross compare 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 <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Suggest areas of improvement to optimise the organisation’s operations performance and efficiency 		

Assistant Executive Housekeeper

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
- Obtain superior 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:

- Apply the best practices in resource allocation through industry networks and research with the mission 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 guests. This must include:

- Organisation's short-term and long-term goals
- Workflow processes and standard operating procedures for implementation of service operations
- Workflow processes and standard operating procedures for working with guest service centres, which must include other relevant section under their purview

An organisation's guest-focused strategy sets out the direction for an organisation which places the guest at the centre of business decisions to meet the organisation's vision, mission and values.

Communicating the service operations plan must include communicating the organisation's:

- Service operations guidelines
- Service standard
- Service recovery framework

Assistant Executive Housekeeper

Skill Category	Planning and Implementation	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 14.2	Manage and Review Systems and Processes		
Skill Description	This skill describes the ability to manage, review and evaluate systems and processes with the purpose of enhancements. It also includes compiling feedback and developing solutions to close gaps and to facilitate improvements.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Different levels of systems and processes within the organisation • Tools and methodologies to review systems and processes 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Manage systems and processes to meet organisational guidelines and policies 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Critically analyse 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 optimise organisational systems and processes 		

Assistant Executive Housekeeper

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:

- Abide by organisational code of conduct, values and ethics when managing and reviewing systems and processes to facilitate 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:

- Apply best practices in managing systems and processes by subscribing to diverse learning channels and taking part in peer discussion platforms to enhance own knowledge for workplace application

Range of Application

(where applicable)

N/A

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Assistant Executive Housekeeper

Skill Category	Planning and Implementation	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 14.3	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 gathering and analysing information, updating management on concerns regarding decision-making as well as provide suggestions to enable it.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Types of management decisions • Sources of information • Relevant stakeholders impacted by management decisions 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Identify data needed for management decision-making to facilitate the decision-making process • Find and analyse necessary information to obtain management inputs • Identify relevant methods to monitor outcomes of management decisions • Keep track and inform management on business issues that require management decisions to seek the management's direction 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Substantiate and provide suggestions on business issues to management in order to assist in the decision-making process 		

Assistant Executive Housekeeper

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Acknowledge management's views and focus to influence the management in their decision-making process in order to achieve the intended objective
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Improve one's own capability in information gathering and analysis by subscribing to diverse learning channels to enhance workplace performance
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	Results Achievement	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 15.1	Monitor and Reward Performance Across Teams to Motivate 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 driving the team's performance to achieve business results and rewarding them.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Organisational policies and procedures relating to development of team plans, identification and management of risks, remuneration and performance management • Market trends and developments in relation to remuneration and performance management 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Work together 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 improvements • Manage and reward team leader's performance in accordance with organisational policies and procedures to achieve expected performance • Support team leaders to manage concerns relating to employee performance in order to achieve team results 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Compile and analyse data on team performance using appropriate methods and prepare suggestions to enhance future activities and performance of the team 		

Assistant Executive Housekeeper

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Consult stakeholders to obtain inputs and support on team plans • Review emotional states of team leaders and provide the appropriate response to emotional cues when managing performance across teams to ensure individual needs are met
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep up with performance management processes by subscribing to diverse learning channels and participating in peer discussions to continuously improve one's own competence in performance management
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Assistant Executive Housekeeper

Skill Category	Risk Management	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 16.1	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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • 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 and risk policies and procedures • Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Identify causes, areas and perpetrators of potential loss and risk • Review safety, privacy and security practices with relevant stakeholders • Manage inspection activities and mitigation actions to minimise loss and risk • Handle exceptional cases via investigation and disciplinary actions • Review effectiveness of loss and risk policies and procedures, and implement changes 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	N/A		

Assistant Executive Housekeeper

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 others on how to be vigilant in safeguarding privacy and security of property, guests, customers and residents

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:

- Be involved in discussions with stakeholders to improve on managing loss and risk prevention

Range of Application

(where applicable)

N/A

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Assistant Executive Housekeeper

Skill Category	Workplace Safety and Health	Applicable to NOSS Level:	4 - Assistant Executive Housekeeper
Skill 17.1	Manage Workplace Safety and Health System		
Skill Description	This skill describes the ability to administer an Occupational Safety Health Act (OSHA) system at the managerial level. It also includes working in consultation with OSHA personnel and committees in accordance with the OSHA and establishing and evaluating OSHA policies and risk control measures.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • The responsibilities of the designated personnel and committees under OSHA and its subsidiary legislation • The responsibilities of employees, supervisors and management in OSHA • Organisation's OSHA system, general policies, procedures, programmes and evaluation guidelines • Management arrangements relating to regulatory compliance, hazards and risks, control measures and relevant expertise required • Importance of benchmarking OSHA performance against national and international standards • Business continuity planning and risk assessment related to infectious disease outbreak • Potential impact of infectious disease outbreak on organisational business financials, staff and customers • Importance of assessing and reviewing workplace risk management activities in accordance with the guidelines provided by the OSHA 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Facilitate to adopt OSHA policies and training programmes that meet identified training needs of employees and clearly express organisation's commitment in accordance with the guidelines provided by OSHA • Implement and maintain a relevant and consistent OSHA system in the organisation • Include OSHA responsibilities and duties into job descriptions of all employees and assist in the allocation of financial and human resources for the operation of OSHA system in the organisation • Monitor and evaluate OSHA records that allow identification of patterns of workplace injury and disease within the area of managerial responsibility • Review and evaluate the effectiveness of the OSHA system and related policies, procedures and programmes according to the organisation's aims with respect to OSHA • Address hazard identification and risk control at the planning, design and evaluation stages of any change within the area of managerial responsibility to ensure that adequate risk control measures are included • Facilitate the provision of resources to enable implementation of new risk control measures in accordance with the organisational procedures 		

Assistant Executive Housekeeper

<p>Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • find solutions to issues raised through consultation and develop improvements to the OSHA system according to the procedures for issue resolution and to enable more effective achievement of the organisation's aims with respect to OSHA • Monitor and improve existing risk management activities and risk control measures by ensuring procedures are adopted effectively throughout the area of managerial responsibility
<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Implement and maintain appropriate participative and consultative processes and outcomes readily accessible to employees according to the relevant OSHA legislation, consistent with the organisation's overall process for consultation
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Constantly improve on one's own knowledge in OSHA legislation, codes of practice and industrial standards and conduct training for new operations and equipment
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Identify the responsibilities of a general worker and employee must include:</p> <ul style="list-style-type: none"> • Working in compliance with the OSHA • Observing safe work procedure • Reporting unsafe working conditions and work practices • Reporting work-related incidents and accidents <p>Identify the responsibilities of a OSHA committee must include:</p> <ul style="list-style-type: none"> • Acting as an advisory body • Identifying hazards and obtaining information about them • Suggesting corrective actions and reviewing results of implemented solutions • Conducting accident investigations and workplace inspections • Making recommendations to the management regarding actions required to resolve health and safety concerns

Assistant Executive Housekeeper

Identify the responsibilities of a supervisory personnel, must include:

- Ensuring that workers are provided with suitable and adequate personal protective equipment, and handles appropriate and non-faulty tools and equipment
- Briefing workers of potential and actual hazards and control measures
- Taking every reasonable precaution in the circumstances for the protection of workers
- Implementing and monitoring safe work conditions
- Implementing safe work practices and monitoring for compliance

Identify the responsibilities of a OSHA personnel must include:

- Exercising general supervision of compliance to the provision of OSHA and its subsidiary legislations made to ensure a safe and healthy workplace
- Conducting OSHA inspections in accordance with planned inspection, schedule and recommending corrective actions where needed
- Monitoring effectiveness of implemented corrective actions
- Conducting investigation on incidents
- Promoting awareness of OSHA

Identify the responsibilities of management must include:

- Implementing and maintaining a workplace safety management system to self-regulate OSHA issues
- Establishing and maintaining OSHA committee
- Adapting reasonable and practicable measures so far as to ensure a safe and healthy workplace for all employees
- Training employees on identification of potential hazards, compliance with appropriate control measures and how to handle emergencies
- Supplying personal protective equipment to employees and ensuring they know how to use the equipment safely and properly
- Reporting workplace accidents immediately to the relevant authorities

Establish and maintain the framework for OSHA must include:

- Policy development and updating
- Determining the ways in which OSHA will be managed. This must include distinct OSHA management activities, or the inclusion of OSHA functions within a range of management functions and operations such as:
 - o Maintenance of the plant and equipment
 - o Purchasing of materials and equipment
 - o Designing operations, work flow and materials handling
 - o Planning or implementing alterations to site, plant, operations or work systems
- Mechanisms for review and allocation of human, technical and financial resources for OSHA management, including defining and allocating OSHA responsibilities for all relevant positions

Assistant Executive Housekeeper

- Mechanisms for keeping up-to-date with relevant information and updating the management arrangements for OSHA, for example, information on health effects of hazards, technical developments in risk control and environmental monitoring and changes to legislation
- Mechanisms to review and update OSHA management arrangements relevant to legislative requirements
- A system for communicating OSHA information to employees, supervisors and managers within the enterprise

Establish and maintain a OSHA training programme must include:

- Arrangements for on-going assessment of training needs, for example, relating to:
 - o Workers, supervisors and managers
 - o Specific hazards
 - o Specific tasks or equipment or process or chemical
 - o Emergencies and evacuations
 - o Training required under OSHA legislation
- Allocation of resources for OSHA training, including acquisition of training resources, development of staff training skills and purchase of training services
- Induction training
- Training for new operations, materials or equipment

Establish and maintain a system for OSHA records must include:

- Identifying records required under OSHA legislation, for example:
- Workers' compensation records
- Hazardous substances registers
- Safety Data Sheets (formerly known as Material Safety Data Sheets)
- Major accident and injury notifications
- Certificates and licences
- Manufacturers and suppliers OSHA information
- OSHA audits and inspection reports
- Maintenance and testing reports
- Workplace environmental monitoring and health surveillance records
- Records of instruction and training
- First aid and medical treatment records

Benchmark OSHA performance must include:

- Accident frequency rate
- Accident severity rate
- Fatality rate

Assistant Executive Housekeeper

Establish and maintain forms of participation, records and consultation that are specific to the workplace must include:

- Formal and informal meetings which include OSHA
 - OSHA committees
 - Suggestions, requests, reports and concerns put forward by employees to management
 - OSHA inspections
 - Audits
 - Risk assessment and control
 - Procedures for reporting of hazards, risks and OSHA issues by managers and employees
-

Assistant Executive Housekeeper

Definitions of the Five (5) Domains

DOMAIN	DEFINITION
Knowledge and Analysis	Knowledge is a compilation 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 leads to judgements on work tasks/activities/issues/areas and the conceptualisation of solutions to solve problems at work.
Application and Adaptation	Application is 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 means 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 is defined as 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

Executive Housekeeper/ Director Of Housekeeping

Skills & Training Required

Executive Housekeeper/Director Of Housekeeping

OCCUPATION DESCRIPTION:

The Executive Housekeeper/Director of Housekeeping is the head of department and manages the housekeeping operations. They are responsible for providing the highest level of comfort and hospitality to guests to achieve the maximum guest satisfaction and organisational profitability.

The Executive Housekeeper/Director of Housekeeping implements the standard operating procedures for housekeeping operations, in line with the hotel's service standards. The Executive Housekeeper/Director of Housekeeping also ensures inventory checks, and monitors budgeting and control of departmental expenses.

The Executive Housekeeper/Director of Housekeeping is also responsible for hiring, motivating and evaluating staff. They are able to find solutions to problems and lead teams to meet the standards required by the hotel. They have a high level of organisational awareness and leadership, working in a consultative manner with other departments or sections within the hotel.

The skills expected of the Executive Housekeeper/Director of Housekeeping are summarised as below:

NO	SKILL CATEGORY	SKILL	TRAINING
1	Analytical, Conceptual and Evaluative	1.1 Apply Systems Thinking in Problem Solving and Decision Making 1.2 Contribute to the Design and Development of a Productivity Framework	<ul style="list-style-type: none"> Analytic Related Programs Advance Microsoft Training (Excel and PowerPoint)
2	Business Continuity Management	2.1 Direct Management of Crisis Situations	<ul style="list-style-type: none"> Negotiation Skills Training Crisis Management Training
3	Business Negotiation	3.1 Manage and Direct Negotiations	<ul style="list-style-type: none"> Business Negotiation Training Maximising Sales Result Training
4	Communications	4.1 Conduct Presentation to Senior Management	<ul style="list-style-type: none"> Communication Skills Business Writing Skills
5	Customer Experience	5.1 Drive Customer Loyalty for Service Excellence	<ul style="list-style-type: none"> Customer Service-Related Programs Digital Marketing
6	Finance	6.1 Manage Budgeting and Forecasting Processes for the Business Unit 6.2 Prepare Budget for the Business Unit	<ul style="list-style-type: none"> Finance for Non-Finance Budget Preparation Training
7	Infocomm Technology	7.1 Analyse and Recommend Best Practices and Technology in Hospitality 7.2 Analyse Hospitality Data	<ul style="list-style-type: none"> Property Management System (PMS) Training

Executive Housekeeper/Director Of Housekeeping

NO	SKILL CATEGORY	SKILL	TRAINING
8	Information and Results	8.1 Drive Service Quality and Customer Satisfaction	<ul style="list-style-type: none"> Analytical Tools in Service Quality Training
		8.2 Manage Quality System and Processes	<ul style="list-style-type: none"> Customer Service Training
9	Innovation	9.1 Innovate the Customer Experience	<ul style="list-style-type: none"> Project Planning Innovation/Leadership related programs
10	Leadership	10.1 Lead Managers to Develop Organisational and Governance Strategies	<ul style="list-style-type: none"> Leadership Training Programs Supervisory Skills Programs KPI Assessment Training
11	People and Relationship Management	11.1 Manage Cross Functional and Culturally Diverse Teams	<ul style="list-style-type: none"> Teamwork for Outcomes Optimisation Training Effective Communication Skills for Hoteliers
12	People Management	12.1 Manage Human Resource in the Department	<ul style="list-style-type: none"> Managing People for Greater Productivity
13	Personal Management and Development	13.1 Develop Oneself to Maintain Professional Competence at Senior Management Level	<ul style="list-style-type: none"> Strategic Planning & Management for Department Head
14	Planning and Implementation	14.1 Manage Asset and Inventory	<ul style="list-style-type: none"> Planning & Management Strategies
		14.2 Manage Resource Planning	
		14.3 Provide Information for Management Decision-Making	

