



KEMENTERIAN  
SUMBER MANUSIA

# Industrial Skills Framework (IndSF) – Hotel Industry

## SALES & MARKETING

INDUSTRIAL SKILLS FRAMEWORK (IndSF) – HOTEL INDUSTRY • SALES & MARKETING





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# Foreword

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



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

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

**YAP LIP SENG** CHA,CHT  
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26	Ferhad Abdul Rahman	Resident Manager	Fraser Residence KL
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30	Noor Azaini Md Isa	Sales Manager	Sani Hotel KL
31	Chai Siew Wei (Janie)	Cluster Assistant Director of Sales	Ambassador Row
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54	Denis Ong Ann Tin	Director	Integrated Millennium Sdn Bhd; Smart Hotel Klang
55	Zamari Hj Muhyi	Director	Le Shuttle Event (M) Sdn Bhd, Rumah Rehat Tapah

# 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><b>PEOPLE MANAGEMENT</b></p>	<p><b>Ability to nurture and maximise employees’ potential</b></p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> <li>• Identifying achievable goals and develop strategy for Talent Management</li> <li>• Develop team leaders through Capability Development and Coaching</li> <li>• Lead Change Management</li> </ul>
 <p><b>STATISTICAL ANALYSIS &amp; DATA MINING</b></p>	<p><b>Ability to condense vast amounts of data, with the help of data analytics, into insightful interpretations and measured decisions</b></p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> <li>• Conduct Market Research</li> <li>• Analysing and producing intelligible reports</li> <li>• Develop strategic decision-making</li> </ul>
 <p><b>REVENUE MANAGEMENT</b></p>	<p><b>Ability to optimise return on assets</b></p> <p>Examples of skills include:</p> <ul style="list-style-type: none"> <li>• Analyse data for trends and forecasts</li> <li>• Implement Revenue optimisation and enhancement strategy</li> <li>• Employ strategic Revenue Management</li> </ul>

## Future Skillsets

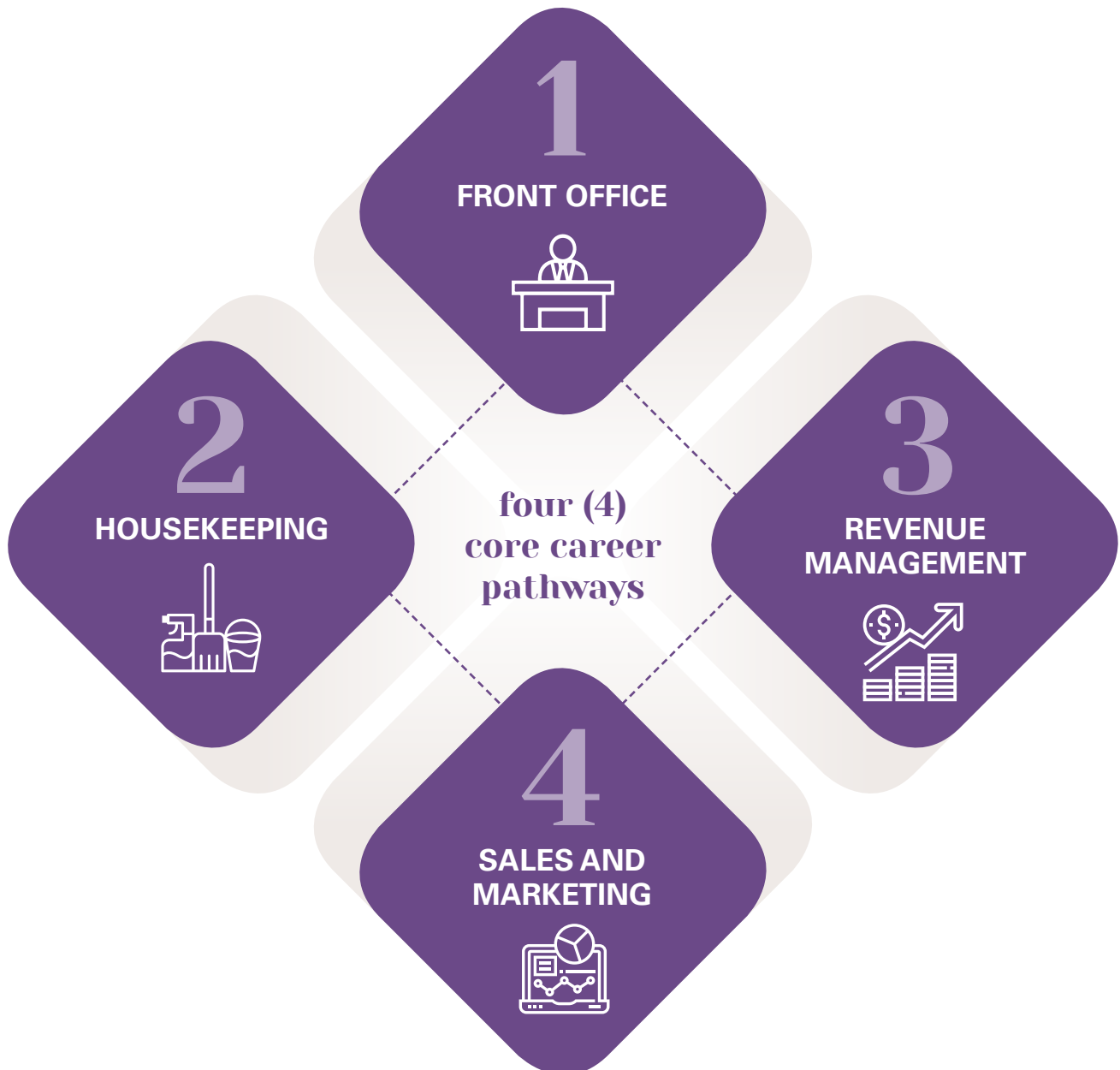
### Hotel Industry

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

# 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

- 1 Travel & Tourism Economic Impact (2019),  
*World Travel & Tourism Council*
- 2 Economic Outlook 2020,  
*Ministry of Finance Malaysia*
- 3 Malaysia Number of Hotels (2019), Valuation and Property Services Department, Ministry of Finance
- 4 The Travel & Tourism Competitiveness Report 2019,  
*World Economic Forum*
- 5 <https://www.hrdf.com.my/employer/hrdf-schemes/> (2020),  
*Human Resource Development Fund (HRDF)*
- 6 Skills Framework for Hotel and Accommodation Services (2020),  
*Skills Future: Singapore Workforce Development Agency*
- 7 Skills Framework For Hotel and Accommodation Services Skills Standards (2020),  
*Sectorial Training Committee Training Needs Identification, Human Resource Development Fund (HRDF)*

# Career Pathways

## Skills Framework for Hotel and Accommodation Services – Sales & Marketing

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
<p><b>Leadership</b></p> <p>General Manager/ Hotel Manager</p>	<ol style="list-style-type: none"> <li>1. Good communication skills</li> <li>2. Flexibility and adaptability</li> <li>3. Professionalism</li> <li>4. Active learning</li> <li>5. Good time management</li> <li>6. Able to work under pressure</li> <li>7. Technology savvy</li> <li>8. Projects positive image</li> <li>9. Knowledge of development &amp; progress in tourism industry</li> <li>10. Team player &amp; collaborative</li> <li>11. Managing conflict or concerns from customers</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial management, budgeting, planning, organising</li> <li>2. Review financial performance of the property</li> <li>3. Promotes the property to local and international potential guests/ customers</li> <li>4. Keep up latest trend and best practices</li> <li>5. Introduce innovation and enhance property operations</li> <li>6. Leads by example</li> <li>7. Provides guidance and support to managers and colleagues</li> <li>8. Manage media and promoting the brand image of the property</li> <li>9. Interpersonal Skills</li> <li>10. Detail Oriented</li> <li>11. Well versed with operational knowledge</li> </ol>	<p>RM 9,000.00 - RM 35,000.00</p>
<p>Director of Sales &amp; Marketing</p>		<ol style="list-style-type: none"> <li>1. Exceptional negotiating skills</li> <li>2. Strong organisational skills and the ability to multitask</li> <li>3. Good management and delegation</li> <li>4. Strong leadership skills</li> <li>5. Interactive &amp; engaging nature</li> </ol>	<p>RM 15,000.00 - RM 18,000.00</p>

## Career Pathways

### Skills Framework for Hotel and Accommodation Services – Sales & Marketing

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
<b>SALES/EVENTS</b>			
<b>Managerial</b>			
Director of Sales		<ol style="list-style-type: none"> <li>1. Expert management skills</li> <li>2. Stress management and team motivational skills</li> <li>3. Recruitment skills</li> <li>4. Expert in managing budgets and accounts</li> <li>5. Ability to deal with guests</li> <li>6. Good trainer and effective training skills</li> <li>7. Expert leader and a team player</li> <li>8. Expert decision making abilities</li> </ol>	RM 9,000.00 - RM 15,000.00
Director of Events, Conference & Catering	<ol style="list-style-type: none"> <li>1. Good communication skills</li> <li>2. Excellent time management skills</li> <li>3. Able to take initiatives &amp; be proactive</li> <li>4. A team player</li> <li>5. Flexible &amp; adaptable to changes</li> <li>6. Able to meet goals &amp; expectations</li> <li>7. Able to work under pressure &amp; tight deadlines</li> <li>8. Sales &amp; marketing skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensuring health and safety regulations are met and recorded</li> <li>2. Hiring, training and supervising all fulltime and part time staff</li> <li>3. Planning menus alongside the chefs</li> <li>4. Ordering supplies and maintaining inventory</li> <li>5. Handling the financial and administrative records as well as monitoring the budget</li> <li>6. Scheduling shifts and assignments for staff</li> <li>7. Meeting with suppliers and customers</li> <li>8. Handling customer contracts for large events</li> </ol>	RM 9,000.00 - RM 15,000.00
Assistant Director of Sales		<ol style="list-style-type: none"> <li>1. Problem solving skills</li> <li>2. Strong commercial orientation</li> <li>3. Analytical skills</li> <li>4. Leadership skills</li> <li>5. Customer oriented</li> </ol>	RM 8,000.00 - RM 9,000.00
Assistant Director of Events, Conference & Catering		<ol style="list-style-type: none"> <li>1. Able to work flexible schedule and holidays</li> <li>2. Demonstrate professional image</li> <li>3. Able to collect accurate information and resolve conflicts</li> <li>4. Multiple tasks at all times</li> <li>5. Excellent organisational skills</li> <li>6. Able to remain calm and alert, during emergency situations and/or heavy group/catering activity</li> </ol>	RM 8,000.00 - RM 9,000.00

## Career Pathways

### Skills Framework for Hotel and Accommodation Services – Sales & Marketing

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
<b>SALES/EVENTS</b>			
<b>Supervisory/ Executive</b>			
Sales Manager		1. Analysis skills 2. Strategic planning abilities 3. Collaboration and motivation skills 4. Delegation skills 5. Ability to remain calm under pressure 6. Good people skills	RM 5,000.00 - RM 7,000.00
Events, Conference & Catering Manager			
Assistant Sales Manager	1. Good communication skills 2. Excellent time management skills	1. Excellent sales and negotiation skills. 2. Good business sense 3. The ability to motivate and lead a team	RM 3,000.00 - RM 4,000.00
Assistant Conference Service Manager	3. Able to take initiatives & be proactive 4. A team player	4. Enthusiastic & energetic 5. Excellent 'people skills' & conflict handling skills	
Events, Conference & Catering Executive	5. Flexible & adaptable to changes 6. Able to meet goals & expectations 7. Able to work under pressure & tight deadlines	6. Good planning and organisational skills 7. The ability to work calmly under pressure	
	8. Sales & marketing skills		
<b>Operations</b>			
Catering Sales Coordinator		1. Computer literate 2. Excellent written and spoken skills in language required	RM 2,500.00 - RM 3,000.00
Sales Coordinator		3. Strong interpersonal and problem solving abilities	
Events Service Coordinator		4. Highly responsible & reliable 5. Ability to focus attention on guest needs, remaining calm and courteous at all times	
Conference Service Coordinator			



## Career Pathways

### Skills Framework for Hotel and Accommodation Services – Sales & Marketing

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
<b>PUBLIC RELATIONS/MARKETING COMMUNICATIONS</b>			
<b>Managerial</b>			
Director of Public Relations		<ol style="list-style-type: none"> <li>1. Ability to write captivating content</li> <li>2. Understanding of Social Media</li> <li>3. Multimedia</li> <li>4. Creative &amp; inquisitive nature</li> </ol>	RM 9,000.00 - RM 15,000.00
Director of Marketing Communications	<ol style="list-style-type: none"> <li>1. Good communication skills</li> <li>2. Excellent time management skills</li> <li>3. Able to take initiatives &amp; be proactive</li> <li>4. A team player</li> </ol>	<ol style="list-style-type: none"> <li>1. Creating marketing plans</li> <li>2. Customer events</li> <li>3. Managing the marketing budget</li> <li>4. Developing marketing materials</li> <li>5. Producing press releases</li> <li>6. Organising trade shows</li> </ol>	RM 9,000.00 - RM 15,000.00
Assistant Director of Public Relations	<ol style="list-style-type: none"> <li>5. Flexible &amp; adaptable to changes</li> <li>6. Able to meet goals &amp; expectations</li> <li>7. Able to work under pressure &amp; tight deadlines</li> <li>8. Sales &amp; marketing skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Excellent interpersonal and writing skills</li> <li>2. A willingness for continuous improvement</li> <li>3. Excellent organisational skills</li> <li>4. Ability to cope with stress</li> <li>5. Creativity, imagination</li> <li>6. Analytical and problem-solving skills</li> </ol>	RM 8,000.00 - RM 9,000.00
Assistant Director of Marketing Communications		<ol style="list-style-type: none"> <li>1. Outstanding written and verbal communication skills</li> <li>2. Copywriting, editing and proofreading</li> <li>3. Excellent understanding of visual design</li> </ol>	RM 8,000.00 - RM 9,000.00

## Career Pathways

Skills Framework for Hotel and Accommodation Services –  
Sales & Marketing

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
<b>PUBLIC RELATIONS/MARKETING COMMUNICATIONS</b>			
<b><u>Supervisory/ Executive</u></b>			
Public Relations Manager		<ol style="list-style-type: none"> <li>1. Excellent skills in both written and spoken (language)</li> <li>2. Excellent interpersonal skills</li> <li>3. Good IT skills</li> <li>4. Presentation skills</li> <li>5. Ability to prioritise and plan effectively</li> </ol>	RM 5,000.00 - RM 7,000.00
Marketing Communications Manager	<ol style="list-style-type: none"> <li>1. Good communication skills</li> <li>2. Excellent time management skills</li> </ol>	<ol style="list-style-type: none"> <li>6. Awareness of different media agendas</li> <li>7. Creativity</li> </ol>	
Assistant Public Relations Manager	<ol style="list-style-type: none"> <li>3. Able to take initiatives &amp; be proactive</li> </ol>	<ol style="list-style-type: none"> <li>1. Interpersonal skills</li> <li>2. Creativity</li> </ol>	RM 3,000.00 - RM 4,000.00
<b><u>Operations</u></b>			
Marketing Communication Executive	<ol style="list-style-type: none"> <li>4. A team player</li> <li>5. Flexible &amp; adaptable to changes</li> <li>6. Able to meet goals &amp; expectations</li> <li>7. Able to work under pressure &amp; tight deadlines</li> <li>8. Sales &amp; marketing skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Strong consumer/product awareness</li> <li>2. Good organisational and planning skills</li> <li>3. Excellent written and verbal communication</li> <li>4. The ability to work on multiple projects at one time</li> <li>5. The ability to work under pressure and to deadlines</li> </ol>	RM 2,500.00 - RM 3,000.00"
Graphic Designer		<ol style="list-style-type: none"> <li>1. Creativity</li> <li>2. Typography</li> <li>3. Adobe's creative apps</li> <li>4. Interactive media</li> <li>5. Coding</li> <li>6. Branding</li> <li>7. Delivering presentations</li> </ol>	

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JOB DESCRIPTION

# Assistant Director of Sales

Skills & Training Required

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## Assistant Director of Sales

### OCCUPATION DESCRIPTION:

The Assistant Director of Sales (ADOS) assists the Director to plan, organise, supervise and to work together with the team members to direct and control the sales team to meet sales targets. ADOS develops annual sales and marketing and promotional strategies for the property to achieve forecasted sales. ADOS achieves this by coaching and motivating the sales team to maximise their potential by establishing realistic sales objectives for each member every month.

The ADOS identifies high value guests and to ensures good quality service standards are delivered by the sales team to retain these guests. ADOS also creates and develops on-going activities to promote the property and its products. ADOS needs to conduct regular competitor analysis to examine the sales and marketing tactics adopted by other properties and evaluate the execution of sales and promotional activities to increase revenue for the property.

The ADOS also reviews the departmental financial data to chart strategies in increasing profits for the property.