Executive Housekeeper/Director Of Housekeeping

Skill Category	Analytical, Conceptual and Evaluative	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 1.1	Apply Systems Thinking in Problem Solving and Decision Making		
Skill Description	This skill describes the ability to apply systems thinking to assess organisational issues. It also includes formulating and implementing solutions to address issues typically encountered by one assuming a managerial role.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Definitions of systems thinking • Benefits of systems thinking • Organisation from a systems perspective • Situations that can affect the achievement of desired goals and outcomes • Comparison of the various system thinking tools and their application • Comparison of the various systems thinking approaches and their application to problem-solving • Characteristics and application of the decision-making models • Limitations of appropriate evaluation process to assess effectiveness of the chosen solutions • Potential success indicators of the chosen solutions 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Analyse issues that influence achievement of desired goals and outcomes in the macro context • Apply systems thinking approaches and processes to identify the root cause of non-achievement of desired goals and outcomes as well as the homeostasis of the organisation • Develop an implementation plan for the identified solutions to solve issues that impede achievement of desired goals and outcomes in an organisation • Evaluate the effectiveness of the identified solutions using a suitable evaluation process 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Utilise systems thinking tools to formulate possible solutions in order resolve issues that impact the achievement of desired goals and outcomes • Identify suitable solutions using established criteria to resolve issues that affect the achievement of desired goals and outcomes • Suggest corrective actions to improve the chosen solutions 		

Executive Housekeeper/Director Of Housekeeping

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 proper record of the process of applying systems thinking in problem-solving and decision-making based on organisational guidelines and appropriate methods

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 self-reflection to assess problems from a holistic manner and taking into account overall structures, patterns and cycles

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Definitions of systems thinking must include:

- A way of guiding a person to view systems from a holistic perspective that is inclusive of overall structures, patterns and cycles in systems, rather than observing based on isolated events in the system
- A way to identify the root cause of issues in organisations and to address them
- A way of understanding that emphasises the relationships among a system's parts, rather than the parts themselves

Systems thinking approaches and their application to problem-solving must include:

- Soft Systems Methodology (SSM) which includes:
 - o Identification of outputs, attributes, criteria, measurements scales and models
 - o Search for and generate different alternatives
 - o Designing interventions to various components
 - o Confirming system with relevant stakeholders
- Systems design which includes:
 - o Forecasting
 - o Model building and simulation
 - o Optimisation and control

Executive Housekeeper/Director Of Housekeeping

Skill Category	Analytical, Conceptual and Evaluative	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 1.2	Contribute to the Design and Development of a Productivity Framework		
Skill Description	This skill describes the ability to contribute effectively to the design and development of a productivity framework. It also includes participating in productivity diagnosis, recommending areas for improvement, establishing productivity goals and strategies, developing a productivity measurement system and performance management system to evaluate the effectiveness of the productivity framework.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Productivity concepts • Ways in which productivity has an important role in the generation of wealth and value for the organisation, industry and the country • Components of a productivity management structure to drive productivity and improvement in the organisation • Types of productivity to be measured • Methods to analyse the relationship between productivity measurements and factors that influence productivity • Factors that affect single factor and total factor productivity • Assessment of quantitative and qualitative factors that influence productivity • Quantitative and qualitative indicators commonly used in measuring the organisation's 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 <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify with personal role and responsibilities in the productivity management structure in an organisation • Contribute to the development of a productivity road map and action plan based on findings from the productivity diagnosis • Facilitate the design and development of a productivity measurement system to measure productivity of an organisation • Contribute to the design and development of a performance management system that link performance appraisals, staff recognition and incentive schemes to productivity of an organisation 		

Executive Housekeeper/Director Of Housekeeping

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 assess the effectiveness and efficiency of the productivity framework

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:

- Develop and align productivity goals and strategies with business unit and organisation's goals in consultation with relevant stakeholders to obtain 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:

- Handle productivity diagnosis to evaluate performance standards and current situation of the business unit and recommend areas for improvement in consultation with relevant stakeholders

Range of Application (where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Executive Housekeeper/Director Of Housekeeping

Skill Category	Business Continuity Management	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 2.1	Direct Management of Crisis Situations		
Skill Description	This skill describes the ability to direct crisis management plan to manage crisis situations. It also includes leading damage assessment, directing crisis response and recovery activities, and facilitating manpower involvement and communication to stakeholders.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Personal role in management of crisis response and recovery activities • Relevant stakeholders in a disruptive event • Effect on business impact arising from disruptive events on the organisation 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Lead damage assessment in consultation with relevant stakeholders to evaluate the scale of impact • Direct implementation of crisis response and recovery activities that is aligned with recovery strategies and business continuity strategies to ensure alignment in activities • Facilitate involvement of cross-functional teams in crisis management • Activate 'return-to-normal' procedures in accordance with crisis management plan to make sure alignment in activities • Recognise business impact of disruptive events on the organisation to identify the extent of the impact • Activate stand down procedures in accordance with business continuity strategies and crisis management plan to ensure alignment in activities • Facilitate communication process during disruptive events to internal and external stakeholders in accordance with crisis communication plan to provide updates 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review crisis management process to identify areas for improvement 		

Executive Housekeeper/Director Of Housekeeping

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 personal emotions to maintain composure and display self-confidence and resilience when handling challenges in a crisis situation
- Provide appropriate response to emotional cues of cross-functional teams and organisation members during a crisis situation to manage the 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:

- Integrate personal knowledge on crisis management by subscribing to diverse learning channels that encourages 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

Executive Housekeeper/Director Of Housekeeping

Skill Category	Business Negotiation	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 2.2	Manage and Direct Negotiations		
Skill Description	This skill describes the ability to manage and handle negotiations which will meet the 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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Negotiation styles • Results of effective negotiation • Conditions for successful negotiation 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Plan and prepare for negotiation in accordance with negotiation strategies to achieve desired negotiation outcomes 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Provide justification and recommendation to relevant departments 		

Executive Housekeeper/Director Of Housekeeping

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify and address needs and concerns of negotiating team with regard to negotiation processes, roles and responsibilities to maintain positive working relationships
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Source for past negotiation plans and the methods to develop current negotiation plan to achieve the desired outcome
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Executive Housekeeper/Director Of Housekeeping

Skill Category	Communications	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 4.1	Conduct Presentation to Senior Management		
Skill Description	This skill describes the ability to deliver presentation to the senior management. It also includes identifying presentation objectives and modes, preparing collaterals, delivering key messages and reviewing presentation outcomes to enhance future performance.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Presentation guidelines to present to the senior management • Types of presentation collaterals • Techniques to present correct content to the correct target audience 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify objectives of presentation and appropriate presentation modes to meet organisational requirements • Determine deliverables for the target audience to develop presentation collaterals • Utilise appropriate presentation modes in order to deliver the appropriate messages to the target audience 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Assess and evaluate the effectiveness of outcomes to enhance future performance 		

Executive Housekeeper/Director Of Housekeeping

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 responses and suggestions from the target audience towards the presentation to 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:

- Obtain guidance and advice from peers and supervisors on past presentations in order to have a fundamental knowledge for planning a presentation

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Executive Housekeeper/Director Of Housekeeping

Skill Category	Guest Experience	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 5.1	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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Guest loyalty strategies • Strategies to enhance guest loyalty • Components of guest loyalty strategy • Steps to design and implement guest loyalty strategy • Criteria to assess impact of guest loyalty strategies • Organisation’s policies, procedures and guidelines addressing guest loyalty 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Establish strategies to improve guest loyalty • Evaluate the impact of guest loyalty strategies to evaluate its effectiveness 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Improve workflow processes and standard operating procedures for service delivery in order to optimise the organisation’s effectiveness 		

Executive Housekeeper/Director Of Housekeeping

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	N/A
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep abreast of best practices in guest loyalty strategies through industry platforms
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Steps to design and implement a guest loyalty strategy must include the following:</p> <ul style="list-style-type: none"> • Identifying key guest interaction points • Understanding the guest's needs and expectations of the guest's using tools or programmes such as 'Voice of Guest' • Identifying the 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 <p>A service operations plan is a roadmap for an organisation that details out the key organisational functions and resources which are required in order to meet, or exceed, the expectations of customers.</p> <p>An organisation's service brand is the way an organisation seeks to identify itself. Service brands:</p> <ul style="list-style-type: none"> • Add depth and value to an organisation's product offerings • Display publicly the organisation's culture and values

Executive Housekeeper/Director Of Housekeeping

Skill Category	Finance	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 6.1	Manage Budgeting and Forecasting Processes for the Business Unit		
Skill Description	This skill describes the ability to prepare and analyse financial forecasts in order to manage budgets. It also includes preparing, managing and monitoring budgets and outcomes for the purpose of review and approval.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Methods of analysing budget history and trends for business unit • Methods to forecast revenue, expenses and balance sheet for business unit • Concerns for conducting scenario analysis • Forecasting techniques • Types of budget controls and their purposes • Means to monitor the financial operation of the business unit against budget outcomes • Verifiable financial evidences of the organisation • Need for verifiable financial evidences in budget planning and forecasting • Processes in communicating budget plans and performance to relevant stakeholders for their endorsement 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate organisational needs and market conditions to identify parameters and assumptions for budget planning • Prepare and analyse financial forecasts to facilitate financial and business planning • Implement budget plans in order to handle 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 and are properly accounted for in consultation with relevant stakeholders • Deliver financial forecasts, budgets and budget outcomes to the immediate supervisors for their review and approval 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Assess the opportunities for technological optimisation to enhance efficiency of the budgeting and forecasting processes for the business unit 		

Executive Housekeeper/Director Of Housekeeping

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:

- Abide by the organisational and professional code of conduct, values and ethics when managing, budgeting and forecasting processes for the business unit 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 track of internal and external factors to evaluate the impact on budget preparation by subscribing to diverse information channels and participating in discussion platforms with supervisors and peers

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Executive Housekeeper/Director Of Housekeeping

Skill Category	Finance	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 6.2	Prepare Budget for the Business Unit		
Skill Description	This skill describes the ability to prepare budget and cash flow requirements for the business unit based on business functional objectives and operational plans. It also includes reporting budget calculations and discrepancies to stakeholders for decision-making and ensuring adherence to financial controls in accordance with policies and regulations.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • 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 Singapore's taxation policies • Functional objectives and key requirements • Organisational financial data • Financial analytical techniques and methodology • Relevant stakeholders to consult on budget calculations 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Analyse business function strategies, functional objectives and operational plans to facilitate accurate forecasting and budgeting for the financial year • Calculate cash flow requirements of business unit to establish financing needs for the financial year • Cross compare previous actual data with estimations made by management to highlight discrepancies • Report budget calculations and discrepancies to relevant stakeholders to facilitate prompt management decision-making on budget allocation • Ensure adherence to financial controls to meet requirements of relevant organisational corporate governance, financial policies, legislation and regulations 		

Executive Housekeeper/Director Of Housekeeping

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 opportunities for technological optimisation to enhance efficiency of the budget preparation process

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 preparing a budget for the business unit 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 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.

- Finance report for data entry as issued by the Finance Department

Executive Housekeeper/Director Of Housekeeping

Skill Category	Infocomm Technology	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 7.1	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 current and the industry's benchmarks of best practices and technology.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Environmental scanning • 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 <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Conduct environmental surveys 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 organisational requirements • Identify gaps between current organisational practices and industry benchmarks on the best practices and technology • Propose suggestions to close gaps between organisational current practices and industry benchmarks of the best practices and technology 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Identify new technological applications, in consideration of workplace productivity 		

Executive Housekeeper/Director Of Housekeeping

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 one's 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

Executive Housekeeper/Director Of Housekeeping

Skill Category	Information and Results	Applicable to NOSS level	5 - Front Office Manager
Skill 7.2	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 relevant stakeholders.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Uses of statistics in hospitality • Survey questionnaire design • Methods for data collection and sampling • Methods for organising data and data storage • Statistical techniques and calculations for hospitality data analysis • Components of time-based data • Types and methods of effective data presentations • Different graphs for different categories of data 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • 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 • Implement appropriate methods of data presentation to present findings 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	N/A		

Executive Housekeeper/Director Of Housekeeping

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:

- Foster a work culture that promotes 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:

- Evaluate the effectiveness of one's 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

Executive Housekeeper/Director Of Housekeeping

Skill Category	Information and Results	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 8.1	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 guest information for service excellence.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Components of service quality and guest satisfaction framework • Types of benchmarking criteria and key performance indicators to evaluate service quality and guest satisfaction • Types of improvements in service quality and guest satisfaction • Methods for communicating service quality and guest satisfaction performance to stakeholders 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Establish service quality and guest satisfaction framework in accordance with 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 <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Recommend improvements to address service performance gaps 		

Executive Housekeeper/Director Of Housekeeping

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 guest satisfaction performance to stakeholders

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
- Establishing data collection methods
- Benchmarks to assess service quality and guest satisfaction through methods such as:
 - o Internal benchmarking: comparing one function with that of 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's 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 the best practice.

Executive Housekeeper/Director Of Housekeeping

Indicators typically used to measure service excellence can be categorised into service quality measurements as well as customer satisfaction measurements.