The skills expected of the Assistant Director of Sales are summarised as below:

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
1	<b>Business Strategy and Continuity Management</b>	1.1 Solve Problems and Make Decisions at Managerial Level	<ul style="list-style-type: none"> <li>Problems Solving Skills</li> <li>Negotiation Skills</li> <li>Crisis Management</li> </ul>
		1.2 Support the Establishment of a Framework for Initiative and Enterprise	
		1.3 Manage Crisis Situations	
		1.4 Participate in Dispute Resolution	
		1.5 Facilitate Innovation and Lead Team Leaders to Implement Change	
2	<b>Communications</b>	2.1 Conduct Interviews	<ul style="list-style-type: none"> <li>Effective Communication Skills</li> </ul>
		2.2 Manage Meetings	
3	<b>Customer Experience</b>	3.1 Develop Service Recovery Framework	<ul style="list-style-type: none"> <li>Customers Relations</li> </ul>
		3.2 Manage Guest Experience	
		3.3 Manage Guests' Concerns and Feedback	
		3.4 Manage the Service Brand	
4	<b>Leadership</b>	4.1 Lead Teams Leaders to Develop Business Strategies and Governance Management	<ul style="list-style-type: none"> <li>Leadership &amp; Coaching Skills</li> </ul>
		4.2 Conduct Staff Performance Assessment Process	
		4.3 Foster Team Adaptability	
		4.4 Manage Workplace Challenges with Resilience	
		4.5 Coach for Service Performance	
		4.6 Plan, Conduct and Evaluate Orientation Training	
		4.7 Supervise, Motivate and Empower Staff	

## Assistant Director of Sales

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
5	<b>Revenue Management</b>	5.1 Implement Revenue Management Strategies	<ul style="list-style-type: none"> <li>Revenue Management</li> <li>Hotel Industry Analytics Skills</li> </ul>
6	<b>Risk Management</b>	6.1 Manage Loss/Risk Prevention	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>
7	<b>Sales and Marketing</b>	7.1 Conduct Market Profiling 7.2 Develop Domestic Sales and Marketing Operational Plans 7.3 Develop International Sales and Marketing Operational Plans 7.4 Write proposal	<ul style="list-style-type: none"> <li>OTA Control &amp; Maximising Sales Results</li> <li>Planning &amp; Marketing Strategies</li> </ul>

## Assistant Director of Sales

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.1</b>	Solve Problems and Make Decisions at Managerial Level		
<b>Skill Description</b>	This skill describes the ability to examine the causes of performance deficiency and its impact on an organisation. It also includes managing team dynamics to identify and address performance weakness.		
<b>Knowledge and Analysis</b> <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"> <li>• Advantages and disadvantages of the various methods to collect relevant and current information on organisational performance standards and quality control policies</li> <li>• Sources of information to identify performance weakness</li> <li>• Advantages and disadvantages of the various methods to identify performance weakness</li> <li>• Types of analytical tools and techniques and their application in the problem-solving and decision-making process</li> <li>• Principles of group dynamics and teamwork and techniques to manage team dynamics</li> <li>• Types of decision-making models for arriving at the preferred solution and their features</li> <li>• Factors affecting the effectiveness of an implementation plan</li> <li>• Tools and techniques to identify performance weakness or cause of failure in implemented solution and implementation plan and their features</li> <li>• Advantages and disadvantages of various ways to formalise implemented solution as part of current Standard Operating Procedures (SOPs)</li> <li>• Organisational procedures for amending and distributing SOPs</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Collect relevant and current information on organisational performance standards and quality control policies</li> <li>• Identify the types of performance weakness and examine the causes and their impact on organisation-related aspects</li> <li>• Identify the root causes of the problems with team members using suitable group facilitation techniques</li> <li>• Determine a preferred solution using suitable methods and draw up an implementation plan to implement the solution at the workplace</li> <li>• Formalise implemented solution as part of the organisation's current standard operating procedures</li> <li>• Evaluate the effectiveness of the implemented solution and implementation plan using suitable techniques</li> </ul>		

## Assistant Director of Sales

<p><b>Innovation and Value Creation</b>  <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"> <li>• Generate creative ideas using suitable idea generation and group facilitation techniques</li> <li>• Shortlist the most workable ideas based on a set of relevant criteria using suitable problem-solving and decision-making techniques and tools</li> <li>• Evaluate the impact of shortlisted ideas using appropriate problem-solving and decision-making techniques and tools</li> <li>• Develop a corrective action plan for any shortfalls identified in the implemented solution and conduct a follow-up review of adjustments made</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Manage team dynamics and different opinions through the use of conflict management techniques</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Reflect on own strengths and weaknesses and its impact in solving problems and making decisions</li> </ul>
<p><b>Range of Application</b>  <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 Director of Sales

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.2</b>	Support the Establishment of a Framework for Initiative and Enterprise		
<b>Skill Description</b>	This skill describes the ability to apply strategies to create, promote and sustain a culture of continuous improvement. It also includes identifying, evaluating and managing risks associated with improvement initiatives.		
<b>Knowledge and Analysis</b> <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"> <li>• Managerial roles and responsibilities in developing an enterprising and self-directed workforce</li> <li>• Areas for continuous improvements in an organisation</li> <li>• Steps to implement continuous improvement at the workplace</li> <li>• Common difficulties in establishing an organisational culture of continuous improvement</li> <li>• Areas for operating guidelines, corporate policies and strategies to support continuous improvement</li> <li>• Resources required to encourage innovation in an organisation</li> <li>• Ways to prepare employees to think and initiate for continuous improvement</li> <li>• Activities and guidelines to promote and sustain innovation and enterprise in an organisation</li> <li>• Steps and strategies for managing risks</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop an organisational culture of innovation, enterprise and continuous improvement in consultation with business associates or partners</li> <li>• Develop enterprise actions and strategies to improve organisational growth</li> <li>• Establish a framework to track and evaluate improvement efforts at the workplace</li> <li>• To assists in: <ul style="list-style-type: none"> <li>i) Execute risk assessment of a new policy or management decision on organisational performance</li> <li>ii) Evaluate implications of risks on organisational performance using suitable techniques</li> </ul> </li> <li>• Develop a framework for an enterprise risk management programme in an organisation</li> <li>• Evaluate the effectiveness of the enterprise risk management programme in an organisation</li> </ul>		



## Assistant Director of Sales

<p><b>Innovation and Value Creation</b>  <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"> <li>• Establish policies and strategies to promote initiative behaviour for continuous improvement at the workplace</li> <li>• Develop comprehensive policies that encourage innovation and enterprise</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Provide organisational leadership to promote and sustain innovation and enterprise by encouraging employees to release their untapped potential and creativity</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Enhance and build skills for teams in the organisation to work together to make decisions, plan work and resolve differences</li> <li>• Engage in continuous self-assessment and review to enhance own skills to promote innovation and enterprise</li> </ul>
<p><b>Range of Application</b>  <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 Director of Sales

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.3</b>	Manage Crisis Situations		
<b>Skill Description</b>	The ability to execute crisis management plan in order to manage crisis situations. It also includes allocating resources, executing and documenting response and recovery activities and communicating organisational crisis management key messages to relevant departments.		
<b>Knowledge and Analysis</b> <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"> <li>• Operational roles and responsibilities of a manager handling a crisis</li> <li>• Documentation components for crisis response and recovery activities</li> <li>• Communication plan for managing crisis</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Allocate resources to manage response-handling in accordance with crisis management plan</li> <li>• Identify crisis response and recovery activities for implementation in accordance with recovery strategies and business continuity strategies to ensure alignment of activities</li> <li>• Document crisis response and recovery activities data in accordance with information format requirements to facilitate follow-up actions</li> <li>• Implement 'return-to-normal' procedures in accordance with crisis management plan to ensure alignment of activities</li> <li>• Communicate organisational crisis management key messages to relevant departments in order to provide updates</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review crisis management process to identify areas for improvement</li> </ul>		

## Assistant Director of Sales

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Manage own emotions in order to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation</li> <li>• Respond suitably to emotional cues of organisation members during a crisis situation to manage negative emotional climate and provide reassurance</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Enhance own knowledge on crisis management by subscribing to diverse learning channels and discussion platforms in order to ensure continuous learning for workplace application</li> </ul>
<p><b>Range of Application</b>  <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 Director of Sales

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.4</b>	Participate in Dispute Resolution		
<b>Skill Description</b>	This skill describes the ability to prepare and participate in dispute resolution in order to reach agreeable outcomes.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of disputes</li> <li>• Evidence to support case</li> <li>• Communication and conflict resolution techniques</li> <li>• Relevant practices</li> <li>• Relevant legislation and regulations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Prepare case to gather support for position</li> <li>• Participate in dispute resolution processes to achieve desired dispute resolution outcomes</li> <li>• Reach dispute resolution outcomes to obtain consensus from both parties</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify opportunities to strive for negotiation outcomes in order to add value to the organisation and achieve a win-win outcome for both parties</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Manage self to maintain composure, self-confidence and resilience when dealing with challenges in the conflict resolution process</li> </ul>		

## Assistant Director of Sales

**Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage in self-reflection to identify areas for improvement in managing dispute resolution process
- Improve own conflict resolution skills by seeking feedback from colleagues and superiors to enhance own capability in managing conflicts

**Range of Application**

*(where applicable)*

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

Relevant legislation and regulations must include:

- Billing policies
- Organisational human resources policies
- Financial regulations and policies
- Employment Act
- Industrial Relations Act
- Workplace Safety and Health Act
- Employment of Foreign Manpower Act
- International legislation

## Assistant Director of Sales

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.5</b>	Facilitate Innovation and Lead Team Leaders to Implement Change		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to change management</li> <li>• Organisational policies and procedures relating to the change management</li> <li>• Relevant professional or industry codes of practice and standards relating to change management</li> <li>• Key concepts and importance of a learning organisation in relation to organisational change</li> <li>• Theories and principles of change management</li> <li>• The differences between and qualities of positive and negative risks</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Support enterprising behaviour and risk taking among team leaders by developing enterprising behaviours and rewarding innovation in order to encourage desired behaviours</li> <li>• Assign roles and responsibilities to implement change strategies and processes</li> <li>• Identify systems and behaviours that may support or limit implementation activities to facilitate implementation</li> <li>• Work with team leaders to plan for predictable consequences of change by applying systems thinking</li> <li>• Analyse data and feedback from team leaders to establish trends and identify actions and resources required to ensure change processes generate required benefits</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify opportunities for growth or improvement based on current achievements</li> <li>• Develop and review systems to share learnings from change implementation processes to guide future actions for improvement</li> </ul>		

## Assistant Director of Sales

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate empathy by acknowledging and addressing the feelings and perspectives of team leaders arising from the impact of change implementation in order to ensure individual needs are addressed

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Identify competencies to help individuals and teams in order to respond positively to change
- Be well informed on the change management systems and processes by subscribing to diverse learning channels and participate in peer discussion platforms to enhance own knowledge for workplace application

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Sales

<b>Skill Category</b>	Communications	<b>Applicable to NOSS level</b>	N/A
<b>Skill 2.1</b>	Conduct Interviews		
<b>Skill Description</b>	This skill describes the ability to prepare, conduct and follow up on interviews. It also includes identifying interviewees and interview objectives as well as evaluate the effectiveness of interviews in order to ascertain areas for improvement.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of interviews</li> <li>• Components of interview minutes</li> <li>• Legal, regulatory, ethical and socio-cultural constraints related to the conducting of interviews</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify interviewee and interview objectives in order to support programme and initiative goals</li> <li>• Prepare interview questions to support interview objectives</li> <li>• Deliver questions to meet requirements on interview structure</li> <li>• Follow up on interviews to meet requirements on organisational procedures</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate presentations to determine areas of improvement</li> </ul>		



## Assistant Director of Sales

### **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 the emotional states of interviewees and respond suitably to emotional cues in order 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:

- Refers to the development and improvement of one's self within and outside of one's area of work

### **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 Director of Sales

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.2</b>	Manage Meetings		
<b>Skill Description</b>	This skill describes the ability to manage meetings in order to meet meeting objectives. It also includes preparing for the meetings, conducting the meetings and following-up on meetings, as well as evaluating meeting outcomes to discover areas for improvement.		
<b>Knowledge and Analysis</b> <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"> <li>• Types and modes of meetings</li> <li>• Components of meeting agendas</li> <li>• Meeting collaterals</li> <li>• Legal, regulatory, ethical and socio-cultural constraints of meetings</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Prepare for meetings to support meeting objectives</li> <li>• Follow up on meetings in accordance with organisational procedures to ensure matters arising from the meetings are addressed</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate meeting outcomes to determine areas of improvement</li> </ul>		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Conduct meetings to facilitate discussion and conflict resolution, taking into consideration the emotional states of meeting participants and responding suitably to emotional cues to maintain positive working relationships</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Engage in self-reflection in order to identify areas for improvement in the management of meetings</li> <li>• Improve own effectiveness in managing meetings by subscribing to diverse learning channels and to participate in peer review platforms in order to enhance workplace performance</li> </ul>
<p><b>Range of Application</b>  <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Legal, regulatory, ethical and socio-cultural constraints of meetings must include:</p> <ul style="list-style-type: none"> <li>• Relevant legislations</li> <li>• Codes of practice</li> <li>• Business ethics</li> <li>• Policies and guidelines</li> <li>• Social responsibilities</li> <li>• Cultural and societal expectations and influences</li> </ul>

## Assistant Director of Sales

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.1</b>	Develop Service Recovery Framework		
<b>Skill Description</b>	The ability to develop a service recovery framework. It also includes analysing service challenges to find out service delivery gaps, developing a service recovery framework, cascading the service recovery procedures to staff and evaluating the impact of the strategies.		
<b>Knowledge and Analysis</b> <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"> <li>• Sources of information on service challenges</li> <li>• Methods to analyse service challenges</li> <li>• Components of a service recovery framework</li> <li>• Methods to cascade service recovery policies and procedures to relevant personnel</li> <li>• Criteria to evaluate effectiveness of service recovery framework</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse service challenges to find out service delivery gaps</li> <li>• Analyse data on service challenges with organisation’s key performance indicators and industry benchmarks in order to find out gaps</li> <li>• Develop service recovery framework to address service delivery gaps</li> <li>• Incorporate service recovery framework in employee handbooks and as part of service team’s orientation programme</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate the effectiveness of service recovery strategies in order to improve on strategies</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Cascade service recovery framework to relevant departments</li> <li>• Communicate service recovery framework to service team</li> <li>• Conduct focus group discussions with service team to seek feedback on service challenges</li> </ul>		

## Assistant Director of Sales

### 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 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 in order to manage and respond to service challenges. Effective service recovery occurs when an organisation can solve a service challenge or regain trust following a breakdown in service delivery.

Components of service recovery framework must include:

- Organisation's guidelines, including:
  - o Organisation's vision, mission and values
  - o Service vision
  - o Service brand
  - o Service standards
- Service recovery strategies which must include:
  - o Understanding the customers needs and expectations and their impact on the organisation
  - o Being aware of potential service challenges that might occur during service delivery
  - o Implementing clear paths and decision-making processes for the resolution of service challenges
  - o Empowering front-liner employees to make decisions within their limits of authority
  - o Introducing compensation framework for customer compensation
- Service recovery procedures which must include:
  - o Listening to the customer in order to identify the cause of the service challenge
  - o Using verbal and non-verbal communication to address service challenge
  - o Apologising to the customer immediately
  - o Taking immediate action to resolve the situation
  - o Showing empathy
  - o Conducting follow-up with customer
  - o Working towards mutually acceptable resolutions to escalated service challenges
  - o Feedback channels for customers
  - o Service quality and customer satisfaction measures to analyse service challenges

## Assistant Director of Sales

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.2</b>	Manage Guest Experience		
<b>Skill Description</b>	The ability to analyse service performance standards and assess service performance outcomes. It also includes the ability to propose actions to improve service performance standards and monitor the effectiveness of actions taken.		
<b>Knowledge and Analysis</b> <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"> <li>• Service performance analysis</li> <li>• Methods of data collection and data analysis</li> <li>• Organisational critical situation escalation procedures</li> <li>• Organisational service performance standards</li> <li>• Customer satisfaction index</li> <li>• Parameters for identifying trends in customer satisfaction</li> <li>• Significance of evaluating customer satisfaction level</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse service performance standards</li> <li>• Assess service performance outcomes</li> <li>• Propose actions to improve service performance standards</li> <li>• Monitor effectiveness of actions that are taken to improve service performance standards</li> </ul>		
<b>Innovation and Value Creation</b> <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 Director of Sales

### **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 colleague's outcome of proposed service performance actions to improve customer satisfaction level

### **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:

- Update own learning in order to examine effectiveness of alternative corrective actions taken to improve service performance standard

### **Range of Application**

*(where applicable)*

N/A

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

## Assistant Director of Sales

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.3</b>	Manage Guests' Concerns and Feedback		
<b>Skill Description</b>	The ability to determine staff performance in handling guests' concerns and feedback. It also includes managing the feedback and evaluating the processes to handle them.		
<b>Knowledge and Analysis</b> <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"> <li>• Guidelines on monitoring and documenting staff performance in handling customer concerns and feedback</li> <li>• Corrective actions to address differences in handling customers' concerns and feedback</li> <li>• Guidelines on assigning right persons to handle customers concerns and feedback</li> <li>• Guidelines on proposing improvements to organisational policies</li> <li>• Objectives of improvement plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine staff performance in handling customers concerns and feedback</li> <li>• Manage escalation of customers concerns and feedback</li> <li>• Evaluate process to handle customers concerns and feedback</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Create easy-to-use platforms for guests to convey concerns and feedback</li> </ul>		



## Assistant Director of Sales

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Seek discussion with customers in order to clarify concerns and feedback

### **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:

- Self-reflect on the effectiveness of offering alternative solution to manage customers concerns and feedback

### **Range of Application**

*(where applicable)*

N/A

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

## Assistant Director of Sales

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.4</b>	Manage the Service Brand		
<b>Skill Description</b>	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 in order to understand the organisation's service strategy.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisation's service brand</li> <li>• Organisation's service brand guidelines</li> <li>• Methods to implement the organisation's service brand guidelines</li> <li>• Types of data related to service brand guidelines</li> <li>• Method to analyse impact of service brand guidelines</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Gather data related to service brand guidelines in order to analyse the impact of the service brand guidelines</li> <li>• Analyse gaps between organisation's service data and service brand guidelines to determine root causes of performance issues</li> <li>• Develop an implementation plan for corrective action to enhance service brand performance</li> <li>• Implement corrective actions to enhance the performance of service brand guidelines</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Track customers feedback on the organisation's service brand in order to identify areas of improvement</li> </ul>		

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### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate the organisation's service strategy and service brand to the team
- Seek endorsement on implementation plan in order 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 team's understanding of the organisation's service brand and service brand guidelines through formal and informal learning platforms

### Range of Application

*(where applicable)*

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

An organisation's service brand is the way an organisation seeks to identify itself. Service brands:

- Add depth and value to an organisation's product offerings
- Display publicly the organisation's culture and values

Service brand guidelines can be defined as activities or actions that support the organisation's service brand, and are in line with the organisation's vision, mission and values.