Service quality measurements must include:

- Service response time
- Guest retention rate, volume of repeat orders
- Service recovery rate/turnaround time
- Mystery shoppers
- Issue resolution rate
- Turnaround time for resolving issues

Customer satisfaction measurements must include:

- Guest satisfaction levels – number and/or frequency of customer complaints and/or compliments, intensity (subjective) of customer complaints
 - Extent of guest needs fulfilled
-

Executive Housekeeper/Director Of Housekeeping

Skill Category	Information and Results	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 8.2	Manage Quality System and Processes		
Skill Description	This skill describes the ability to familiarise with national and international quality management standards and quality services adopted by organisations. It also includes managing guest expectations, monitoring the cost of quality and assuring work processes are performing in an acceptable manner, using statistical techniques.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • National and international quality standards • Workplace quality system requirements • Scopes of quality system and processes • Guest expectations • Dimension of quality • Costs of quality • Communication means • Statistical process control tools for measuring and tracking quality performance • Resolution processes for quality issues 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Identify quality system requirements at the workplace, based on the adopted national and/or international quality standards • Compile customers' expectations on quality aspects of products and services, in accordance with organisational established dimensions of quality • Conduct statistical evaluations on work processes related to products' and services' quality performance, with appropriate measurement and statistical analysis, and disseminate the outcomes to relevant stakeholders within the organisation for decision-making • Plan quality cost savings and improvement activities, to manage costs of quality at the workplace, in accordance with organisational procedures • Track quality performance of products and services, in accordance with organisational quality system requirements • Resolve issues associated with non-conformity to quality standards, in accordance with organisational procedures • Prepare quality performance reports for products and services, to fulfil the quality system requirements, in accordance with organisational procedures 		

Executive Housekeeper/Director Of Housekeeping

<p>Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Conduct analyses on costs of quality related to products and services, and identify areas for improvement, in accordance with organisational quality system requirements
<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Apply appropriate means to communicate guests' expectations on quality aspects of products and services to relevant stakeholders within the organisation, in accordance with organisational procedures • Lead and motivate co-workers and staff, to achieve the desired results on the costs of quality at the workplace
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Conduct self-reflection on the effectiveness of the quality system and processes, after its implementation • Participate in continuous learning in managing quality systems and processes by subscribing to diverse learning channels and participating in peer review platforms
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Executive Housekeeper/Director Of Housekeeping

Skill Category	Innovation	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 9.1	Innovate the Customer Experience		
Skill Description	This skill describes the ability to identify the elements that forms customer expectations so as to provide the desired customer experience that is line with the organisation's vision, mission and values. It also includes various methods to design, innovate and translate the desired customer experience into a service operations plan.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Organisation's vision, mission and values • Methods to collect guest preference • Methods to innovate the desired guest experience • Components of a service operations plan • Methods to evaluate the impact of the desired guest experience • Code of ethics and relevant regulatory requirements in collecting guest preference 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Interpret guest preference 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 the impact of the desired customer experience 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Innovate the desired guest experience by recognising changes required in processes and policies, in line with the organisation's vision, mission and values 		

Executive Housekeeper/Director Of Housekeeping

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:

- Abide to code of ethics and relevant regulatory requirements when collecting guest intelligence 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 updated on guest preference by subscribing to customer attitudinal reports to ascertain guest's perceptions 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 customers' requests
- Efficient and accurate service
- Friendly and helpful service
- Prompt response to enquiries
- Empathy and support
- Comfort

The desired guest experience is the defined level and quality of service that an organisation wants to offer based on its service vision, mission, values and strategy. Defining the desired guest experience and consistently meeting and exceeding it will create an intimate relationship with guest that result in increased guest satisfaction and loyalty.

Executive Housekeeper/Director Of Housekeeping

The desired guest experience must include:

- Interpreting guest intelligence 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 guests 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's level of expertise in their particular skills and in the organisation's systems and equipment, product and role knowledge
- Experiential elements that delight customers such as personalisation of service and anticipating guest's needs

The service operations plan must include:

- Preparation for service operations
 - Execution of service operations to guest
 - Service standards set by the organisation
 - On-going monitoring for adherence to the organisation's service standards
-

Executive Housekeeper/Director Of Housekeeping

Skill Category	Leadership	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 10.1	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 modelling of leadership and providing direction and guidance to line managers.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • 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 and 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 the organisational strategic planning process and the corporate governance management process 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Gather data and report on trends and factors of strategic value to the organisation or business unit to support strategic planning • Consult with the general manager to define the mission and objectives for the organisation or business unit to support strategic planning • Facilitate management team involvement in the development of organisational or business unit strategies to align with business goals • Communicate organisation's corporate governance and social responsibility requirements to facilitate organisational compliance • Assist employees in guiding their implementation of the organisational plans in order to achieve business goals • Model leadership and behaviours to display application of organisational values, behaviours and governance priorities in all actions 		

Executive Housekeeper/Director Of Housekeeping

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 systems and processes to identify the required changes to improve compliance management on corporate governance and social responsibility requirements

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 clearly, inspiring organisational goals, strategies and plans to garner stakeholder support and buy-in
- Practice emotional intelligence to guide own thinking and actions and to influence and persuade stakeholders towards the achievement of business goals

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 strategic planning
- Engage in own strategic planning skills by subscribing to diverse learning channels and participating in 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

Executive Housekeeper/Director Of Housekeeping

Skill Category	People and Relationship Management	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 11.1	Manage Cross Functional and Culturally Diverse Teams		
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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • 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 relationships • 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 taboos on the effectiveness of a diverse work team • Strategies to convey negative news or performance to members of diverse cultures 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Identify 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 <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Evaluate diversity issues that have impact on a work team working towards common goals and objectives 		

Executive Housekeeper/Director Of Housekeeping

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 diverse work teams 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:

- Identify and empathise with the diverse needs, thoughts and feelings 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

Executive Housekeeper/Director Of Housekeeping

Skill Category	People Management	Applicable to NOSS level	5 - Executive Housekeeping
Skill 12.1	Manage Human Resources in the Department		
Skill Description	This skill describes the ability to identify and develop human resource requirements, resource plans and manage staff recruitment, termination and resignation. It also includes overseeing daily human resource activities, monitoring performance outcomes, reviewing processes and systems as well as implementing follow-up actions.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Guidelines for identifying human resource requirements, in accordance with organisational requirements • Guidelines for screening applicants and conducting exit interviews • Regulations and guidelines for employee terminations and resignations • Organisational procedures for performance monitoring • Guidelines for reviewing processes and systems supporting human resource management 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Identify human resource requirements to meet department goals and objectives • Establish department human resource plans • Coordinate recruitments, terminations and resignations • Oversee daily human resource activities • Monitor performance outcomes • Review processes and systems • Implement follow-up actions 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Develop human resource talents within each operational unit for improved outcomes 		

Executive Housekeeper/Director Of Housekeeping

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 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 the effectiveness of alternative human resource management best practices, in consideration of changing needs of the organisation

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Executive Housekeeper/Director Of Housekeeping

Skill Category	Personal Management and Development	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 13.1	Develop Oneself to Maintain Professional Competence at Senior Management Level		
Skill Description	This skill describes the ability to improve organisational communications and influence decision-making as a senior member of a business unit or division. It also includes developing one's own leadership style and capability.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Legal and ethical considerations relating to organisational communications, decision-making and personal conduct at the workplace • Organisational policies and procedures relating to organisational communications and development of professional competence • Implications and impact of organisational communication processes on stakeholders • Implications 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 business unit or divisional level • Underlying issues and trends that may affect decision-making by stakeholders 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Utilise appropriate methods of communication to promote the organisation • Promote 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 <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Work together with stakeholders to develop communication channels and enhance organisational communications 		