Gathering data related to service brand guidelines must include:

- Percentage of new customers of hotel's product or service
- Increase in customer loyalty, e.g. increase in sign-ups for customer loyalty or reward programmes
- Conversion rate of visitors to hotel's website to purchases made
- Adherence to service brand guidelines by team
- Feedback from customers or superiors on service brand guidelines
- Ascertain gaps by comparing data collected against organisation's service standards and service brand guidelines

A hotel's service standards are the commitment to a level of service performance that a hotel's customers can expect. The hotel's service standards may be used to:

- Inform customers of the service performance the organisation is committed to
- Measure the organisation's service performance
- Provide staff with performance targets

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Skill Code	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.1</b>	Lead Team Leaders to Develop Business Strategies and Governance Management		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• The relationship between high level strategy and the development and implementation of team plans and processes</li> <li>• The relationship between high level strategy the development and implementation of business systems and processes to support corporate governance</li> <li>• Organisational policies and procedures relating to the development of departmental or business unit strategies, and corporate governance compliance management</li> <li>• Legal and ethical considerations relating to corporate governance</li> <li>• Relevant professional or industry codes of practice and standards relating to corporate governance</li> <li>• Implications and impact on employees and the organisation arising from team planning process and corporate governance management process</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Facilitate team leaders' involvement in the development of departmental or business unit strategies to achieve business objectives</li> <li>• Lead team leaders to identify trends and issues that impact team performance and develop team operational plans in order to achieve team objectives</li> <li>• Communicate organisational values and expectations of behaviour in the workplace in order to guide team leaders in their behaviour and performance</li> <li>• Engage regularly with team leaders to provide the required support in order to achieve business unit goals</li> <li>• Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop and modify systems and processes to improve compliance management on corporate governance and social responsibilities requirements</li> </ul>		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Communicate departmental or business unit strategic priorities to relevant personnel to garner their support and buy-in</li> <li>• Assess emotional states of team leaders and respond appropriately to emotional cues when leading team leaders in order to ensure individual needs are addressed</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Engage in regular self-reflection to identify own areas for improvement in leading strategy planning</li> <li>• Improve own strategy planning skills by subscribing to diverse learning channels and participate in peer review platforms to enhance workplace performance</li> </ul>
<p><b>Range of Application</b>  <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 Director of Sales

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.2</b>	Conduct Staff Performance Assessment Process		
<b>Skill Description</b>	The ability to prepare and conduct performance appraisals, develop personal development plans and manage performance outcomes.		
<b>Knowledge and Analysis</b> <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"> <li>• Procedures for reviewing staff performance against staff development plans and performance evidences</li> <li>• Guidelines for communicating performance review results with staff</li> <li>• Analyses of feedback from relevant personnel</li> <li>• Performance gaps and the advantages of addressing them</li> <li>• Significance of proposing improvements to performance</li> <li>• Usage and review of performance appraisal tools</li> <li>• Compliance with code of ethics when conducting staff performance appraisals</li> <li>• Guidelines for, and importance of, setting goals and milestones for career development</li> <li>• Ways to reward staff effectively</li> <li>• Guidelines for corrective actions against poor performing staff</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Review staff performance criteria against performance evidences, in accordance with organisational guidelines</li> <li>• Analyse feedback gathered to determine if relevant performance criteria are met and make assessment decisions in accordance with organisational guidelines</li> <li>• Use performance appraisal tools to conduct performance appraisals, in accordance with organisational guidelines</li> <li>• Link staff performance to staff development plans, in accordance with organisational guidelines</li> <li>• Communicate performance achievements and gaps to staff, in accordance with organisational guidelines</li> <li>• Develop personal development plans to set goals and milestones for career development, in accordance with organisational guidelines</li> <li>• Manage performance outcomes to provide rewards, take corrective actions against poor performance or address performance gaps, in accordance with organisational guidelines</li> </ul>		

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<p><b>Innovation and Value Creation</b>  <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"> <li>• Propose improvements to identified performance gaps, in accordance with organisational guidelines</li> <li>• Provide feedback to encourage staff development, in accordance with organisational guidelines</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Comply with code of ethics when conducting staff performance appraisals and assessment decisions, in accordance with organisational guidelines</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Engage in self-reflection to review effectiveness of processes for conducting staff performance assessment</li> <li>• Update own learning in staff performance assessment processes by subscribing to diverse learning channels and gather feedback from relevant stakeholders</li> </ul>
<p><b>Range of Application</b>  <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>

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Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.3</b>	Foster Team Adaptability		
<b>Skill Description</b>	The ability to analyse employability issues in the global context. It also includes using strategies to adapt team members to the changing conditions and diversity at the workplace for greater productivity and effectiveness.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of learning opportunities and the using of learning resources and references for development</li> <li>• Common challenges and difficulties in selecting the appropriate resources for development</li> <li>• Ways to recommend and facilitate the use of the various resources for development</li> <li>• Methods to identify learning styles of self and team</li> <li>• Types of learning theories, learning motivation theories and motivational factors to learn</li> <li>• Transferable skills and knowledge and their features</li> <li>• Factors that hinder and encourage learning</li> <li>• Types of diversity in the team</li> <li>• Importance of team cooperation and synergy</li> <li>• Impact of changes at the workplace</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse information gathered from the news media in order to determine relevant trends and issues that would affect work team at the workplace</li> <li>• Analyse the implications of global competitiveness on one's job and team at the workplace</li> <li>• Analyse the impact of diversity on a team and facilitate the team members to work within a diverse team based on strategies set</li> <li>• Identify the competencies required in current job for self and team at the workplace</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Implement ways of providing a conducive work environment to facilitate the transfer of learning among team members and peers</li> </ul>		



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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Identify and implement strategies to motivate and assist team members to adapt to change in job requirements at the workplace</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Identify gaps in competencies, determine training and development needs and select resources and suitable learning opportunities that match the learning styles of self and team</li> <li>• Promote opportunities for learning and coaching within a team</li> </ul>
<p><b>Range of Application</b>  <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>

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Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.4</b>	Manage Workplace Challenges with Resilience		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Concept of resilience</li> <li>• Importance of resilience to an individual and/or an organisation</li> <li>• Types of assessment tools and methods to assess level of resilience</li> <li>• Characteristics of assessment tools and methods used to assess level of resilience</li> <li>• Methods for development of resilience</li> <li>• Characteristics of the various methods for development of resilience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Assess the level of resilience at the individual and/or organisational level and its effects on achieving desired outcomes according to methods set</li> <li>• Apply resilience techniques to manage challenging circumstances at the individual and/or organisational level</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Examine the areas for development in resilience of the individual and/or organisation to achieve desired outcomes</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Seek support from others when dealing with challenging situations</li> </ul>		

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### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Reflect on opportunities to learn and renew oneself to bolster resilience

### Range of Application

*(where applicable)*

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

Concept of resilience must include:

- Definition of resilience from individual and/or organisation perspective

Psychology of resilience includes:

- Cognitive
- Neurophysiology
- Psychoneuroimmunology

Domains of resilience must include:

- Individual's perspective including:
  - o Being in control to influence whatever happens next
  - o Assuming ownership to improve the situation, regardless of one's formal responsibilities
  - o Being optimistic
  - o Able to surmount stressful situations and emerge stronger thereafter
  - o Able to adapt one's thinking to the situation at hand e.g. taking another's point of view, able to see things from a different perspective, able to see difficulties as challenges, etc.
  - o Able to use humour to get through difficult circumstances
  - o Able to accept that something has happened and moving on to deal with it
  - o Able to persevere and endure adverse situations
  - o Able maintain composure and a healthy level of physical and psychological wellness in the face of challenges.
  - o Able to contain setbacks in one aspect from spilling over to other professional or personal aspects
  - o Able to acquire resources to move on in challenges and reach one's full potential

Organisational perspective includes:

- Systems in place to ensure business continuity
- Diversification of business activities to mitigate risks
- Flexible systems and processes
- Strong leadership
- Responsiveness to operating environment
- Systems to generate and protect business resources e.g. supply chains, financial and human resources
- Systems and tools in place to train, maintain and track resilient individuals and teams

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Factors affecting the level of resilience must include:

- An individual's level of resilience including:
  - o Nature of occupation e.g. fast-paced, dynamic vs. stagnant, predictable & routine
  - o Personality and traits
  - o Life experiences
  - o Wellness of one's mind, spirit, body, etc.
- An organisation's level of resilience including:
  - o Culture
  - o Leadership
  - o Systems and processes
  - o Investment in training and development of staff

Resilience techniques must include:

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

The individual level must include:

- Measurement/outcome indicators to track development in resilience
- Areas for development in resilience
- Methods/tools for collecting feedback on level of resilience
- Schedule of timelines
- Resources e.g. physical and financial

## Assistant Director of Sales

Possible methods to develop resilience, such as:

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

The organisational level must include:

- Measurement/outcome indicators to track development in resilience
- Areas for development in resilience
- Methods/tools for collecting feedback on level of resilience
- Schedule of timeline
- Resources e.g. manpower, financial, logistics required
- Plan to stakeholders

Possible methods to develop resilience, such as:

- Encouraging innovation and experimentation
- Implementing systems to ensure business continuity
- Diversifying business activities to mitigate risks
- Introducing systems and processes to enhance organisation's flexibility and adaptability and to generate and protect business resources e.g. supply chains, financial and human resources
- Leadership development programmes
- Implementing scenario analysis and planning to enhance organisation's responsiveness to operating environment
- Investment in training and development for staff at all levels
- Introducing culture-building and awareness programmes Implementing communication and engagement sessions with staff at all levels
- Implementing alternative work practices e.g. flexible working arrangements, empowerment of decision-making, etc.
- Implementing staff welfare programmes such as exercise days, staff bonding events, etc.

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Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.5</b>	Coach for Service Performance		
<b>Skill Description</b>	The ability to coach individuals for service performance. It also includes using coaching techniques to close service gaps and monitoring the progress of individuals for improvements in service performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Characteristics and roles of a coach in coaching for service performance</li> <li>• Components of a coaching plan</li> <li>• Methods to identify areas of improvement</li> <li>• Techniques for coaching</li> <li>• Barriers to learning</li> <li>• Techniques for monitoring individuals for improvements in service performance</li> <li>• Methods to provide feedback to individuals on service performance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Review feedback on individuals' work performance to identify root causes of performance gaps</li> <li>• Prepare coaching plan for individuals to overcome barriers towards learning</li> <li>• Use coaching techniques to address service performance issues</li> <li>• Monitor progress of individuals for improvements in service performance through customer feedback</li> </ul>		
<b>Innovation and Value Creation</b> <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		

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<p><b>Social Intelligence and Ethics</b>  <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><b>Learning to Learn</b>  <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"> <li>• Reflect on own coaching style to review the suitability and effectiveness in coaching individuals</li> </ul>
<p><b>Range of Application</b>  <i>(where applicable)</i>   <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>A coaching plan is used to guide and manage coaching delivery to ensure that coaching objectives are met. The coaching plan must outline:</p> <ul style="list-style-type: none"> <li>• Objectives of coaching, which should include areas for development for the individuals</li> <li>• Roles and responsibilities of the coach and the individuals</li> <li>• Areas of development for the individuals</li> <li>• Coaching techniques and styles</li> <li>• Key milestones</li> <li>• Methods to monitor progress</li> <li>• Providing feedback</li> </ul>

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Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.6</b>	Plan, Conduct and Evaluate Orientation Training		
<b>Skill Description</b>	The ability to plan, conduct and evaluate orientation training programmes.		
<b>Knowledge and Analysis</b> <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"> <li>• Processes for developing orientation training programmes</li> <li>• Organisational policies and procedures to conduct orientation trainings</li> <li>• Types of logistic checklists for orientation training programmes</li> <li>• Organisational policies and procedures on contingency planning</li> <li>• Barriers to training</li> <li>• Instructional strategies and methods</li> <li>• Methods of data collection</li> <li>• Models of training evaluation</li> <li>• Data analysis techniques</li> <li>• Organisational procedures for approval of training programmes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify types of orientation training to be conducted, in accordance with organisational needs</li> <li>• Plan orientation training programmes, in accordance with organisational policies and procedures</li> <li>• Prepare logistic and administrative requirements for orientation trainings, in accordance with training programme plans</li> <li>• Develop contingency plans for orientation training programmes</li> <li>• Manage disruptive behaviours during orientation training programmes</li> <li>• Conclude orientation training activities in accordance with programme plans and training procedures</li> <li>• Organise information gathering for training evaluation</li> <li>• Examine outcomes of orientation training programmes</li> <li>• Provide results and recommendations to management for approval</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review effectiveness of orientation training programmes for continuous improvement</li> </ul>		



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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Apply communication and interpersonal skills to build rapport with participants, when conducting orientation trainings</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Engage in self-reflection, after conducting orientation training, to reflect on the effectiveness of the planning, conduct and evaluation processes</li> </ul>
<p><b>Range of Application</b>  <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>

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Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.7</b>	Supervise, Motivate and Empower Staff		
<b>Skill Description</b>	The ability to supervise, motivate and empower staff. It includes planning staff rosters and addressing job performance concerns, in accordance with organisational procedures.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisational policies and procedures for planning staff rosters</li> <li>• Processes for developing staff rosters</li> <li>• Factors to consider in assigning tasks to staff</li> <li>• Effective listening and communication skills</li> <li>• Methods to motivate and empower staff</li> <li>• Means to empower team members to achieve organisational goals</li> <li>• Methods of conducting on-the-job supervision to enhance work performance</li> <li>• Techniques for providing positive and negative feedback to staff</li> <li>• Processes for resolving employee conflicts</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Comply with legal, industry and organisational requirements in roster planning</li> <li>• Review and make amendments or adjustments to duty rosters, in response to unforeseen event</li> <li>• Communicate roster details, including tasks and expectations to staff</li> <li>• Apply effective leadership skills, including being a role model to motivate staff</li> <li>• Employ means to effectively enhance co-worker relationships to achieve organisational goals</li> <li>• Apply effective empowerment for organisational effectiveness</li> <li>• Conduct on-the-job supervision to ensure organisational goals are achieved</li> <li>• Address staff performance concerns based on assigned tasks</li> <li>• Resolve conflicts between staff, in accordance with organisational policy</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Provide positive and negative feedback to improve staff job performance</li> </ul>		

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### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Empathise, listen and read staff proactively to address job performance concerns when motivating staff

### **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:

- Self-reflect and review own effectiveness in supervising, motivating and empowering staff
- Update own learning in ways to supervising, motivating and empowering staff

### **Range of Application**

*(where applicable)*

N/A

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

## Assistant Director of Sales

Skill Category	Revenue Management	Applicable to NOSS level	N/A
<b>Skill 5.1</b>	Implement Revenue Management Strategies		
<b>Skill Description</b>	The ability to get knowledge on the organisation's revenue management strategies. by applying pricing and capacity controls, performing group displacement analysis and implementing changes to revenue management tactics.		
<b>Knowledge and Analysis</b> <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"> <li>• Sources of information on the organisation's revenue management strategies and competitive set</li> <li>• Guidelines for accessing information on the organisation's departmental revenue management strategies</li> <li>• Types of rate codes and rate barriers in the organisation's rate structure</li> <li>• Individual and group capacity control techniques</li> <li>• Group displacement analysis</li> <li>• Organisation's group business mix strategies</li> <li>• Organisational procedures for confirming groups and to recommend alternatives</li> <li>• Types and significance of revenue management tactics</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify and access sources of information on the organisation's revenue management strategies, in accordance with organisational requirements</li> <li>• Perform configuration of rate codes for specific distribution channels, in accordance with organisational procedures</li> <li>• Implement rate fences in accordance with organisational procedures</li> <li>• Perform monitoring of rates set by the organisation and organisation's competitive set, in accordance with organisational procedures</li> <li>• Follow in accordance with the organisation's policies and procedures relating to capacity control</li> <li>• Apply individual and group capacity control techniques for various distribution channels, in accordance with organisational procedures and policies</li> <li>• Conduct group displacement analysis on fixed and non-fixed contracted in accordance with organisational procedures</li> <li>• Perform confirmation of group, based on set group business mixed strategies, in accordance with organisational policy</li> <li>• Perform implementation, and analysis on impact, of changes, in accordance with organisational procedures</li> </ul>		

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<p><b>Innovation and Value Creation</b>  <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"> <li>• Keep updated with changes on organisation’s revenue management strategies, in accordance with organisational requirements</li> <li>• Conduct investigations and report pricing set by competitive set, where necessary, in accordance with organisational procedures</li> <li>• Recommend alternatives for group enquiries and bookings that cannot be accepted, in accordance with organisational policies and guidelines</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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>N/A</p>
<p><b>Learning to Learn</b>  <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"> <li>• Seek feedback from head of department on performance in implementing revenue management strategies and capacity control techniques</li> </ul>
<p><b>Range of Application</b>  <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 Director of Sales

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 6.1</b>	Manage Loss/Risk Prevention		
<b>Skill Description</b>	The ability to identify causes, areas and the 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.		
<b>Knowledge and Analysis</b> <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"> <li>• Significance of loss and risk prevention</li> <li>• Significance of identifying potential safety or security concerns</li> <li>• Benefits of empowerment in the delegation of responsibilities</li> <li>• Investigation and disciplinary actions in exceptional cases</li> <li>• Criteria for setting targets for success</li> <li>• Importance of implementing changes after reviewing loss and risk policies and procedures</li> <li>• Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify causes, areas and perpetrators of potential loss and risk</li> <li>• Review safety, privacy and security practices with relevant personnel</li> <li>• Manage inspection activities and mitigation actions to minimise loss and risk</li> <li>• Handle exceptional cases via investigation and disciplinary actions</li> <li>• Review effectiveness of loss and risk policies and procedures, and implement changes</li> </ul>		
<b>Innovation and Value Creation</b> <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		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Influence others to be vigilant in safeguarding privacy and security of property, guests, customers and residents</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Participate in discussions with relevant personnel in order to improve on managing loss and risk prevention</li> </ul>
<p><b>Range of Application</b>  <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 Director of Sales

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 7.1</b>	Conduct Market Profiling		
<b>Skill Description</b>	The ability to conduct market profiling. It also includes identifying target market segments, establishing marketing position and seeking review from relevant personnel on the proposal.		
<b>Knowledge and Analysis</b> <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"> <li>• Sources of information for segmenting markets</li> <li>• Methods for interpreting primary and secondary data</li> <li>• Considerations for determining relevance of market segments</li> <li>• Approaches to determining total market</li> <li>• Characteristics of market segments</li> <li>• Targeting strategies</li> <li>• Components of implementation plans for positioning options</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Segment markets in accordance with chosen criteria in order to support organisational business strategy</li> <li>• Identify and profile target market segments for the organisation to support organisational business strategy</li> <li>• Establish positioning options based on market segmentation to support organisational business strategy</li> <li>• Report positioning options to relevant personnel for review in accordance with organisational procedures</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Seek inputs from peers and supervisors to improvise the market profiling proposal in order to enhance marketing outcomes for the organisation</li> </ul>		