Executive Housekeeper/Director Of Housekeeping

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Influence stakeholders 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 stakeholders • Demonstrate alignment between personal ethics and values and those of the organisation to develop one's own leadership style
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Use opportunities to self-reflect on one's own work performance and leadership style to identify areas for improvement • Maintain the awareness and understanding of the skills and knowledge of colleagues and competitors to identify professional development opportunities for oneself
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Executive Housekeeper/Director Of Housekeeping

Skill Category	Planning and Implementation	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 14.1	Manage Asset and Inventory		
Skill Description	This skill describes the ability to assess asset and inventory items, evaluate asset and inventory control processes and procedures, review workplace practices adopted in managing asset and inventory controls and confirm roles and responsibilities of the relevant stakeholders. It also includes monitoring compliance of asset and inventory controls practices, identifying and reporting any actual or potential non-compliance and facilitating corrective, preventive or improvement actions		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Types of asset and inventory items in hotel and accommodation sectors • Key factors to consider when identifying deviations in asset and inventory controls from requirements, relevant to workplace practices of the organisation and workplace practices in the hospitality sector • Roles and responsibilities of various key personnel managing asset and inventory controls • Non-compliance in asset and inventory control practices • Legal and other organisational requirements on asset and inventory controls • Guidelines to facilitate corrective, preventive and improvement action plans to address non-compliance in asset and inventory controls • Process of monitoring corrective and preventive actions 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Assess asset and inventory items are managed in accordance with organisational procedures • Evaluate asset and inventory control processes and procedures • Review workplace practices adopted to manage asset and inventory controls • Confirm roles and responsibilities of relevant stakeholders for asset and inventory controls • Identify and report any actual or potential non-compliance to asset and inventory control practices, as well as uphold the roles and responsibilities of the relevant stakeholders • Facilitate corrective, preventive or improvement actions for asset and inventory controls • Monitor compliance of asset and inventory controls practices 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	N/A		

Executive Housekeeper/Director Of Housekeeping

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 expectations of colleagues by establishing individual responsibilities and timelines

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 peer review discussions on alternative asset and inventory control measures, to meet organisation's compliance with regulatory guidelines

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Executive Housekeeper/Director Of Housekeeping

Skill Category	Planning and Implementation	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 14.2	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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Types of resources • Outcomes of effective resource allocation • Relevant stakeholders to consider during resource planning 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Determine resource needs to ensure successful implementation of business function strategy • Acquire and allocate resources to support execution of business function strategy 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Observe 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 		

Executive Housekeeper/Director Of Housekeeping

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 in order to enable appropriate and optimal utilisation of resources to support business function strategy

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 in order to assess how the utilisation resources can be further improved to ensure optimal use

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Executive Housekeeper/Director Of Housekeeping

Skill Category	Planning and Implementation	Applicable to NOSS level	5 - Executive Housekeeping/ Housekeeping Manager
Skill 14.3	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 <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Types of management decisions • Sources of information • Relevant stakeholders affected by management decisions 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Identify information needed for management decision-making to facilitate decision-making process • Locate 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 <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Substantiate and make suggestions on business issues to management to facilitate decision-making 		

Executive Housekeeper/Director Of Housekeeping

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 strive to influence the management in their decision-making process 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 one's own capability in information gathering and analysis by subscribing to diverse learning channels in order 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

Executive Housekeeper/Director Of Housekeeping

Definitions of the Five (5) Domains

DOMAIN	DEFINITION
Knowledge and Analysis	Knowledge includes compiling 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 results in 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 is 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 benefit from values obtained from individual or team contributors to achieve organisational growth.
Social Intelligence and Ethics	Social intelligence is 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

Rooms Division Manager

Skills & Training Required

Rooms Division Manager

OCCUPATION DESCRIPTION:

The Rooms Division Manager/Director of Rooms looks after multiple departments under rooms, which includes but is not limited to the front office, concierge and bell services, club floor, housekeeping, facilities and security. As a member of the property's senior management team, he/she develops and assesses the business plan and strategies, key performance indicators and manpower-planning for the rooms. He/She comes up with solutions and implements corrective measures on problem areas, monitoring and managing expenses while ensuring that they are kept within operational budget.

As a champion of organisational excellence, the Rooms Division Manager/Director of Rooms works towards achieving high levels of guest/customer satisfaction through the consistent implementation of the property's brand standards, visible operational leadership, active trend analysis and hands-on interaction with guests/customers and team members. They build high performance teams that are empowered and can work collaboratively to create excellent guest/customer experiences. They also collaborate with the human capital department to increase efficiency and effectiveness of the recruitment process for employment and retention of outstanding team members.

The skills expected of the Rooms Division Manager/Director of Rooms are summarised as below:

NO	SKILL CATEGORY	SKILL	TRAINING
1	Business Continuity Management	1.1 Direct Management of Crisis Situations	<ul style="list-style-type: none"> Negotiation Skills Training Crisis Management Training
2	Change Management	2.1 Facilitate Innovation and Lead Managers to Manage Change	<ul style="list-style-type: none"> Change Management Training
3	Finance	3.1 Develop and Establish Financial Budget and Plans	<ul style="list-style-type: none"> Finance for Non-Finance Budget Preparation Training
4	Infocomm Technology	4.1 Leverage Technology for Productivity and Innovation	<ul style="list-style-type: none"> Property Management System (PMS) Training
5	Innovation	5.1 Champion Service Innovation 5.2 Facilitate Innovation Process within the Organisation	<ul style="list-style-type: none"> Project Planning Innovation/Leadership related programs
6	Knowledge Management	6.1 Develop and Establish a Knowledge/Property Management System	<ul style="list-style-type: none"> Property Management System (PMS) type of programs Other relevant operating systems training
7	People Management	7.1 Develop Strategies for Talent Management	<ul style="list-style-type: none"> Strategic Planning & Management for Department Head Leadership related Training
8	Personal Management and Development	8.1 Develop Self to Maintain Professional Competence to Lead an Organisation	<ul style="list-style-type: none"> Strategic Planning & Management for Department Head
9	Results Achievement	9.1 Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results	<ul style="list-style-type: none"> Analytical Training

Rooms Division Manager

Skill Category	Business Continuity Management	Applicable to NOSS level	N/A
Skill 1.1	Direct Management of Crisis Situations		
Skill Description	This skill describes the ability to direct a crisis management plan to manage crisis situations. It also includes conducting damage assessment, directing crisis response and recovery activities, facilitating manpower involvement and communicating to stakeholders.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Personal role in management of crisis response and recovery activities • Relevant stakeholders in a disruptive event • Implications on business impact arising from disruptive events on the organisation 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Lead damage assessment in consultation with relevant stakeholders to evaluate the scale of impact • Direct implementation of crisis response and recovery activities in accordance with recovery strategies and business continuity strategies for alignment in activities • Coordinate involvement of cross-functional teams to assist in crisis management • Activate 'return-to-normal' procedures in accordance with crisis management plan to ensure alignment in activities • Identify the business impact of disruptive events on the organisation to evaluate the extent of the impact • Activate stand down procedures in accordance with business continuity strategies and crisis management plan to ensure alignment in activities • Coordinate the communication process during disruptive events to internal and external stakeholders in accordance with a crisis communication plan in order to provide updates 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Review the crisis management process to identify areas for improvement 		