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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Demonstrate openness towards feedback when seeking inputs from relevant personnel in order to enhance market profiling proposal</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Enhance own knowledge on market profiling by subscribing to diverse learning channels in order to ensure continuous learning for workplace application</li> </ul>
<p><b>Range of Application</b>  <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 Director of Sales

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 7.2</b>	Develop Domestic Sales and Marketing Operational Plans		
<b>Skill Description</b>	The ability to develop domestic sales and marketing operational plans. It includes reviewing the organisation's sales and marketing performance and identifying domestic marketing opportunities in order to establish and refine sales and marketing operational plans.		
<b>Knowledge and Analysis</b> <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"> <li>• Sales and marketing objectives</li> <li>• Business case</li> <li>• Market trends and developments</li> <li>• Impact of social and cultural factors on domestic marketing strategies</li> <li>• Factors that impact domestic sales and marketing operational plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Use key performance metrics to review sales and marketing performance</li> <li>• Identify and scope sales and marketing opportunities within the domestic market to guide the development of sales and marketing operational plans</li> <li>• Design and establish sales and marketing operational plans to align with organisational strategies and objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review sales and marketing operational plans to identify potential refinements</li> </ul>		

## Assistant Director of Sales

### **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:

- Cultivate positive working relationships when working with relevant personnel to develop domestic sales and marketing operational plans

### **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 well informed on industry marketing trends by subscribing to diverse information channels in order to identify new developments that may impact on an organisation's sales and marketing plan

### **Range of Application**

*(where applicable)*

N/A

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

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Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 7.3</b>	Develop International Sales and Marketing Operational Plans		
<b>Skill Description</b>	The ability to develop international sales and marketing operational plans. It includes assessing international business opportunities and evaluating strategic options and risks in order to establish international sales and marketing operational plans.		
<b>Knowledge and Analysis</b> <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"> <li>• Sales and marketing objectives</li> <li>• Market trends and developments</li> <li>• Impact of social and cultural factors on international marketing strategies</li> <li>• Factors that impact international sales and marketing operational plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Assess international business opportunities in order to identify potential value to the organisation</li> <li>• Evaluate strategic options and risk factors for international business opportunities in order to guide the development of sales and marketing plans</li> <li>• Design and establish international sales and marketing operational plans in order to align to organisational strategies and objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review international sales and marketing operational plans in order to identify potential improvements</li> </ul>		

## Assistant Director of Sales

### **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:

- Cultivate positive working relationships when working with stakeholders in order to develop international sales and marketing operational plans

### **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 well informed on international marketing trends by subscribing to diverse information channels in order to identify new developments that may impact on an organisation's international sales and marketing plans

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Sales

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 7.4</b>	Write proposal		
<b>Skill Description</b>	The ability to write proposals. It also includes identifying proposal objectives, gathering information for proposal writing and seeking feedback to refine proposals.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisational processes and procedures related to proposal development</li> <li>• Purpose of proposals</li> <li>• Proposal specifications</li> <li>• Potential sources of information</li> <li>• Relevant regulations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify proposal objectives based on the understanding of customer needs in order to guide proposal development</li> <li>• Gather and collate information to support proposal development</li> <li>• Draft proposal in accordance with proposal outline in order to align with proposal objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Refine proposal in consultation with relevant personnel in order to incorporate useful feedback</li> </ul>		

## Assistant Director of Sales

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate openness in order to incorporate ideas and suggestions when seeking feedback from relevant personnel so as to enhance proposal and collaborative working relationships

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage in self-reflection in order to identify areas for improvement in writing proposals
- Improve own proposal writing skills by seeking feedback from supervisors and subscribing to learning channels in order to ensure continuous learning

### **Range of Application**

*(where applicable)*

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

Relevant regulations must include:

- Organisational procedures and processes
- Customers' terms and conditions
- Customers' procedures
- Code of Corporate Governance

## Assistant Director of Sales

### Definitions of the Five (5) Domains

DOMAIN	DEFINITION
<b>Knowledge and Analysis</b>	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities, taking into consideration, the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
<b>Application and Adaptation</b>	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.
<b>Innovation and Value Creation</b>	Innovation includes the ability to generate purposive ideas in order 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 in order to achieve organisational growth.
<b>Social Intelligence and Ethics</b>	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
<b>Learning to Learn</b>	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.



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JOB DESCRIPTION

**Assistant  
Director of  
Public Relations/  
Assistant  
Director of  
Marketing  
Communications**

Skills & Training Required

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## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### OCCUPATION DESCRIPTION:

The Assistant Director of Public Relations/Assistant Director of Marketing Communications (ADOMPR) is responsible for building the property and brand awareness and ensuring that the property is correctly positioned, and all marketing communications are communicated in a timely manner to the appropriate target markets in order to maximise revenue. ADOMPR must ensure conformity to the property's brand guidelines and brand image.

ADOMPR leads the public relation, marketing and e-commerce strategies to meet the annual Public Relations, e-commerce and marketing plan set by the Director and develops strategic marketing plan for the property, including group, leisure and local efforts. To promote the property brand further, ADOMPR maintains good working relationships with tourism bureaus, media, community leaders and other stakeholders, and manages all e-commerce and social media opportunities available, tracking and analysing the outcomes of the campaigns. ADOMPR also provides crisis communication assistance to the property when required.

The skills expected of Assistant Director of Events/Assistant Director of Catering/Assistant Director of Conference Services are summarised as below:

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
1	<b>Business Strategy and Continuity Management</b>	1.1 Solve Problems and Make Decisions at Managerial Level 1.2 Manage Crisis Situations 1.3 Participate in Dispute Resolution	<ul style="list-style-type: none"> <li>• Crises Management</li> <li>• Problem Solving Skills</li> </ul>
2	<b>Communications</b>	2.1 Conduct Presentation to Senior Management 2.2 Establish Internal Communications Platforms and Channels 2.3 Establish Public Relations Strategies	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Presentation Training</li> </ul>
3	<b>Customer Experience</b>	3.1 Manage Customer Experience 3.2 Manage Customers' Concerns and Feedback 3.3 Manage the Service Brand	<ul style="list-style-type: none"> <li>• Service Excellence</li> <li>• Guest Services</li> </ul>
4	<b>Technology</b>	4.1 Analyse Hospitality Data	<ul style="list-style-type: none"> <li>• Hotel Industry Analytics Skills</li> <li>• Presentation Training</li> </ul>

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
5	<b>Leadership</b>	5.1 Lead Teams Leaders to Develop Business Strategies and Governance Management	<ul style="list-style-type: none"> <li>Management and Leadership in Hospitality Industry</li> </ul>
		5.2 Plan, Conduct and Evaluate Orientation Training	
		5.3 Supervise, Motivate and Empower Staff	
		5.4 Foster Team Adaptability	
		5.5 Manage Workplace Challenges with Resilience	
		5.6 Facilitate Innovation and Lead Team Leaders to Implement Change	
6	<b>Marketing Communications and Public Relations</b>	6.1 Develop and Oversee Public Relations Strategies	<ul style="list-style-type: none"> <li>Marcom &amp; PR Training</li> </ul>
		6.2 Develop Digital Strategies	
7	<b>Risk Management</b>	7.1 Manage Loss/Risk Prevention	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>
8	<b>Sales and Marketing</b>	8.1 Develop Domestic Sales and Marketing Operational Plans	<ul style="list-style-type: none"> <li>Strategic Planning and Management</li> <li>Market Analysis and Research Training</li> </ul>
		8.2 Develop International Sales and Marketing Operational Plans	
		8.3 Develop Social Media Strategies	
		8.4 Manage Hotel Sales and Marketing Initiatives	

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.1</b>	Solve Problems and Make Decisions at Managerial Level		
<b>Skill Description</b>	The ability to examine the causes of performance deficiency and its impact on an organisation. It also includes managing team dynamics to identify and address performance deficiency.		
<b>Knowledge and Analysis</b> <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"> <li>• Advantages and disadvantages of the various methods to collect relevant and current information on organisational performance standards and quality control policies</li> <li>• Sources of information to identify performance deficiency</li> <li>• Advantages and disadvantages of the various methods to identify performance deficiency</li> <li>• Types of analytical tools and techniques and their application in the problem-solving and decision-making process</li> <li>• Principles of group dynamics and teamwork and techniques to manage team dynamics</li> <li>• Types of decision-making models for arriving at the preferred solution and their features</li> <li>• Factors affecting the effectiveness of an implementation plan</li> <li>• Tools and techniques to identify performance deficiency or cause of failure in implemented solution and implementation plan and their features</li> <li>• Advantages and disadvantages of various ways to formalise implemented solution as part of current Standard Operating Procedures (SOPs)</li> <li>• Organisational procedures for amending and disseminating SOPs</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Collect relevant and current information on organisational performance standards and quality control policies</li> <li>• Identify the types of performance deficiency and examine the causes and their impact on organisation-related aspects</li> <li>• Identify the root causes of the problems with team members using appropriate group facilitation techniques</li> <li>• Determine a preferred solution using appropriate methods and draw up an implementation plan to implement the solution at the workplace</li> <li>• Formalise implemented solution as part of the organisation's current standard operating procedures</li> <li>• Evaluate the effectiveness of the implemented solution and implementation plan using appropriate techniques and criteria</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

<p><b>Innovation and Value Creation</b> <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"> <li>• Generate creative ideas by using appropriate idea generation and group facilitation techniques</li> <li>• Shortlist the most practical ideas based on a set of relevant criteria by using appropriate problem-solving and decision-making techniques and tools</li> <li>• Evaluate the impact of shortlisted ideas by using appropriate problem-solving and decision-making techniques and tools</li> <li>• Develop a corrective action plan for any shortfalls identified in the implemented solution and conduct a follow-up review of modifications made</li> </ul>
<p><b>Social Intelligence and Ethics</b> <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"> <li>• Manage team dynamics and differing opinions through the use of conflict management techniques</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Reflect on own strengths and weaknesses and its impact in solving problems and making decisions</li> </ul>
<p><b>Range of Application</b> <i>(where applicable)</i></p> <p><i>It refers to the critical points that the skill may be demonstrated.</i></p>	<p>N/A</p>

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.2</b>	Manage Crisis Situations		
<b>Skill Description</b>	The ability to execute crisis management plan in order to manage crisis situations. It also includes allocating resources, executing and documenting response and recovery activities and communicating organisational crisis management key messages to relevant personnel.		
<b>Knowledge and Analysis</b> <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"> <li>• Operational roles and responsibilities of a manager handling a crisis</li> <li>• Documentation components for crisis response and recovery activities</li> <li>• Communication plan for managing crisis</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Allocate resources in order to manage response-handling in accordance with crisis management plan</li> <li>• Identify crisis response and recovery activities for implementation in accordance with recovery strategies and business continuity strategies in order to ensure alignment of activities</li> <li>• Document crisis response and recovery activities data in accordance with information format requirements in order to facilitate follow-up actions</li> <li>• Implement 'return-to-normal' procedures in accordance with crisis management plan in order to ensure alignment of activities</li> <li>• Communicate organisational crisis management key messages to relevant personnel to provide updates</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review crisis management process in order to identify areas for improvement</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Manage own emotions in order to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation</li> <li>• Respond appropriately to emotional cues of organisation members during a crisis situation in order to manage negative emotional climate and provide reassurance</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Enhance own knowledge on crisis management by subscribing to diverse learning channels and discussion platforms in order to ensure continuous learning for workplace application</li> </ul>
<p><b>Range of Application</b> <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 Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.3</b>	Participate in Dispute Resolution		
<b>Skill Description</b>	The ability to prepare and participate in dispute resolution in order to reach agreeable outcomes.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of disputes</li> <li>• Evidence to support case</li> <li>• Communication and conflict resolution techniques</li> <li>• Relevant precedents</li> <li>• Relevant legislation and regulations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Prepare case to gather support for position</li> <li>• Participate in dispute resolution processes in order to achieve desired dispute resolution outcomes</li> <li>• Reach dispute resolution outcomes in order to obtain concurrence from both parties</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify opportunities to strive for negotiation outcomes in order to add value to the organisation and achieves a win-win outcome for both parties</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Manage self in order to maintain composure, self-confidence and resilience when dealing with challenges in the conflict resolution process</li> </ul>		



## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage in self-reflection in order to identify areas for improvement in managing dispute resolution process
- Improve own conflict resolution skills by seeking feedback from peers and supervisors in order to enhance own capability in managing conflicts

### Range of Application

*(where applicable)*

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

Relevant legislation and regulations must include:

- Billing policies
- Organisational human resources policies
- Financial regulations and policies
- Employment Act
- Industrial Relations Act
- Workplace Safety and Health Act
- Employment of Foreign Manpower Act
- International legislation

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.1</b>	Conduct Presentation to Senior Management		
<b>Skill Description</b>	The ability to conduct presentation to senior management. It also includes identifying presentation objectives and modes, preparing collaterals, delivering key messages and reviewing presentation outcomes in order to enhance future performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Presentation guidelines to present to senior management</li> <li>• Types of presentation collaterals</li> <li>• Techniques to engage target audience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish objectives of presentation and identify appropriate presentation modes in order to meet organisational requirements</li> <li>• Determine deliverables for target audience in order to develop presentation collaterals</li> <li>• Use appropriate presentation modes in order to deliver appropriate messages to target audience</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review presentation outcomes in order to enhance future performance</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Assess reactions of target audience towards the presentation in order 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:

- Seek guidance and advice from peers and supervisors on past presentations in order to gain insights to plan the presentation

### **Range of Application**

*(where applicable)*

N/A

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

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.2</b>	Establish Internal Communications Platforms and Channels		
<b>Skill Description</b>	The ability to establish internal communications platforms and channels. It also includes evaluating existing platforms and channels as well as developing, selecting and refining such platforms and channels in order to ensure effectiveness.		
<b>Knowledge and Analysis</b> <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"> <li>• Communications objectives</li> <li>• Organisational structure to identify approach in order to disseminate information</li> <li>• Internal partners needed to successfully disseminate messages</li> <li>• Outcomes of communication</li> <li>• Critical success factors of internal communications platforms and channels</li> <li>• Considerations in addressing employees' needs and motivations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Evaluate existing communications platforms and channels in order to assess their effectiveness</li> <li>• Develop communications platforms and channels to effectively disseminate messages internally in order to achieve communications objectives</li> <li>• Select appropriate communications platforms and channels in consultation with relevant personnel in order to execute communications strategies</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review outcomes of communication to determine need to make necessary changes to communications platforms and channels</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate openness to ideas and suggestions when consulting relevant personnel on communication platforms and channels in order to ensure individual views are acknowledged and addressed

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Be well informed on new communication platforms and channels in order to assess suitability for the organisation by subscribing to diverse information channels and participating in discussion platforms

### **Range of Application**

*(where applicable)*

N/A

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

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.3</b>	Establish Public Relations Strategies		
<b>Skill Description</b>	The ability to establish public relations strategies. It also includes identifying the public relation needs as well as developing, overseeing and evaluating public relations strategies.		
<b>Knowledge and Analysis</b> <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"> <li>• Factors to consider when identifying public relation needs</li> <li>• Target audience of public relations strategies</li> <li>• Critical success factors of public relations strategies</li> <li>• Public relations campaigns</li> <li>• Activities to improve or maintain organisational image</li> <li>• Public relations tools</li> <li>• Outcomes of public relations strategies</li> <li>• Considerations when interacting with media</li> <li>• Legal, regulatory, ethical and socio-cultural considerations related to public relations strategies and plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify public relation needs to maintain and enhance the organisation’s public image</li> <li>• Develop public relations strategies in consultation with relevant personnel to enhance strategic outcomes</li> <li>• Oversee public relations plans to meet public relation needs</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate public relations strategies to propose follow-up actions for improvement</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate openness to incorporate inputs and feedback from relevant personnel in order to cultivate collaborative working relationships

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Be well informed on industry best practices on public relation strategies by subscribing to diverse learning and information channels in order to enhance own knowledge for workplace application

### **Range of Application**

*(where applicable)*

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

Legal, regulatory, ethical and socio-cultural considerations related to public relations strategies and plans must include:

- Relevant legislation and regulations
- Codes of practice
- Business ethics
- Policies and guidelines
- Social responsibilities
- Cultural and societal expectations and influences

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.1</b>	Manage Customer Experience		
<b>Skill Description</b>	The ability to analyse service performance standards and assess service performance outcomes. It also includes the ability to propose actions in order to improve service performance standards and monitor the effectiveness of actions taken.		
<b>Knowledge and Analysis</b> <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"> <li>• Service performance analysis</li> <li>• Methods of data collection and data analysis</li> <li>• Organisational critical situation escalation procedures</li> <li>• Organisational service performance standards</li> <li>• Guest/customer satisfaction index</li> <li>• Parameters for identifying trends in customer satisfaction</li> <li>• Significance of evaluating customer satisfaction level</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse service performance standards</li> <li>• Assess service performance outcomes</li> <li>• Propose actions to improve service performance standards</li> <li>• Monitor effectiveness of actions taken to improve service performance standards</li> </ul>		
<b>Innovation and Value Creation</b> <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 Director of Public Relations/ Assistant Director of Marketing Communications

### **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 colleague's outcome of proposed service performance actions in order to improve customer satisfaction level

### **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:

- Update own learning to examine the effectiveness of alternative corrective actions taken to improve service performance standard

### **Range of Application**

*(where applicable)*

N/A

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

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.2</b>	Manage Customers' Concerns and Feedback		
<b>Skill Description</b>	The ability to determine staff performance in handling customers' concerns and feedback. It also includes managing the escalation of those concerns and feedback and evaluating the processes in order to handle them.		
<b>Knowledge and Analysis</b> <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"> <li>• Guidelines on monitoring and documenting staff performance in the handling of customers' concerns and feedback</li> <li>• Corrective actions to address deviations in the handling of customers' concerns and feedback</li> <li>• Guidelines on assigning right persons to handle customers' concerns and feedback</li> <li>• Guidelines on proposing improvements to the organisational policies</li> <li>• Objectives of improvement plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine staff performance in the handling of customers' concerns and feedback</li> <li>• Manage escalation of customers' concerns and feedback</li> <li>• Evaluate process to handle customers' concerns and feedback</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Create easy-to-use platforms for customers to convey concerns and feedback</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Seek dialogue with customers in order to clarify concerns and feedback

### **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:

- Self-reflect on effectiveness of offering alternative solution in order to manage customers' concerns and feedback

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Technology	Applicable to NOSS level	N/A
<b>Skill 3.3</b>	Manage the Service Brand		
<b>Skill Description</b>	The ability to manage an organisation's service brand, service brand guidelines and their impact. It also includes developing plans for corrective action and building the service team's capability to understand the organisation's service strategy.		
<b>Knowledge and Analysis</b> <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: <ul style="list-style-type: none"> <li>• Organisation's service brand</li> <li>• Organisation's service brand guidelines</li> <li>• Methods to implement the organisation's service brand guidelines and consider the types of data related to service brand guidelines</li> <li>• Method to analyse impact of service brand guidelines</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Gather data related to service brand guidelines in order to analyse the impact of the service brand guidelines</li> <li>• Analyse gaps between organisation's service data and service brand guidelines to determine root causes of performance issues</li> <li>• Develop an implementation plan for corrective action in order to enhance service brand performance</li> <li>• Implement corrective actions to enhance the performance of service brand guidelines</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Track customer's feedback on organisation's service brand in order to identify areas of improvement</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate the organisation's service strategy and service brand to the team
- Seek endorsement on implementation plan in order 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 team's understanding of the organisation's service brand and service brand guidelines through formal and informal learning platforms

### Range of Application

*(where applicable)*

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

An organisation's service brand is the way an organisation seeks to identify itself. Service brands:

- Add depth and value to an organisation's product offerings
- Display publicly the organisation's culture and values

Service brand guidelines can be defined as activities or actions that support the organisation's service brand, and are in line with the organisation's vision, mission and values.

Gathering data related to service brand guidelines must include:

- Percentage of new customers of organisation's product or service
- Increase in customer loyalty, e.g. increase in sign-ups for customer loyalty or reward programmes
- Conversion rate of visitors to organisation's website in order to make purchases
- Loyalty to service brand guidelines by team
- Feedback from customers or supervisors on service brand guidelines
- Determine gaps by comparing data collected against the organisation's service standards and service brand guidelines

An organisation's service standards are the commitment to a level of service performance that the organisation's customers can expect. The organisation's service standards may be used to:

- Inform customers of the service performance that the organisation is committed to
- Measure the organisation's service performance
- Provide staff with performance targets

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Technology	Applicable to NOSS level	N/A
<b>Skill 4.1</b>	Analyse Hospitality Data		
<b>Skill Description</b>	The ability to identify statistics from the departments and perform data collection. It also includes organising and analysing data, using appropriate statistical techniques for presentation to relevant personnel.		
<b>Knowledge and Analysis</b> <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"> <li>• Uses of statistics in hospitality</li> <li>• Survey questionnaire design</li> <li>• Methods of data collection and sampling</li> <li>• Methods for organising data and data storage</li> <li>• Statistical techniques and calculations for hospitality data analysis</li> <li>• Components of time-based data</li> <li>• Types and methods of effective data presentations</li> <li>• Different graphs for different categories of data</li> </ul>		
<b>Application and Adaptation</b> <i>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"> <li>• Identify statistics from departments, in accordance with business operations and requirements</li> <li>• Collect data from departments, using methods of data collection and sampling methods</li> <li>• Organise and analyse data, in accordance with business operations and requirements</li> <li>• Apply appropriate methods of data presentation in order to present findings</li> </ul>		
<b>Innovation and Value Creation</b> <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		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Create a work culture that supports proficient use of analytical and business intelligence tools</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

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<b>Learning to Learn</b> <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	The ability to: <ul style="list-style-type: none"><li>• Review the effectiveness of own research skills in order to keep the organisation informed of developments in hospitality hardware and software innovations</li></ul>
<b>Range of Application</b> <i>(where applicable)</i>  <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.1</b>	Lead Teams Leaders to Develop Business Strategies and Governance Management		
<b>Skill Description</b>	The ability to lead team leaders in the development of business unit strategies, operational plans and corporate governance management in order to meet organisational needs. It also includes providing direction and guidance to team leaders through regular engagement, modelling of leadership and expected behaviours.		
<b>Knowledge and Analysis</b> <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"> <li>• The relationship between high level strategy and the development and implementation of team plans and processes</li> <li>• The relationship between high level strategy including the development and implementation of business systems and processes in order to support corporate governance</li> <li>• Organisational policies and procedures related to the development of departmental or business unit strategies, and corporate governance compliance management</li> <li>• Legal and ethical considerations related to corporate governance</li> <li>• Relevant professional or industry codes of practice and standards related to corporate governance</li> <li>• Implications and impact on employees and the organisation arising from team planning process and corporate governance management process</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Facilitate team leaders' involvement in the development of departmental or business unit strategies in order to achieve business objectives</li> <li>• Lead team leaders to identify trends and issues impacting team performance and develop team operational plans in order to achieve team objectives</li> <li>• Communicate organisational values and expectations of behaviour in the workplace in order to guide team leaders in their behaviour and performance</li> <li>• Engage regularly with team leaders to provide the required support in order to achieve business unit goals</li> <li>• Model leadership and behaviours in order to demonstrate application of organisational values, behaviours and governance priorities in all actions</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop and modify systems and processes in order to improve compliance management on corporate governance and social responsibilities requirements</li> </ul>		



## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate departmental or business unit strategic priorities to relevant personnel in order to gather their support and buy-in
- Assess emotional states of team leaders and respond appropriately to emotional cues when leading team leaders in order to ensure individual needs are addressed

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage in regular self-reflection in order to identify own areas for improvement in leading strategy planning
- Improve own strategy planning skills by subscribing to diverse learning channels and participating in peer review platforms 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

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.2</b>	Plan, Conduct and Evaluate Orientation Training		
<b>Skill Description</b>	The ability to plan, conduct and evaluate orientation training programmes.		
<b>Knowledge and Analysis</b> <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"> <li>• Processes for developing orientation training programmes</li> <li>• Organisational policies and procedures to conduct orientation trainings</li> <li>• Types of logistic checklists for orientation training programmes</li> <li>• Organisational policies and procedures on contingency planning</li> <li>• Barriers to training</li> <li>• Instructional strategies and methods</li> <li>• Methods of data collection</li> <li>• Models of training evaluation</li> <li>• Data analysis techniques</li> <li>• Organisational procedures for approval of training programmes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify types of orientation training to be conducted, in accordance with organisational needs</li> <li>• Plan orientation training programmes, according to organisational policies and procedures</li> <li>• Prepare logistic and administrative requirements for orientation trainings, according to training programme plans</li> <li>• Develop contingency plans for orientation training programmes</li> <li>• Manage disruptive behaviours during orientation training programmes</li> <li>• Conclude orientation training activities according to programme plans and training procedures</li> <li>• Organise information gathering for training evaluation</li> <li>• Examine outcomes of orientation training programmes</li> <li>• Provide results and recommendations to management for approval</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review effectiveness of orientation training programmes for continuous improvement</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Apply communication and interpersonal skills to build rapport with participants, when conducting orientation trainings</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Engage in self-reflection, after conducting orientation training, to reflect on the effectiveness of the planning, conduct and evaluation processes</li> </ul>
<p><b>Range of Application</b> <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 Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.3</b>	Supervise, Motivate and Empower Staff		
<b>Skill Description</b>	The ability to supervise, motivate and empower staff. It includes planning staff rosters and addressing job performance concerns, in accordance with organisational procedures.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisational policies and procedures for planning staff rosters</li> <li>• Processes for developing staff rosters</li> <li>• Factors to consider in assigning tasks to staff</li> <li>• Effective listening and communication skills</li> <li>• Methods to motivate and empower staff</li> <li>• Means to empower team members to achieve organisational goals</li> <li>• Methods of conducting on-the-job supervision to enhance work performance</li> <li>• Techniques for providing positive and negative feedback to staff</li> <li>• Processes for resolving employee conflicts</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Comply with legal, industry and organisational requirements in roster planning</li> <li>• Review and make amendments or adjustments to duty rosters, in response to contingencies</li> <li>• Communicate roster details, including tasks and expectations to staff</li> <li>• Apply effective leadership skills, including being a role model to motivate staff</li> <li>• Employ means to effectively enhance co-worker relationships to achieve organisational goals</li> <li>• Apply effective empowerment for organisational effectiveness</li> <li>• Conduct on-the-job supervision to ensure organisational goals are achieved</li> <li>• Address staff performance concerns based on assigned tasks</li> <li>• Resolve conflicts between staff, in accordance with organisational policy</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Provide positive and negative feedback to improve staff job performance</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **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:

- Empathise, listen and read staff proactively to address job performance concerns when motivating staff

### **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:

- Self-reflect and review own effectiveness in supervising, motivating and empowering staff
- Update own learning in ways to supervising, motivating and empowering staff

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.4</b>	Foster Team Adaptability		
<b>Skill Description</b>	The ability to analyse employability issues in the global context. It also includes using strategies to adapt team members to the changing conditions and diversity at the workplace for greater productivity and effectiveness.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of learning opportunities and uses of learning resources and references for development</li> <li>• Common challenges and difficulties in selecting the appropriate resources for development</li> <li>• Ways to recommend and facilitate the use of the various resources for development</li> <li>• Methods to identify learning styles of self and team</li> <li>• Types of learning theories, learning motivation theories and motivational factors to learn</li> <li>• Transferable skills and knowledge and their features</li> <li>• Factors that delay and encourage learning</li> <li>• Types of diversity in the team</li> <li>• Importance of team cooperation and synergy</li> <li>• Impact of changes at the workplace</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse information gathered from the news media to determine relevant trends and issues that would affect work team at the workplace</li> <li>• Analyse the implications of global competitiveness on one's job and team at the workplace</li> <li>• Analyse the impact of diversity on a team and facilitate team members to work within a diverse team based on strategies set</li> <li>• Identify the competencies required in current job for self and team at the workplace</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Implement ways to provide a conducive work environment to facilitate the transfer of learning among team members and peers</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Identify and implement strategies to motivate and assist team members in order to adapt to change in job requirements at the workplace

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Identify gaps in competencies, determine training and development needs and select resources and suitable learning opportunities that match the learning styles of self and team
- Promote opportunities for learning and coaching within a team

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.5</b>	Manage Workplace Challenges with Resilience		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Concept of resilience</li> <li>• Importance of resilience to an individual and/or an organisation</li> <li>• Types of assessment tools and methods to assess level of resilience</li> <li>• Characteristics of assessment tools and methods used to assess level of resilience</li> <li>• Methods for the development of resilience</li> <li>• Characteristics of the various methods for the development of resilience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Assess the level of resilience at the individual and/or organisational level and its effects on achieving desired outcomes according to methods set</li> <li>• Apply resilience techniques to manage challenging circumstances at the individual and/or organisational level</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Examine the areas for development in resilience of the individual and/or organisation in order to achieve desired outcomes</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Seek support from others when dealing with challenging situations</li> </ul>		



## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Reflect on opportunities to learn and renew oneself in order to bolster resilience

### Range of Application

*(where applicable)*

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

Concept of resilience must include:

- Definition of resilience from individual and/or organisation perspective

Psychology of resilience includes:

- Cognitive
- Neurophysiology
- Psychoneuroimmunology

Domains of resilience must include:

- o Being in control in order to influence whatever happens next
- o Assuming ownership to improve the situation, regardless of one's formal responsibilities
- o Being optimistic
- o Able to surmount stressful situations and emerge stronger thereafter
- o Able to adapt one's thinking to the situation at hand e.g. taking another's point of view, able to see things from a different perspective, able to see difficulties as challenges, etc.
- o Able to use humour to get through difficult circumstances
- o Able to accept that something has happened and moving on to deal with it
- o Able to persevere and endure adverse situations
- o Able maintain composure and a healthy level of physical and psychological wellness in the face of challenges
- o Able to contain setbacks in one aspect from spilling over to other professional or personal aspects
- o Able to acquire resources to move on in challenges and reach one's full potential

Organisational perspective includes:

- Systems in place to ensure business continuity
- Diversification of business activities to mitigate risks
- Flexible systems and processes
- Strong leadership
- Responsiveness to operating environment
- Systems to generate and protect business resources e.g. supply chains, financial and human resources
- Systems and tools in place to train, maintain and track resilient individuals and teams

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Factors affecting the level of resilience must include:

- An individual's level of resilience including:
  - o Nature of occupation e.g. fast-paced, dynamic vs. stagnant, predictable & routine
  - o Personality and traits
  - o Life experiences
  - o Wellness of one's mind, spirit, body, etc.
- An organisation's level of resilience includes:
  - o Culture
  - o Leadership
  - o Systems and processes
  - o Investment in training and development of staff

Resilience techniques must include:

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

The individual level must include:

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

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Possible methods to develop resilience, such as:

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

The organisational level must include:

- Measurement/outcome indicators to track development in resilience
- Areas for development in resilience
- Methods/tools for collecting feedback on level of resilience
- Schedule of timeline
- Resources e.g. manpower, financial, logistics required
- Plan to stakeholders

Possible methods to develop resilience, such as:

- Encouraging innovation and experimentation
- Implementing systems to ensure business continuity
- Diversifying business activities to mitigate risks
- Introducing systems and processes to enhance organisation's flexibility and adaptability and to generate and protect business resources e.g. supply chains, financial and human resources
- Leadership development programmes
- Implementing scenario analysis and planning to enhance organisation's responsiveness to operating environment
- Investment in training and development for staff at all levels
- Introducing culture-building and awareness programmes
- Implementing communication and engagement sessions with staff at all levels
- Implementing alternative work practices e.g. flexible working arrangements, empowerment of decision-making, etc.
- Implementing staff welfare programmes such as exercise days, staff bonding events, etc.

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.6</b>	Facilitate Innovation and Lead Team Leaders to Implement Change		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to change management</li> <li>• Organisational policies and procedures relating to the change management</li> <li>• Relevant professional or industry codes of practice and standards relating to change management</li> <li>• Key concepts and importance of a learning organisation in relation to organisational change</li> <li>• Theories and principles of change management</li> <li>• The differences between and attributes of positive and negative risks</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Support enterprising behaviour and risk taking among team leaders by modelling enterprising behaviours and rewarding innovation to encourage desired behaviours</li> <li>• Assign roles and responsibilities to implement change strategies and processes</li> <li>• Identify systems and behaviours that may support or limit implementation activities to facilitate implementation</li> <li>• Work with team leaders to anticipate and plan for predictable consequences of change by applying systems thinking</li> <li>• Analyse data and feedback from team leaders to establish trends and identify actions and resources required to ensure change processes generate required benefits</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify opportunities for growth or improvement based on current achievements</li> <li>• Develop and review systems to share learnings from change implementation processes to guide future actions for improvement</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate empathy by acknowledging and addressing the feelings and perspectives of team leaders arising from the impact of change implementation to ensure individual needs are addressed

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Identify competencies to help individuals and teams to respond positively to change
- Be well informed on change management systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Marketing Communications and Public Relations	Applicable to NOSS level	N/A
<b>Skill 6.1</b>	Develop and Oversee Public Relations Strategies		
<b>Skill Description</b>	The ability to develop and oversee public relations strategies and apply the strategies to the workplace.		
<b>Knowledge and Analysis</b> <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"> <li>• Role of public relations</li> <li>• Marketing and public relations plans</li> <li>• Relationships and support of industry</li> <li>• Impact of public relations activities</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop public relations strategies in alignment with marketing and public relations plans</li> <li>• Oversee public relations strategies in alignment with marketing and public relations plan</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify innovative approaches and strategies, according to organisational guidelines, in developing and overseeing public relations strategies</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Pay attention to social dynamics in the work environment and demonstrate ethical principles and moral decisions, according to organisational guidelines, in developing and overseeing public relations strategies

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Demonstrate learning approaches to address irregularities at work, according to organisational guidelines, in developing and overseeing public relations strategies

### **Range of Application**

*(where applicable)*

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

Must include :

- Consumer protection rules and regulations
- Occupational safety and health rules and regulations

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Marketing Communications and Public Relations	Applicable to NOSS level	N/A
<b>Skill 6.2</b>	Develop Digital Strategies		
<b>Skill Description</b>	The ability to develop digital strategies. It also includes identifying target markets, performing competitive analyses, developing digital strategy roadmaps based on the analysis and determining the performance of the strategies.		
<b>Knowledge and Analysis</b> <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"> <li>• Concept of digital marketing and market strategy</li> <li>• Audience segmentation</li> <li>• Features, advantages and constraints of different digital channels</li> <li>• Impact of different digital channels on business</li> <li>• Methods to measure effectiveness of digital strategies</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify target markets and perform competitive analysis for market information reviews, based on organisational guidelines</li> <li>• Review market information and trends, to assess market business opportunities and problems with sales and marketing teams, based on organisational guidelines</li> <li>• Develop digital strategies based on the analysis of market information and trends</li> <li>• Create roadmaps based on digital strategies</li> <li>• Determine performance indicators to measure effectiveness of digital strategies, based on organisational guidelines</li> <li>• Review the performance of digital strategies using the performance indicators</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify innovative approaches and strategies, according to organisational guidelines, to develop digital strategies</li> </ul>		



## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Pay attention to social dynamics in the work environment and demonstrate ethical principles and moral decisions, according to organisational guidelines, in developing digital strategies

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Demonstrate learning approaches to address irregularities at work, according to organisational guidelines, in developing digital strategies

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 7.1</b>	Manage Loss/Risk Prevention		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Significance of loss and risk prevention</li> <li>• Significance of identifying potential safety or security concerns</li> <li>• Benefits of empowerment in the delegation of responsibilities</li> <li>• Investigation and disciplinary actions in exceptional cases</li> <li>• Criteria for setting targets for success</li> <li>• Importance of implementing changes after reviewing loss and risk policies and procedures</li> <li>• Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify causes, areas and perpetrators of potential loss and risk</li> <li>• Review safety, privacy and security practices with relevant stakeholders</li> <li>• Manage inspection activities and mitigation actions to minimise loss and risk</li> <li>• Handle exceptional cases via investigation and disciplinary actions</li> <li>• Review effectiveness of loss and risk policies and procedures, and implement changes</li> </ul>		
<b>Innovation and Value Creation</b> <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 Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Influence others to be vigilant in safeguarding privacy and security of property, 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:

- Participate in discussions with relevant personnel 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 Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.1</b>	Develop Domestic Sales and Marketing Operational Plans		
<b>Skill Description</b>	The ability to develop domestic sales and marketing operational plans. It includes reviewing the organisation's sales and marketing performance and identifying domestic marketing opportunities in order to establish and refine sales and marketing operational plans.		
<b>Knowledge and Analysis</b> <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"> <li>• Sales and marketing objectives</li> <li>• Business case</li> <li>• Market trends and developments</li> <li>• Impact of social and cultural factors on domestic marketing strategies</li> <li>• Factors that impact domestic sales and marketing operational plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Use key performance metrics to review sales and marketing performance</li> <li>• Identify and scope sales and marketing opportunities within the domestic market to guide the development of sales and marketing operational plans</li> <li>• Design and establish sales and marketing operational plans in order to align with organisational strategies and objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review sales and marketing operational plans to identify potential refinements</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **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:

- Promote a cooperative climate to encourage positive working relationships when working with relevant personnel to develop domestic sales and marketing operational plans

### **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 well informed on industry marketing trends by subscribing to diverse information channels in order to identify new developments that may impact on an organisation's sales and marketing plan

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.2</b>	Develop International Sales and Marketing Operational Plans		
<b>Skill Description</b>	The ability to develop international sales and marketing operational plans. It includes assessing international business opportunities and evaluating strategic options and risks in order to establish and refine international sales and marketing operational plans.		
<b>Knowledge and Analysis</b> <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"> <li>• Sales and marketing objectives</li> <li>• Market trends and developments</li> <li>• Impact of social and cultural factors on international marketing strategies</li> <li>• Factors that impact international sales and marketing operational plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Assess international business opportunities to identify potential value to the organisation</li> <li>• Evaluate strategic options and risk factors for international business opportunities to guide the development of sales and marketing plans</li> <li>• Design and establish international sales and marketing operational plans in order to align with organisational strategies and objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review international sales and marketing operational plans to identify potential refinements</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **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:

- Promote a cooperative climate to encourage positive working relationships when working with stakeholders to develop international sales and marketing operational plans

### **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 well informed on international marketing trends by subscribing to diverse information channels in order to identify new developments that may impact on an organisation's international sales and marketing plans

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.3</b>	Develop Social Media Strategies		
<b>Skill Description</b>	The ability to develop social media strategies to support sales and marketing. It also includes determining feasibility of using social media platforms as well as designing, evaluating and refining social media strategies.		
<b>Knowledge and Analysis</b> <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"> <li>• Social media approaches and guidelines</li> <li>• Benefits of using social media</li> <li>• Risks of using social media</li> <li>• Users of social media platforms</li> <li>• Social media metrics</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine feasibility of using social media platforms to support sales and marketing strategies</li> <li>• Design social media strategies in order to align with sales and marketing strategies</li> <li>• Evaluate impact of social media on organisational branding to determine effectiveness of social media strategies</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Refine social media strategies to support sales and marketing strategies</li> </ul>		



## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **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 developing social media strategies to uphold organisation's image

### **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 own knowledge related to social media marketing by subscribing to diverse learning channels and discussion platforms to ensure continuous learning 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 Director of Public Relations/ Assistant Director of Marketing Communications

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.4</b>	Manage Hotel Sales and Marketing Initiatives		
<b>Skill Description</b>	The ability to establish strategies and develop sales and marketing plans. It also includes monitoring and evaluating outcomes and implementing corrective actions to address performance gaps in meeting projections, while complying with legal requirements.		
<b>Knowledge and Analysis</b> <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"> <li>• Principles of SMART goals</li> <li>• Sustainable, competitive advantage of the organisation</li> <li>• Situational analysis of organisations</li> <li>• Industry practices in sales and marketing</li> <li>• Components of customer analysis</li> <li>• Environmental factors for sales and marketing plans</li> <li>• Application of appropriate promotion strategies for future sales</li> <li>• Relationship marketing and value selling to customers</li> <li>• Gap analysis</li> <li>• Types of corrective actions</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish strategic focus and plan, in accordance with business operations</li> <li>• Perform situational analysis and present findings, in accordance with organisational guidelines</li> <li>• Develop sales and marketing plans, in accordance with business requirements</li> <li>• Implement and monitor activities and performance outcomes, based on designated schedule</li> <li>• Evaluate outcomes against performance data and projections</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Implement corrective actions to improve sales revenue</li> </ul>		

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Seek support from relevant personnel to implement sales and marketing 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:

- Seek feedback from head of division on the management of sales and marketing initiatives for the organisation

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Public Relations/ Assistant Director of Marketing Communications

### Definitions of the Five (5) Domains

DOMAIN	DEFINITION
<b>Knowledge and Analysis</b>	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities and takes into consideration, the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
<b>Application and Adaptation</b>	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.
<b>Innovation and Value Creation</b>	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation is able to reap the values from individual or team contributors to achieve organisational growth.
<b>Social Intelligence and Ethics</b>	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
<b>Learning to Learn</b>	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.

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**JOB DESCRIPTION**

**Assistant  
Director of  
Events and  
Conference  
Services**

Skills & Training Required

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## Assistant Director of Events and Conference Services

### OCCUPATION DESCRIPTION:

The Assistant Director of Events and Conference Services (ADOECS) assists in supervising all catering, food and beverage functions, and other events of the property to ensure an effective operation of the department. Other than keeping a close relationship and strengthening customers retention through regular sales activities, ADOECS trains team members, formulates sales strategies and works out different sales tools to achieve the events budget by attracting various targeted group of customers.

The ADOECS should be equipped with food and beverage knowledge to offer the best arrangements for customers, and to work closely with food and beverage outlet heads and department heads. ADOECS also needs to keep a close watch on all costing and expenses and monitor departmental profitability. To expand network and build reputation in local business activities, ADOECS also represents the property during social networking events.

The skills expected of Assistant Director of Events/Assistant Director of Catering/Assistant Director of Conference Services are summarised as below:

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
1	<b>Business Strategy and Continuity Management</b>	1.1 Solve Problems and Make Decisions at Managerial Level	<ul style="list-style-type: none"> <li>Handling Complaints &amp; Problems Solving</li> <li>Sales Negotiation</li> </ul>
		1.2 Support the Establishment of a Framework for Initiative and Enterprise	
		1.3 Manage Crisis Situations	
		1.4 Participate in Dispute Resolution	
2	<b>Communications</b>	2.1 Conduct Interviews	<ul style="list-style-type: none"> <li>Talent Management for HR &amp; Training Managers</li> </ul>
3	<b>Customer Experience</b>	3.1 Develop Service Recovery Framework	<ul style="list-style-type: none"> <li>Customer Service &amp; Relationships</li> </ul>
		3.2 Manage Customer Experience	
		3.3 Manage Customers' Concerns and Feedback	
		3.4 Manage the Service Brand	

## Assistant Director of Events and Conference Services

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
4	<b>Leadership</b>	4.1 Lead Teams Leaders to Develop Business Strategies and Governance Management	<ul style="list-style-type: none"> <li>Management &amp; Leadership in the Hospitality Industry</li> </ul>
		4.2 Conduct Staff Performance Assessment Process	
		4.3 Foster Team Adaptability	
		4.4 Manage Workplace Challenges with Resilience	
		4.5 Coach for Service Performance	
		4.6 Plan, Conduct and Evaluate Orientation Training	
		4.7 Supervise, Motivate and Empower Staff	
5	<b>Revenue Management</b>	5.1 Implement Revenue Management Strategies	<ul style="list-style-type: none"> <li>Revenue Management</li> <li>Hotel Industry Analytics Skills</li> </ul>
6	<b>Risk Management</b>	6.1 Evaluate and Review Compliance with Applicable Legislation and Regulations for the Business Unit	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>
		6.2 Manage Loss/Risk Prevention	
7	<b>Sales and Marketing</b>	7.1 Develop Domestic Sales and Marketing Operational Plans	<ul style="list-style-type: none"> <li>OTA Control &amp; Maximising Sales Results</li> <li>Planning &amp; Marketing Strategies</li> </ul>
		7.2 Develop International Sales and Marketing Operational Plans	

## Assistant Director of Events and Conference Services

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.1</b>	Solve Problems and Make Decisions at Managerial Level		
<b>Skill Description</b>	The ability to examine the causes of performance deficiency and its impact on an organisation. It also includes managing team dynamics to identify and address performance deficiency.		
<b>Knowledge and Analysis</b> <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"> <li>• Advantages and disadvantages of the various methods to collect relevant and current information on organisational performance standards and quality control policies</li> <li>• Sources of information to identify performance deficiency</li> <li>• Advantages and disadvantages of the various methods in order to identify performance deficiency</li> <li>• Types of analytical tools and techniques and their application in the problem-solving and decision-making process</li> <li>• Principles of group dynamics and teamwork and techniques to manage team dynamics</li> <li>• Types of decision-making models for arriving at the preferred solution and their features</li> <li>• Factors affecting the effectiveness of an implementation plan</li> <li>• Tools and techniques to identify performance deficiency or cause of failure in implemented solution and implementation plan and their features</li> <li>• Advantages and disadvantages of various ways to formalise implemented solution as part of current Standard Operating Procedures (SOPs)</li> <li>• Organisational procedures for amending and distributing SOPs</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Collect relevant and current information on organisational performance standards and quality control policies</li> <li>• Identify the types of performance deficiency and examine the causes and their impact on organisation-related aspects</li> <li>• Identify the root causes of the problems with team members using appropriate group facilitation techniques</li> <li>• Determine a preferred solution by using appropriate methods and draw up an implementation plan in order to implement the solution at the workplace</li> <li>• Formalise implemented solution as part of the organisation's current standard operating procedures</li> <li>• Evaluate the effectiveness of the implemented solution and implementation plan by using appropriate techniques and criteria</li> </ul>		



## Assistant Director of Events and Conference Services

<p><b>Innovation and Value Creation</b>  <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"> <li>• Generate creative ideas by using appropriate idea generation and group facilitation techniques</li> <li>• Shortlist the most viable ideas based on a set of criteria by using suitable problem-solving and decision-making techniques and tools</li> <li>• Evaluate the impact of shortlisted ideas by using suitable problem-solving and decision-making techniques and tools</li> <li>• Develop a corrective action plan for any shortfalls identified in the implemented solution and conduct a follow-up review of modifications made</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Manage team dynamics and different opinions through the use of conflict management techniques</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Reflect on own strengths and weaknesses and its impact in solving problems and making decisions</li> </ul>
<p><b>Range of Application</b>  <i>(where applicable)</i></p> <p><i>It refers to the critical points that the skill may be demonstrated.</i></p>	<p>N/A</p>

## Assistant Director of Events and Conference Services

	Applicable to NOSS level	N/A
<b>Skill 1.2</b>	Support the Establishment of a Framework for Initiative and Enterprise	
<b>Skill Description</b>	The ability to apply strategies to create, promote and sustain a culture of continuous improvement. It also includes identifying, evaluating and managing risks associated with improvement initiatives.	
<b>Knowledge and Analysis</b> <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"> <li>• Managerial roles and responsibilities in developing an enterprising and self-directed workforce</li> <li>• Areas for continuous improvements in an organisation</li> <li>• Steps to implement continuous improvement at the workplace</li> <li>• Common pitfalls in establishing an organisational culture of continuous improvement</li> <li>• Areas for operating guidelines, corporate policies and strategies to support continuous improvement</li> <li>• Resources required to encourage innovation in an organisation</li> <li>• Ways to prepare employees to think and initiate for continuous improvement</li> <li>• Activities and guidelines to promote and sustain innovation and enterprise in an organisation</li> <li>• Steps and strategies for managing risks</li> </ul>	
<b>Application and Adaptation</b> <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"> <li>• Develop an organisational culture of innovation, enterprise and continuous improvement in consultation with relevant personnel</li> <li>• Develop enterprise actions and strategies to improve organisational growth</li> <li>• Establish a framework to track and evaluate improvement efforts at the workplace</li> <li>• Perform risk assessment of a new policy or management decision on organisational performance</li> <li>• Evaluate implications of risks on organisational performance using appropriate tools and techniques</li> <li>• Develop a framework for an enterprise risk management programme in an organisation</li> <li>• Evaluate the effectiveness of the enterprise risk management programme in an organisation</li> <li>• To support the Director of Events &amp; Catering for the above</li> </ul>	

## Assistant Director of Events and Conference Services

<p><b>Innovation and Value Creation</b>  <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"> <li>• Establish policies and strategies to cultivate initiative behaviour for continuous improvement at the workplace</li> <li>• Develop comprehensive policies that encourage innovation and enterprise</li> <li>• Support the Director of Events &amp; Catering for the above</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Provide organisational leadership to promote and sustain innovation and enterprise by promoting and empowering employees in order to release their untapped potential and creativity</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Enhance and build skills for teams in the organisation to work together to make decisions, plan work and resolve differences</li> <li>• Engage in continuous self-assessment and review in order to enhance own skills to promote innovation and enterprise</li> <li>• Share experience with the team</li> </ul>
<p><b>Range of Application</b>  <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 Director of Events and Conference Services

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.3</b>	Manage Crisis Situations		
<b>Skill Description</b>	The ability to execute crisis management plan in order to manage crisis situations. It also includes allocating resources, executing and documenting response and recovery activities and communicating organisational crisis management key messages to relevant personnel.		
<b>Knowledge and Analysis</b> <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"> <li>• Operational roles and responsibilities of a manager handling a crisis</li> <li>• Documentation components for crisis response and recovery activities</li> <li>• Communication plan for managing crisis</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Allocate resources to manage response-handling in accordance with crisis management plan</li> <li>• Identify crisis response and recovery activities for implementation in accordance with recovery strategies and business continuity strategies to ensure alignment of activities</li> <li>• Document crisis response and recovery activities data in accordance with information format requirements to facilitate follow-up actions</li> <li>• Implement 'return-to-normal' procedures in accordance with crisis management plan to ensure alignment of activities</li> <li>• Communicate organisational crisis management key messages to relevant personnel to provide updates</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review crisis management process to identify areas for improvement</li> </ul>		

## Assistant Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Manage own emotions to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation</li> <li>• Respond appropriately to emotional cues of organisation members during a crisis situation in order to manage negative emotional climate and provide reassurance</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Expand own knowledge on crisis management by subscribing to diverse learning channels and discussion platforms in order to ensure continuous learning for workplace application</li> </ul>
<p><b>Range of Application</b>  <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 Director of Events and Conference Services

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.4</b>	Participate in Dispute Resolution		
<b>Skill Description</b>	The ability to prepare and participate in dispute resolution in order to reach agreeable outcomes.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of disputes</li> <li>• Evidence to support case</li> <li>• Communication and conflict resolution techniques</li> <li>• Relevant practices</li> <li>• Relevant legislation and regulations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Prepare case to gather support for position</li> <li>• Participate in dispute resolution processes to achieve desired dispute resolution outcomes</li> <li>• Reach dispute resolution outcomes to obtain agreement from both parties</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify opportunities to strive for negotiation outcomes to add value to the organisation and achieve a win-win outcome for both parties</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Manage self to maintain composure, self-confidence and resilience when dealing with challenges in the conflict resolution process</li> </ul>		

## Assistant Director of Events and Conference Services

**Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage in self-reflection to identify areas for improvement in managing dispute resolution process
- Improve own conflict resolution skills by seeking feedback from peers and supervisors to enhance own capability in managing conflicts

**Range of Application**

*(where applicable)*

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

Relevant legislation and regulations must include:

- Billing policies
- Organisational human resources policies
- Financial regulations and policies
- Employment Act
- Industrial Relations Act
- Workplace Safety and Health Act
- Employment of Foreign Manpower Act
- International legislation

## Assistant Director of Events and Conference Services

<b>Skill Category</b>	Communications	<b>Applicable to NOSS level</b>	N/A
<b>Skill 2.1</b>	Conduct Interviews		
<b>Skill Description</b>	The ability to prepare, conduct and follow up on interviews. It also includes identifying interviewees and interview objectives and evaluating effectiveness of interviews to ascertain areas for improvement.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of interviews - Type of feedback</li> <li>• Components of interview minutes - Questionnaire/Feedback Form</li> <li>• Legal, regulatory, ethical and socio-cultural constraints related to conducting interviews</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify interviewee and interview objectives to support programme and initiative goals</li> <li>• Prepare interview questions to support interview objectives</li> <li>• Deliver questions in order to meet requirements from interview structure</li> <li>• Follow up on interviews to meet requirements on organisational procedures</li> <li>• Follow-up/suggestions for improvement on feedback gather</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate effectiveness of interviews to identify areas for improvement</li> </ul>		



## Assistant Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Assess the emotional states of interviewees and respond suitably to emotional cues to demonstrate empathy</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Update own interviewing skills by subscribing to diverse learning channels to enhance workplace performance as an interviewer</li> </ul>
<p><b>Range of Application</b>  <i>(where applicable)</i>   <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Legal, regulatory, ethical and socio-cultural constraints related to conducting interviews must include:</p> <ul style="list-style-type: none"> <li>• Relevant Legislations</li> <li>• Codes of Practice</li> <li>• Ethical Principles</li> <li>• Policies and Guidelines</li> <li>• Social Responsibilities</li> <li>• Cultural and Societal Expectations and Influences</li> </ul>

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Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.1</b>	Develop Service Recovery Framework		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Sources of information on service challenges</li> <li>• Methods to analyse service challenges</li> <li>• Components of a service recovery framework</li> <li>• Methods to cascade service recovery policies and procedures to stakeholders</li> <li>• Criteria to evaluate effectiveness of service recovery framework</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse service challenges to ascertain service delivery gaps</li> <li>• Analyse data on service challenges with organisation's key performance indicators and industry benchmarks to identify gaps</li> <li>• Develop service recovery framework to address service delivery gaps</li> <li>• Incorporate service recovery framework in employee handbooks and as part of service team's orientation programme</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate the effectiveness of service recovery strategies to improve strategies</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Cascade service recovery framework to relevant personnel</li> <li>• Communicate service recovery framework to service team</li> <li>• Conduct focus group discussions with service team to seek feedback on service challenges</li> </ul>		

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### 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 best practices in service recovery to benchmark 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 in order to manage and respond to service challenges. Effective service recovery occurs when an organisation can solve a service challenge, make restitution, or regain trust following a breakdown in service delivery.