Rooms Division Manager

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Control own emotions to maintain composure, displaying self-confidence and resilience when handling challenges in a crisis situation • Provide the appropriate response to emotional cues of cross-functional teams and organisation members during a crisis situation to handle negative emotional climate and provide reassurance • Build a virtuous relationship with local authorities
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Integrate personal knowledge and experience on crisis management by subscribing to diverse learning channels to ensure continuous learning for workplace application
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Rooms Division Manager

Skill Category	Change Management	Applicable to NOSS level	N/A
Skill 2.1	Facilitate Innovation and Lead Managers to Manage Change		
Skill Description	This skill describes the ability to facilitate change at senior levels within organisations. It also includes facilitating an environment conducive for taking risks, as well as identifying opportunities and applying systems thinking to facilitate change and innovation.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Legal and ethical implications relating to change initiatives • Organisational policies and procedures relating to revamp management • Relevant professional or industry codes of practice and standards relating to change management • The relationship between high level strategy and the development and implementation of change management plans and processes at the divisional level • Key concepts and importance of a learning organisation in relation to organisational change • The differences between attributes and positive and negative risks • Theories and principles of change management • Systems thinking concepts, methods and tools to facilitate implementation of programmes to drive change and innovation • Relationships between sponsors, champions of change and innovation activities 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Develop systems and processes to motivate enterprising behaviours and risk taking • Provide opportunities for individuals within the business unit and division to explore ideas and opportunities for change and innovation • Analyse performance data, systems and behaviours that may impact the achievement of organisational goals to identify and communicate opportunities for growth or improvement • Prioritise opportunities to implement change activities in accordance to potential impacts or benefits to the organisation • Define performance standards to results in changes of management activities towards established organisational outcomes • Identify and obtain resources required to successfully implement programmes for change and innovation 		

Rooms Division Manager

<p>Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Monitor and keep track of progress of change and innovation activities to identify areas for improvement
<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Communicate with stakeholders to design processes in order to support achievement of objectives of change and innovation programmes • Apply emotional intelligence to personal thoughts and actions in order to influence and persuade stakeholders to adapt to change and innovation
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Engage in continuous self-reflection to identify areas for improvement in facilitating change management • Keep track of change management systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms to enhance one's own knowledge for workplace application
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Rooms Division Manager

Skill Category	Finance	Applicable to NOSS level	N/A
Skill 3.1	Develop and Establish Financial Budget and Plans		
Skill Description	This skill describes the ability to develop financial plans and budgets in line with the organisational strategies. It also includes formulating and reviewing financial plans, reviewing and monitoring budgets and presenting findings and recommendations to relevant stakeholders for review.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Types of financial milestones and performance indicators • Methods of identifying factors that may influence financial plans or budgets • Assumptions and parameters of financial forecasts • Means of communication of budget plans • Methods to discuss and negotiate cost allocation and targets with the stakeholders • Significant issues pertaining to budgets 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Determine short and long-term financial needs assess the current financial situation • Formulate financial plans aligned to overall organisational strategies in order to guide budget preparation • Identify allocation of resources to meet organisational financial plans • Review financial forecasts to anticipate changes in circumstances • Review draft budgets in accordance with organisational guidelines to ensure currency • Report findings, recommendations and options to relevant stakeholders for review in accordance with organisational policies 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Monitor and cross compare actual figures against budgets to identify and address variances 		

Rooms Division Manager

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Abide to organisational and professional code of conduct, values and ethics when developing and establishing financial budgets and plans to facilitate fair and accurate reporting
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Keep track of internal and external factors by determining the impact on budget preparation and required response by subscribing to diverse information channels and participating in discussion platforms with supervisors and peers
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Rooms Division Manager

Skill Category	Innovation	Applicable to NOSS level	N/A
Skill 5.1	Champion Service Innovation		
Skill Description	This skill describes the ability to champion a service innovation culture within the organisation. It also includes establishing a service innovation strategy to provide directions that initiate the development of operating systems, policies and processes to support service excellence and innovation as well as to evaluate the service innovation strategy and its impact on the organisation's internal and external key performance indicators.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Organisation's vision, mission and values • Components of a service innovation framework • Components of innovation audit • Methods to establish a service innovation culture • Methods to evaluate service innovation framework 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Implement a service innovation framework that is aligned with the organisation's vision, mission and values • Perform an innovation audit to data on newly proposed or implemented service plans against established benchmarks • Assess service innovation framework to analyse impact on the organisation's key performance indicators 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Identify and review service innovation processes and procedures that best align with the organisation 		

Rooms Division 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:

- Obtain feedback from guests on implemented service innovation ideas
- Implement a culture that drives service innovation

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:

- Evaluate service innovation practices within and across industries through industry networks to update individual knowledge of latest practices
- Communicate industry leading practices and research on service innovation with staff

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

Service innovation is defined as improvement in the product or service offering that is aimed at transforming the customer's experience.

Types of service innovation must include:

- Products
- People
- Place
- Processes

A service innovation framework is defined as the established structure within an organisation for development of new or significantly improved service concept that is to be taken into practice.

Components of service innovation framework must include:

- Process of idea generation
- Process and procedures for communicating ideas
- Generating the evaluation criteria for service innovation ideas
- Process and procedures for implementing service innovation
- Process and procedures for evaluating implemented service innovation ideas
- Establishing the evaluation criteria for service innovation ideas
- Methods to drive service innovation throughout the organisation

Rooms Division Manager

Methods to establish a service innovation culture must include:

- Defining the service innovation culture and establishing it formally in writing
 - Augmenting the envisioned culture within the orientation and training process of service staff
 - Practising staff award systems to motivate service innovation ideas
 - Promoting an environment of creativity and intellectual satisfaction
 - Recognising real life examples of how service staff have embodied the service culture
 - Addressing concerns from people by sharing knowledge and the decision-making process with staff
 - Implementing communication channels to share ideas and identify potential innovation opportunities
-

Rooms Division Manager

Skill Category	Innovation	Applicable to NOSS level	N/A
Skill 5.2	Facilitate Innovation Process within the Organisation		
Skill Description	This skill describes the ability to facilitate innovation process within the organisation to improve organisational performance. It also includes establishing systems to support innovation, identifying, reviewing and implementing innovation initiatives as well as engaging employees for feedback on innovation.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Challenges to innovation that can take place within the organisation • Business environment challenges and impacts to be considered in developing innovation concepts • Concerns and requirements to commercialise innovation concepts • Broad practical and operational issues that will determine whether an innovation initiative can be implemented • Considerations in generating and translating innovative ideas into workable concepts • Communication and facilitation methods to drive innovation within the organisation 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Implement systems to support innovation within the organisation in consultation with relevant stakeholders • Evaluate pilot testing and prototyping results to gauge the feasibility of innovation initiatives across the organisation • Filter and identify suitable innovation initiatives to translate to organisational levels • Present organisational-wide implementation specifications to management for approval • Provide opportunities for all employees to participate in providing feedback and explore ideas and opportunities for change and innovation for further refinement 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Research and compile existing information to identify and assess needs and opportunities for innovation initiatives within the organisation 		