Components of service recovery framework must include:

- Organisation's guidelines, which includes:
  - o Organisation's vision, mission and values
  - o Service vision
  - o Service brand
  - o Service standards
- Service recovery strategies which includes:
  - o Understanding the customers' needs and expectations and its impact on the organisation
  - o Being aware of potential service challenges that might occur during service delivery
  - o Implementing clear escalation paths and decision-making processes for the resolution of service challenges
  - o Empowering front-line employees to make decisions within their limits of authority
  - o Introducing compensation framework for customer compensation
- Service recovery procedures which includes:
  - o Listening to the customer to identify the cause of the service challenge
  - o Using verbal and non-verbal communication to address service challenge
  - o Apologising to the customer immediately
  - o Taking immediate action to resolve the situation
  - o Showing empathy
  - o Conducting follow-up with customer
  - o Working towards mutually acceptable resolutions to escalated service challenges
  - o Feedback channels for customers
  - o Service quality and customer satisfaction measures to analyse service challenges

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Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.2</b>	Manage Customer Experience		
<b>Skill Description</b>	The ability to analyse service performance standards and assess service performance outcomes. It also includes the ability to propose actions in order to improve service performance standards and monitor the effectiveness of actions taken.		
<b>Knowledge and Analysis</b> <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"> <li>• Service performance analysis</li> <li>• Methods of data collection and data analysis</li> <li>• Organisational critical situation escalation procedures</li> <li>• Organisational service performance standards</li> <li>• Customer satisfaction index</li> <li>• Parameters for identifying trends in customer satisfaction</li> <li>• Significance of evaluating customer satisfaction level</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse service performance standards</li> <li>• Assess service performance outcomes</li> <li>• Propose actions to improve service performance standards</li> <li>• Monitor effectiveness of actions taken to improve service performance standards</li> </ul>		
<b>Innovation and Value Creation</b> <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		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Communicate with colleague's outcome of proposed service performance actions in order to improve customer satisfaction level</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Update own learning to examine the effectiveness of alternative corrective actions that are taken to improve service performance standard</li> </ul>
<p><b>Range of Application</b>  <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>

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Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.3</b>	Manage Customers' Concerns and Feedback		
<b>Skill Description</b>	The ability to determine staff performance in handling customers' concerns and feedback. It also includes managing the escalation of those concerns and feedback and evaluating the processes in handling them.		
<b>Knowledge and Analysis</b> <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"> <li>• Guidelines on monitoring and documenting staff performance in handling customers' concerns and feedback</li> <li>• Corrective actions to address deviations in handling customers' concerns and feedback</li> <li>• Guidelines on assigning the right persons to handle customers' concerns and feedback</li> <li>• Guidelines on proposing improvements to organisational policies</li> <li>• Objectives of improvement plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine staff performance in handling customers' concerns and feedback</li> <li>• Manage escalation of customers' concerns and feedback</li> <li>• Evaluate process to handle customers' concerns and feedback</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Create easy-to-use platforms for customers to convey concerns and feedback</li> </ul>		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Seek dialogue with customers in order to clarify concerns and feedback</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Self-reflect on effectiveness of offering alternative solution to manage customers' concerns and feedback</li> </ul>
<p><b>Range of Application</b>  <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>

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Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.4</b>	Manage the Service Brand		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisation's service brand</li> <li>• Organisation's service brand guidelines</li> <li>• Methods to implement the organisation's service brand guidelines Types of data related to service brand guidelines</li> <li>• Method to analyse impact of service brand guidelines</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Gather data related to service brand guidelines in order to analyse the impact of the service brand guidelines</li> <li>• Analyse gaps between organisation's service data and service brand guidelines in order to determine root causes of performance issues</li> <li>• Develop an implementation plan for corrective action in order to enhance service brand performance</li> <li>• Implement corrective actions in order to enhance the performance of service brand guidelines</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Track customer's feedback on organisation's service brand to identify areas of improvement</li> </ul>		



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### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate the organisation's service strategy and service brand to the team
- Seek endorsement on implementation plan in order 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 team's understanding of the organisation's service brand and service brand guidelines through formal and informal learning platforms

### Range of Application

*(where applicable)*

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

An organisation's service brand is the way an organisation seeks to identify itself. Service brands:

- Add depth and value to an organisation's product offerings
- Display publicly the organisation's culture and values

Service brand guidelines can be defined as activities or actions that support the organisation's service brand, and are in line with the organisation's vision, mission and values.

Gathering data related to service brand guidelines must include:

- Percentage of new customers of organisation's product or service
- Increase in customer loyalty, e.g. increase in sign-ups for customer loyalty or reward programmes
- Conversion rate of visitors to organisation's website in order to make purchases
- Adherence to service brand guidelines by team
- Feedback from customers or supervisors on service brand guidelines
- Ascertain gaps by comparing data collected against organisation's service standards and service brand guidelines

An organisation's service standards is the commitment to a level of service performance that an organisation's customers can expect. The organisation's service standards may be used to:

- Inform customers of the service performance that the organisation is committed to
- Measure the organisation's service performance
- Provide staff with performance targets

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Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.1</b>	Lead Teams Leaders to Develop Business Strategies and Governance Management		
<b>Skill Description</b>	The ability to lead team leaders in the development of business unit strategies, operational plans and corporate governance management in order to meet organisational needs. It also includes providing direction and guidance to team leaders through regular engagement, modelling of leadership and expected behaviours.		
<b>Knowledge and Analysis</b> <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: <ul style="list-style-type: none"> <li>• Ascertain the relationship between high level strategy and the development and implementation of team plans and processes</li> <li>• Ascertain the relationship between high level strategy the development and implementation of business systems and processes in order to support corporate governance</li> <li>• Ascertain organisational policies and procedures relating to the development of departmental or business unit strategies, and corporate governance compliance management</li> <li>• Ascertain legal and ethical considerations relating to corporate governance</li> <li>• Ascertain legal professional or industry codes of practice and standards relating to corporate governance</li> <li>• Ascertain implications and impact on employees and the organisation arising from team planning process and corporate governance management process</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Facilitate team leaders' involvement in the development of departmental or business unit strategies in order to achieve business objectives</li> <li>• Lead team leaders to identify trends and issues impacting team performance and develop team operational plans in order to achieve team objectives</li> <li>• Communicate organisational values and expectations of behaviour in the workplace to guide team leaders in their behaviour and performance</li> <li>• Engage regularly with team leaders to provide the required support in order to achieve business unit goals</li> <li>• Model leadership and behaviours in order to demonstrate application of organisational values, behaviours and governance priorities in all actions</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop and modify systems and processes to improve compliance management on corporate governance and social responsibilities requirements</li> </ul>		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Communicate departmental or business unit strategic priorities to relevant personnel to garner their support and buy-in</li> <li>• Assess emotional states of team leaders and respond appropriately to emotional cues when leading team leaders in order to ensure that individual needs are addressed</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Engage in regular self-reflection to identify own areas for improvement in leading strategy planning</li> <li>• Improve own strategy planning skills by subscribing to diverse learning channels and participating in peer review platforms in order to enhance workplace performance</li> </ul>
<p><b>Range of Application</b>  <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 Director of Events and Conference Services

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.2</b>	Conduct Staff Performance Assessment Process		
<b>Skill Description</b>	The ability to prepare and conduct performance appraisals, develop personal development plans and manage performance outcomes.		
<b>Knowledge and Analysis</b> <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"> <li>• Procedures for reviewing staff performance against staff development plans and performance evidences</li> <li>• Guidelines for communicating performance review results with staff</li> <li>• Analyses of feedback from relevant stakeholders</li> <li>• Performance gaps and the advantages of addressing them</li> <li>• Significance of proposing improvements to performance</li> <li>• Usage and review of performance appraisal tools</li> <li>• Compliance with code of ethics when conducting staff performance appraisals</li> <li>• Guidelines for, and importance of, setting goals and milestones for career development</li> <li>• Ways to reward staff effectively</li> <li>• Guidelines for corrective actions against poor performing staff</li> </ul>		
<b>Application and Adaptation</b> <i>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"> <li>• Review staff performance criteria against performance evidences, in accordance with organisational guidelines</li> <li>• Analyse feedback gathered to determine if relevant performance criteria are met and make assessment decisions in accordance with organisational guidelines</li> <li>• Use performance appraisal tools to conduct performance appraisals, in accordance with organisational guidelines</li> <li>• Link staff performance to staff development plans, in accordance with organisational guidelines</li> <li>• Communicate performance achievements and gaps to staff, in accordance with organisational guidelines</li> <li>• Develop personal development plans to set goals and milestones for career development, in accordance with organisational guidelines</li> <li>• Manage performance outcomes to provide rewards, take corrective actions against poor performance or address performance gaps, in accordance with organisational guidelines</li> </ul>		

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<p><b>Innovation and Value Creation</b>  <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"> <li>• Propose improvements to identified performance gaps, in accordance with organisational guidelines</li> <li>• Provide feedback to encourage staff development, in accordance with organisational guidelines</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Comply with code of ethics when conducting staff performance appraisals and assessment decisions, in accordance with organisational guidelines</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Engage in self-reflection to review effectiveness of processes for conducting staff performance assessment</li> <li>• Update own learning in staff performance assessment processes by subscribing to diverse learning channels and gathering feedback from relevant stakeholders</li> </ul>
<p><b>Range of Application</b>  <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>

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Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.3</b>	Foster Team Adaptability		
<b>Skill Description</b>	The ability to analyse employability issues in the global context. It also includes using strategies to adapt team members to the changing conditions and diversity at the workplace for greater productivity and effectiveness.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of learning opportunities and uses of learning resources and references for development</li> <li>• Common challenges and difficulties in selecting the appropriate resources for development</li> <li>• Ways to recommend and facilitate the use of the various resources for development</li> <li>• Methods to identify learning styles of self and team</li> <li>• Types of learning theories, learning motivation theories and motivational factors to learn</li> <li>• Transferable skills and knowledge and their features</li> <li>• Factors that hinder and encourage learning</li> <li>• Types of diversity in the team</li> <li>• Importance of team cooperation and synergy</li> <li>• Impact of changes at the workplace</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse information gathered from the news media to determine relevant trends and issues that would affect work team at the workplace</li> <li>• Analyse the implications of global competitiveness on one's job and team at the workplace</li> <li>• Analyse the impact of diversity on a team and facilitate team members to work within a diverse team based on strategies set</li> <li>• Identify the competencies required in current job for self and team at the workplace</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Implement ways to provide a conducive work environment to facilitate the transfer of learning among team members and peers</li> </ul>		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Identify and implement strategies to motivate and assist team members to adapt to change in job requirements at the workplace</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Identify gaps in competencies, determine training and development needs and select resources and suitable learning opportunities that match the learning styles of self and team</li> <li>• Promote opportunities for learning and coaching within a team</li> </ul>
<p><b>Range of Application</b>  <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>

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Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.4</b>	Manage Workplace Challenges with Resilience		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Concept of resilience</li> <li>• Importance of resilience to an individual and/or an organisation</li> <li>• Types of assessment tools and methods to assess level of resilience</li> <li>• Characteristics of assessment tools and methods used to assess level of resilience</li> <li>• Methods for development of resilience</li> <li>• Characteristics of the various methods for development of resilience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Assess the level of resilience at the individual and/or organisational level and its effects on achieving desired outcomes according to methods set</li> <li>• Apply resilience techniques to manage challenging circumstances at the individual and/or organisational level</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Examine the areas for development in resilience of the individual and/or organisation to achieve desired outcomes</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Seek support from others when dealing with challenging situations</li> </ul>		



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### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Reflect on opportunities to learn and renew oneself to bolster resilience

### Range of Application

*(where applicable)*

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

Concept of resilience must include:

- Definition of resilience from individual and/or organisation perspective

Psychology of resilience includes:

- Cognitive
- Neurophysiology
- Psychoneuroimmunology

Domains of resilience must include:

- Individual's perspective includes:
  - o Being in control to influence whatever happens next
  - o Assuming ownership to improve the situation, regardless of one's formal responsibilities
  - o Being optimistic
  - o Able to surmount stressful situations and emerge stronger thereafter
  - o Able to adapt one's thinking to the situation at hand e.g. taking another's point of view, able to see things from a different perspective, able to see difficulties as challenges, etc.
  - o Able to use humour to get through difficult circumstances
  - o Able to accept that something has happened and moving on to deal with it
  - o Able to persevere and endure adverse situations
  - o Able maintain composure and a healthy level of physical and psychological wellness in the face of challenges.
  - o Able to contain setbacks in one aspect from spilling over to other professional or personal aspects
  - o Able to acquire resources to move on in challenges and reach one's full potential

Organisational perspective includes:

- Systems in place to ensure business continuity
- Diversification of business activities to mitigate risks
- Flexible systems and processes
- Strong leadership
- Responsiveness to operating environment
- Systems to generate and protect business resources e.g. supply chains, financial and human resources
- Systems and tools in place to train, maintain and track resilient individuals and teams

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Factors affecting the level of resilience must include:

- An individual's level of resilience including:
  - o Nature of occupation e.g. fast-paced, dynamic vs. stagnant, predictable & routine
  - o Personality and traits
  - o Life experiences
  - o Wellness of one's mind, spirit, body, etc.
- An organisation's level of resilience includes:
  - o Culture
  - o Leadership
  - o Systems and processes
  - o Investment in training and development of staff

Resilience techniques must include:

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

The individual level must include:

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

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Possible methods to develop resilience, such as:

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

The organisational level must include:

- Measurement/outcome indicators to track development in resilience
- Areas for development in resilience
- Methods/tools for collecting feedback on level of resilience
- Schedule of timeline
- Resources e.g. manpower, financial, logistics required
- Plan to stakeholders

Possible methods to develop resilience, such as:

- Encouraging innovation and experimentation
- Implementing systems to ensure business continuity
- Diversifying business activities to mitigate risks
- Introducing systems and processes to enhance organisation's flexibility and adaptability and to generate and protect business resources e.g. supply chains, financial and human resources
- Leadership development programmes
- Implementing scenario analysis and planning to enhance organisation's responsiveness to operating environment
- Investment in training and development for staff at all levels
- Introducing culture-building and awareness programmes Implementing communication and engagement sessions with staff at all levels
- Implementing alternative work practices e.g. flexible working arrangements, empowerment of decision-making, etc.
- Implementing staff welfare programmes such as exercise days, staff bonding events, etc.

## Assistant Director of Events and Conference Services

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.5</b>	Coach for Service Performance		
<b>Skill Description</b>	The ability to coach individuals for service performance. It also includes using coaching techniques to close service gaps and to monitor the progress of individuals for improvements in service performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Characteristics and roles of a coach in coaching for service performance</li> <li>• Components of a coaching plan</li> <li>• Methods to identify areas of improvement</li> <li>• Techniques for coaching</li> <li>• Barriers to learning</li> <li>• Techniques for monitoring individuals for improvements in service performance</li> <li>• Methods to provide feedback to individuals on service performance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Review feedback on individuals' work performance to identify root causes of performance gaps</li> <li>• Prepare coaching plan for individuals taking into account barriers to learning</li> <li>• Use coaching techniques to address service performance issues</li> <li>• Monitor progress of individuals for improvements in service performance through customer feedback</li> </ul>		
<b>Innovation and Value Creation</b> <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 Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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>N/A</p>
<p><b>Learning to Learn</b>  <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"> <li>• Reflect on own coaching style to review the suitability and effectiveness in coaching individuals</li> </ul>
<p><b>Range of Application</b>  <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>A coaching plan is used to guide and manage coaching delivery to ensure that coaching objectives are met. The coaching plan must outline:</p> <ul style="list-style-type: none"> <li>• Objectives of coaching, which should include areas for development for the individuals</li> <li>• Roles and responsibilities of the coach and the individuals</li> <li>• Areas of development for the individuals</li> <li>• Coaching techniques and styles</li> <li>• Key milestones</li> <li>• Methods to monitor progress</li> <li>• Providing feedback</li> </ul>

## Assistant Director of Events and Conference Services

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.6</b>	Plan, Conduct and Evaluate Orientation Training		
<b>Skill Description</b>	The ability to plan, conduct and evaluate orientation training programmes.		
<b>Knowledge and Analysis</b> <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"> <li>• Processes for developing orientation training programmes</li> <li>• Organisational policies and procedures to conduct orientation trainings</li> <li>• Types of logistic checklists for orientation training programmes</li> <li>• Organisational policies and procedures on contingency planning</li> <li>• Barriers to training</li> <li>• Instructional strategies and methods</li> <li>• Methods of data collection</li> <li>• Models of training evaluation</li> <li>• Data analysis techniques</li> <li>• Organisational procedures for approval of training programmes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify types of orientation training to be conducted, in accordance with organisational needs</li> <li>• Plan orientation training programmes, according to organisational policies and procedures</li> <li>• Prepare logistic and administrative requirements for orientation trainings, according to training programme plans</li> <li>• Develop contingency plans for orientation training programmes</li> <li>• Manage disruptive behaviours during orientation training programmes</li> <li>• Conclude orientation training activities according to programme plans and training procedures</li> <li>• Organise information gathering for training evaluation</li> <li>• Examine outcomes of orientation training programmes</li> <li>• Provide results and recommendations to management for approval</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review effectiveness of orientation training programmes for continuous improvement</li> </ul>		

## Assistant Director of Events and Conference Services

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Identify and implement strategies to motivate and assist team members to adapt to change in job requirements at the workplace

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Identify gaps in competencies, determine training and development needs and select resources and suitable learning opportunities that match the learning styles of self and team
- Promote opportunities for learning and coaching within a team

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Events and Conference Services