Rooms Division Manager

<p>Social Intelligence and Ethics <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Display empathy and appreciation of others' views to influence and persuade stakeholders to adopt change and innovation
<p>Learning to Learn <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> • Participate in regular self-reflection to identify personal areas for growth in facilitating innovation process • Improve personal the innovation management capability by subscribing to diverse learning channels and discussion platforms to ensure continuous learning for workplace application
<p>Range of Application <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

Rooms Division Manager

Skill Category	Knowledge Management	Applicable to NOSS level	N/A
Skill 6.1	Develop and Establish a Knowledge/Property Management System		
Skill Description	This skill describes the ability to develop and establish a knowledge management system. It also includes identifying organisational information needs, recommending systems for implementation, developing knowledge management strategies and policies as well as establishing procedures for system refinement.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Objectives and elements of knowledge/property management system • Knowledge/property management strategies and policies • Business processes and relevant information needed • Considerations for information management • Evaluation criteria of knowledge/property management systems • Applicable information management systems and software • System users • Components for knowledge/property management practice in the organisation • Knowledge/property management process 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Identify organisational information required and research on available knowledge/property management systems to locate a suitable system for the organisation • Provide suggestions on knowledge/property management systems appropriate for meeting organisational needs, goals and expected outcomes in consultation with relevant stakeholders • Apply knowledge management strategies and policies in accordance with organisational guidelines and policies and taking into account available resources to guide knowledge management • Develop implementation strategies for knowledge management system 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Implement procedures to evaluate and assess knowledge/property management system 		

Rooms Division 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:

- Display empathy and appreciation of stakeholders' views when suggesting knowledge/property management systems for implementation to obtain support and buy-in

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 updated of new knowledge management systems available in the market by subscribing to diverse learning and information channels to enhance one's 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

Rooms Division Manager

Skill Category	People Management	Applicable to NOSS level	N/A
Skill 7.1	Develop Strategies for Talent Management		
Skill Description	This skill describes the ability to develop a talent management programme for high performers and/or high potential employees within organisations. It also includes the systems and processes in promoting talent identification and assessment.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Models, methods and tools for identifying, assessing and managing talent • Talent management and its relation to other human resource and organisational strategies • The influence of talent management strategies as well as the development and implementation of business plans and processes in order to support its implementation • Facilitation and negotiation techniques for consulting with stakeholders • Professional or industry codes of practice and standards relating to talent management • Market trends and developments in relation to talent management • Communication and facilitation skills applied in working with stakeholders to review implementation processes and provide support 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Establish a talent management strategy • Identify organisational talent capability 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	The ability to: <ul style="list-style-type: none"> • Augment talent management programmes with human resource and business functions 		

Rooms Division 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:

- Deliver the talent management programmes and objectives to stakeholders to obtain their buy-in 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:

- Participate in self-reflection after implementing talent management programmes to fine-tune the strategies
- Continuously engage in personal learning in developing strategies for talent management by subscribing to diverse learning channels and 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

Rooms Division Manager

Skill Category	Personal Management and Development	Applicable to NOSS level	N/A
Skill 8.1	Develop Oneself to Maintain Professional Competence to Lead an Organisation		
Skill Description	This skill describes the ability to lead organisational communications and decision-making as one of the most senior members of an organisation. It also includes convincing stakeholders, earning their trust and maintaining integrity in one's role as a key decision-maker.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> • Legal and ethical implications relating to organisational communications • Relevant professional or industry codes of practice and standards guiding the definition of values and behaviours • The influence between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation • Implications and impact of organisational communication processes on stakeholders • Implications and impact of decision-making processes on employees and the organisation • Market trends and developments in relation to communication techniques and channels • Underlying issues and trends that may affect stakeholders' decision-making 		
Application and Adaptation <i>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.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Lead stakeholders to implement strategic priorities for organisational communications • Drive the organisation using proper communication channels • Deliver decisions and make sure they are implemented accordingly to meet expected business outcomes 		
Innovation and Value Creation <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> • Evaluate the effectiveness of organisational communications to locate areas for improvement • Identify and encourage inputs from senior management and technical experts to implement innovative approaches and responses to emerging issues 		

Rooms Division 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:

- Lead the communication of organisational strategic priorities, directions and plans to stakeholders to influence and garner their support and buy-in
- Maintain personal integrity and organisation throughout decision-making and problem-solving processes in accordance to organisational code of conduct

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:

- Have awareness of market trends and organisational environment in order to lead appropriate strategic responses

Range of Application

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated.

N/A

Rooms Division Manager

Skill Category	Results Achievement	Applicable to NOSS level	N/A
Skill 9.1	Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results		
Skill Description	This skill describes the ability to develop business plans and monitor divisional performance to meet business results. It also includes working closely with the management team in order to implement performance management strategies as well as managing and recognising performance through rewards in order to achieve business results.		
Knowledge and Analysis <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	The ability to understand: <ul style="list-style-type: none"> • Legal and ethical implications relating to performance management • Organisational policies and procedures relating to the measurement of organisational performance • Relevant professional or industry codes of practice and standards relating to performance and remuneration management • The relationship between business objectives and the development and implementation of plans and processes at the business unit or divisional level • Implications and impact on employees and the organisation arising from performance measurement processes, performance management and remuneration processes • Concepts, models and methods of business planning, including business planning processes and cycles • Market trends and developments in relation to measures of organisational performance 		
Application and Adaptation <i>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.</i>	The ability to: <ul style="list-style-type: none"> • Consult stakeholders to compile inputs to develop business plans • Develop divisional business plan to specify the deliverables and expectations of each department, business unit or team as well as establish resources required for implementation • Identify the success criteria to assess divisional performance • Identify trends and potential risks to assess their strategic impact to the organisation in accordance to organisational risk management framework • Identify suitable methods to collect data and measure divisional performance • Establish reporting mechanisms and timelines to support effectiveness of measurement • Work with management team and human resource specialists to define performance management and remuneration requirements in line with departmental operations and roles • Support the development of a policy framework to support implementation of performance management and reward strategies 		

Rooms Division 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:

- Analyse reports and related measures to suitable actions to enhance future performance

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:

- Display emotional intelligence to guide personal thinking and actions when working with others to develop policy frameworks

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 updated on the performance management processes and remuneration by subscribing to diverse learning channels and participating in peer discussion platforms to enhance one's 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

Rooms Division Manager

Definitions of the Five (5) Domains

DOMAIN	DEFINITION
Knowledge and Analysis	Knowledge includes compiling 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 results in 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 changes in the work context. The results from 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 is the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisation's goals. As a result of innovation, the organisation can benefit from values obtained from individual or team contributors to achieve organisational growth.
Social Intelligence and Ethics	Social intelligence is 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.