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 4.7</b>	Supervise, Motivate and Empower Staff		
<b>Skill Description</b>	The ability to supervise, motivate and empower staff. It includes planning staff rosters and addressing job performance concerns, in accordance with organisational procedures.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisational policies and procedures for planning staff rosters</li> <li>• Processes for developing staff rosters</li> <li>• Factors to consider in assigning tasks to staff</li> <li>• Effective listening and communication skills</li> <li>• Methods to motivate and empower staff</li> <li>• Means to empower team members to achieve organisational goals</li> <li>• Methods of conducting on-the-job supervision to enhance work performance</li> <li>• Techniques for providing positive and negative feedback to staff</li> <li>• Processes for resolving employee conflicts</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Comply with legal, industry and organisational requirements in roster planning</li> <li>• Review and make amendments or adjustments to duty rosters, in response to contingencies</li> <li>• Communicate roster details, including tasks and expectations, to staff</li> <li>• Apply effective leadership skills, including being a role model to motivate staff</li> <li>• Employ means to effectively enhance co-worker relationships to achieve organisational goals</li> <li>• Apply effective empowerment for organisational effectiveness</li> <li>• Conduct on-the-job supervision to ensure organisational goals are achieved</li> <li>• Address staff performance concerns based on assigned tasks</li> <li>• Resolve conflicts between staff, in accordance with organisational policy</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Provide positive and negative feedback to improve staff job performance</li> </ul>		



## Assistant Director of Events and Conference Services

### **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:

- Empathise, listen and read staff proactively in order to address job performance concerns when motivating staff

### **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:

- Self-reflect and review own effectiveness in supervising, motivating and empowering staff
- Update own learning in ways to supervising, motivating and empowering staff

### **Range of Application**

*(where applicable)*

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

N/A

## Assistant Director of Events and Conference Services

Skill Category	Revenue Management	Applicable to NOSS level	N/A
<b>Skill 5.1</b>	Implement Revenue Management Strategies		
<b>Skill Description</b>	The ability to acquire knowledge on the organisation's revenue management strategies. by applying pricing and capacity controls, performing group displacement analysis and implementing changes to revenue management tactics.		
<b>Knowledge and Analysis</b> <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"> <li>• Sources of information on organisation's revenue management strategies and competitive set</li> <li>• Guidelines for accessing information on organisation's revenue management strategies</li> <li>• Types of rate codes and rate fences in organisation's rate structure</li> <li>• Individual and group capacity control techniques</li> <li>• Group displacement analysis</li> <li>• Organisation's group business mix strategies</li> <li>• Organisational procedures for confirming groups and recommending alternatives</li> <li>• Types and significance of revenue management tactics</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify and access sources of information on the organisation's revenue management strategies, in accordance with organisational requirements</li> <li>• Perform configuration of rate codes for specific distribution channels, in accordance with organisational procedures</li> <li>• Implement rate fences in accordance with organisational procedures</li> <li>• Perform monitoring of rates set by the organisation and organisation's competitive set, in accordance with organisational procedures</li> <li>• Adhere to organisation's policies and procedures relating to capacity control</li> <li>• Apply individual and group capacity control techniques for various distribution channels, in accordance with organisational procedures and policies</li> <li>• Conduct group displacement analysis on fixed and non-fixed pricing group enquiries, in accordance with organisational procedures</li> <li>• Perform confirmation of group, based on set group business mix strategies, in accordance with organisational policy</li> <li>• Perform implementation, and analysis on impact, of changes, in accordance with organisational procedures</li> </ul>		

## Assistant Director of Events and Conference Services

<p><b>Innovation and Value Creation</b>  <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"> <li>• Keep updated with changes on organisation’s revenue management strategies, in accordance with organisational requirements</li> <li>• Conduct investigations and report pricing set by competitive set, where necessary, in accordance with organisational procedures</li> <li>• Recommend alternatives for group enquiries and bookings that cannot be accepted, in accordance with organisational policies and guidelines</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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>N/A</p>
<p><b>Learning to Learn</b>  <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"> <li>• Seek feedback from head of department on performance in implementing revenue management strategies and capacity control techniques</li> </ul>
<p><b>Range of Application</b>  <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 Director of Events and Conference Services

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 6.1</b>	Evaluate and Review Compliance with Applicable Legislation and Regulations for the Business Unit		
<b>Skill Description</b>	The ability to evaluate and review a business unit's compliance with applicable legislative and regulatory requirements. It also includes identifying relevant compliance requirements, areas of non-compliance, and proposing recommendations to relevant personnel in order to close the non-compliance gap.		
<b>Knowledge and Analysis</b> <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"> <li>• Access to appropriate sources of information in order to analyse relevant compliance requirements that are applicable to the business unit</li> <li>• Interpretation of relevant legislation and regulations, legal documents, standards and codes of practice that are relevant to the business unit in order to identify possible areas of non-compliance</li> <li>• Evaluate and report data on compliance to relevant stakeholders in accordance with information format requirements in order to ensure that stakeholders are updated and consulted</li> <li>• Relevant legislation and regulations that are applicable to industry</li> <li>• Appropriate sources of information on internal and external compliance requirements</li> <li>• Methodologies for both internal and external monitoring and evaluation</li> <li>• Data on compliance</li> <li>• Relevant stakeholders</li> <li>• Implications of non-compliance with relevant legislation and regulations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Access appropriate sources of information in order to analyse relevant compliance requirements applicable to the business unit</li> <li>• Interpret relevant legislation and regulations, legal documents, standards and codes of practice that are relevant to the business unit in order to identify possible areas of non-compliance</li> <li>• Evaluate and report data on compliance to relevant stakeholders according to information format requirements in order to ensure that the stakeholders are updated and consulted</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Formulate recommendations and obtain sign-off to address areas of non-compliance with legal and other requirements in consultation with relevant stakeholders</li> </ul>		

## Assistant Director of Events and Conference Services

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Apply ethical code of practice in the evaluation of compliance by business unit to ensure adherence to legislative and regulatory requirements

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Keep abreast of the latest legislative and regulatory requirements that are applicable to the organisation by subscribing to various information channels in order to ensure currency of knowledge and organisational compliance

### Range of Application

*(where applicable)*

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

Relevant legislation and regulations must include:

- Post incorporation Accounting and Corporate Regulatory Authority (ACRA) regulatory requirements, including:
  - Organisation secretary
  - Annual general meeting
  - Financial year end
  - Annual return
  - Directors' report
  - Registration number

Inland Revenue Authority of Malaysia filing requirements, which must include:

- Timeline for filing requirements
- Estimated chargeable income
- Tax return filing
- Audited or unaudited accounts
- Accountants Act
- Business Registration Act
- Companies Act
- Companies Act Reform
- Workplace Safety and Health Act
- Employment Act

## Assistant Director of Events and Conference Services

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 6.2</b>	Manage Loss/Risk Prevention		
<b>Skill Description</b>	The ability to identify causes, areas and 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.		
<b>Knowledge and Analysis</b> <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"> <li>• Significance of loss and risk prevention</li> <li>• Significance of identifying potential safety or security concerns</li> <li>• Benefits of empowerment in the delegation of responsibilities</li> <li>• Investigation and disciplinary actions in exceptional cases</li> <li>• Criteria for setting targets for success</li> <li>• Importance of implementing changes after reviewing loss and risk policies and procedures</li> <li>• Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify causes, areas and perpetrators of potential loss and risk</li> <li>• Review safety, privacy and security practices with relevant stakeholders</li> <li>• Manage inspection activities and mitigation actions to minimise loss and risk</li> <li>• Handle exceptional cases via investigation and disciplinary actions</li> <li>• Review effectiveness of loss and risk policies and procedures, and implement changes</li> </ul>		
<b>Innovation and Value Creation</b> <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 Director of Events and Conference Services

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Influence others to be cautious in safeguarding privacy and security of property, 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:

- Participate in discussions with relevant personnel in order 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 Director of Events and Conference Services

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 7.1</b>	Develop Domestic Sales and Marketing Operational Plans		
<b>Skill Description</b>	The ability to develop domestic sales and marketing operational plans. It includes reviewing the organisation's sales and marketing performance and identifying domestic marketing opportunities in order to establish and improve sales and marketing operational plans.		
<b>Knowledge and Analysis</b> <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"> <li>• Sales and marketing objectives</li> <li>• Business case</li> <li>• Market trends and developments</li> <li>• Impact of social and cultural factors on domestic marketing strategies</li> <li>• Factors that impact domestic sales and marketing operational plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Use key performance metrics to review sales and marketing performance</li> <li>• Identify and scope sales and marketing opportunities within the domestic market in order to guide the development of sales and marketing operational plans</li> <li>• Design and establish sales and marketing operational plans to align to organisational strategies and objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review sales and marketing operational plans in order to identify potential refinements</li> </ul>		



## Assistant Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>Promote a cooperative climate in order to encourage positive working relationships when working with relevant personnel to develop domestic sales and marketing operational plans</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>Be well informed of industry marketing trends by subscribing to diverse information channels in order to identify new developments that may impact on an organisation's sales and marketing plan</li> </ul>
<p><b>Range of Application</b>  <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 Director of Events and Conference Services

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 7.2</b>	Develop International Sales and Marketing Operational Plans		
<b>Skill Description</b>	The ability to develop international sales and marketing operational plans. It includes assessing international business opportunities and evaluating strategic options and risks to establish and improve international sales and marketing operational plans.		
<b>Knowledge and Analysis</b> <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"> <li>• Sales and marketing objectives</li> <li>• Market trends and developments</li> <li>• Impact of social and cultural factors on international marketing strategies</li> <li>• Factors that impact international sales and marketing operational plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Assess international business opportunities to identify potential value to the organisation</li> <li>• Evaluate strategic options and risk factors for international business opportunities to guide the development of sales and marketing plans</li> <li>• Design and establish international sales and marketing operational plans to align with organisational strategies and objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review international sales and marketing operational plans to identify potential improvements</li> </ul>		

## Assistant Director of Events and Conference Services

### **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:

- Promote a cooperative climate to encourage positive working relationships when working with relevant personnel to develop international sales and marketing operational plans

### **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 well informed on international marketing trends by subscribing to diverse information channels in order to identify new developments that may impact on an organisation's international sales and marketing plans

### **Range of Application**

*(where applicable)*

N/A

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

## Assistant Director of Events and Conference Services

### Definitions of the Five (5) Domains

DOMAIN	DEFINITION
<b>Knowledge and Analysis</b>	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities and takes into consideration, the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
<b>Application and Adaptation</b>	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.
<b>Innovation and Value Creation</b>	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation is able to reap the values from individual or team contributors to achieve organisational growth.
<b>Social Intelligence and Ethics</b>	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
<b>Learning to Learn</b>	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.

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**JOB DESCRIPTION**

# Director of Sales and Marketing

Skills & Training Required

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## Director of Sales and Marketing

### OCCUPATION DESCRIPTION:

The Director of Sales and Marketing (DOSM) leads the sales and marketing team in optimising revenue from rooms and catering by attaining sales revenue targets as well as individual goals as assigned. DOSM produces, implements and monitors action plans to ensure that the objectives in the revenue plan are achieved by identifying and securing new opportunities for the team to promote the expansion and penetration of portfolios, while maintaining contact with all existing guests/customers in the market to ensure high levels of satisfaction.

The DOSM ensures that deadlines of sales and marketing projects are met. DOSM also reviews daily business levels, anticipates critical situations, and plans effective solutions to best expedite appropriate actions. DOSM has to monitor competitors' activities and assist in market intelligence, oversee all marketing and communications initiatives and work in line with the property's vision and goals. DOSM is responsible for creating the property brand awareness to establish a competitive edge and has to establish and upkeep strategic partnerships with external business associates.

In addition to managing the department's budget, DOSM plans the training and bonus or incentive schemes for the sales team in accordance with the marketing budget and property standards. DOSM has to work closely with division and department heads to resolve any operational issues or challenges. Last but not the least, DOSM has to adhere to all property policies, procedures, business codes and ethics and ensure that they are communicated and implemented within the team.

The skills expected of the Director of Sales and Marketing are summarised as below:

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
1	<b>Business Strategy and Continuity Management</b>	1.1 Direct Management of Crisis Situations	<ul style="list-style-type: none"> <li>• Crisis Management Training</li> <li>• Negotiation Skills Training</li> </ul>
		1.2 Provide Leadership during Crisis Situations	
		1.3 Direct Negotiation Policy and Develop Negotiation Limits	
		1.4 Facilitate Innovation and Lead Managers to Manage Change	
2	<b>Finance</b>	2.1 Develop and Establish Financial Budget and Plans	<ul style="list-style-type: none"> <li>• Finance for Non Finance</li> </ul>
		2.2 Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results	
3	<b>Communications</b>	3.1 Conduct Presentation to Senior Management	<ul style="list-style-type: none"> <li>• Communication Skills Training</li> <li>• Presentation Skills Training</li> </ul>
		3.2 Analyse and Recommend Best Practices and Technology in Hospitality	

## Director of Sales and Marketing

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
4	<b>Customer Experience</b>	4.1 Drive Branding and Communication for Service Excellence	<ul style="list-style-type: none"> <li>Account Management &amp; Client Retention</li> <li>Negotiating &amp; Overcoming Objections</li> </ul>
		4.2 Drive Service Quality and Customer Satisfaction	
		4.3 Manage Innovation in the Business Function	
		4.4 Innovate the Customer Experience	
5	<b>Infocomm Technology</b>	5.1 Capitalise on Opportunities Created Through Digital Disruption in the Hospitality Industry	<ul style="list-style-type: none"> <li>Advance Digital Marketing Strategy</li> </ul>
6	<b>Innovation</b>	6.1 Facilitate Innovation Process within the Organisation	<ul style="list-style-type: none"> <li>Property Management System (PMS) related trainings.</li> <li>Project Management</li> </ul>
		6.2 Champion Service Innovation	
		6.3 Develop and Establish a Knowledge Management System	
7	<b>Leadership</b>	7.1 Develop Strategies for Talent Management	<ul style="list-style-type: none"> <li>Management and Leadership in The Hospitality Industry</li> </ul>
		7.2 Develop Self to Maintain Professional Competence to Lead an Organisation	
		7.3 Build Positive Relationships with the Board	
		7.4 Establish Organisational Relationships and Lead Organisational Diversity	
		7.5 Strategise Workforce for Service Excellence	
8	<b>Revenue Management</b>	8.1 Manage Total Revenue Management	<ul style="list-style-type: none"> <li>Revenue Management</li> <li>Hotel Industry Analytics Skills</li> </ul>
9	<b>Sales and Marketing</b>	9.1 Direct Organisational Sales and Marketing Strategies and Business Targets	<ul style="list-style-type: none"> <li>Advanced Marketing</li> <li>OTA's Management</li> </ul>
		9.2 Evaluate Sales and Marketing Outcomes	
10	<b>Risk Management</b>	10.1 Manage Loss/Risk Prevention	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>

## Director of Sales and Marketing

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.1</b>	Direct Management of Crisis Situations		
<b>Skill Description</b>	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 relevant personnel.		
<b>Knowledge and Analysis</b> <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"> <li>• Own role in management of crisis response and recovery activities</li> <li>• Relevant personnel/departments in a disruptive event</li> <li>• Implications on business impact arising from disruptive events on the organisation</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Lead damage assessment in consultation with relevant personnel to determine the scale of impact</li> <li>• Direct implementation of crisis response and recovery activities based on the recovery strategies and business continuity strategies to ensure alignment in activities</li> <li>• Facilitate involvement of cross-functional teams to assist in crisis management</li> <li>• Activate 'return-to-normal' procedures based on the crisis management plan to ensure alignment in activities</li> <li>• Identify the business impact of disruptive events on the organisation to determine the extent of the impact</li> <li>• Activate stand down procedures based on the business continuity strategies and crisis management plan to ensure alignment in activities</li> <li>• Facilitate communication process during disruptive events to relevant personnel based on the crisis communication plan to provide updates</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review crisis management process to identify areas for improvement</li> </ul>		



## Director of Sales and Marketing

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Manage own emotions in order to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation
- Respond appropriately to emotional cues of cross-functional teams and organisation members during a crisis situation in order to manage negative emotional climate and provide reassurance

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Enhance own knowledge on crisis management by subscribing to diverse learning channels to ensure continuous learning for workplace application

### **Range of Application**

*(where applicable)*

N/A

*It refers to the critical points that the skill may be demonstrated.*

## Director of Sales and Marketing

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.2</b>	Provide Leadership during Crisis Situations		
<b>Skill Description</b>	The ability to lead organisation through crisis situations. It also includes activating and directing review of crisis response, recovery and stand down activities, managing crisis communication, reviewing impact of disruptive events on the organisation, as well as identifying programmes for staff learning and development in crisis management.		
<b>Knowledge and Analysis</b> <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"> <li>• Business impact of disruptive events on the organisation</li> <li>• Own role in communication with relevant stakeholders</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Approve activation of the crisis response, recovery activities and stand down procedures to ensure alignment with business continuity strategies and crisis management plan</li> <li>• Manage communication of disruptive events to relevant stakeholders in order to ensure alignment with crisis communication plan</li> <li>• Review report to determine business impact arising from disruptive events on the organisation</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Direct review of crisis response, recovery activities and stand down procedures to make improvements for future activation during crisis situations</li> </ul>		

## Director of Sales and Marketing

### **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 composure, self-confidence and resilience as a leader when leading organisation to deal with challenges in a crisis situation

### **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 programmes for staff learning and development in crisis management in order to strengthen organisational capability in crisis management

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Sales and Marketing

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.3</b>	Direct Negotiation Policy and Develop Negotiation Limits		
<b>Skill Description</b>	The ability to develop, evaluate and refine negotiation policy and limits. It also includes setting negotiation guidelines in order to guide the negotiation process.		
<b>Knowledge and Analysis</b> <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"> <li>• Situations that negotiation may be used in organisation</li> <li>• Means of applying negotiation limits and guidelines</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop negotiation policy and limits in order to guide organisation negotiation</li> <li>• Set negotiation guidelines in order to guide negotiation process</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate and refine negotiation policy and limits based on negotiation outcomes in order to enhance organisational effectiveness in managing negotiations</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Follow organisational code of conduct, values and ethics when developing negotiation policy in order to ensure objectivity in the process</li> </ul>		

## Director of Sales and Marketing

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<b>Range of Application</b> <i>(where applicable)</i>	N/A
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*It refers to the critical circumstances and contexts that the skill may be demonstrated.*

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## Director of Sales and Marketing

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.4</b>	Facilitate Innovation and Lead Managers to Manage Change		
<b>Skill Description</b>	The ability to facilitate change at senior levels within organisations. It also includes facilitating an environment that is conducive to taking risks, identifying opportunities for change and innovation, and applying systems thinking in order to facilitate change and innovation.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to change initiatives</li> <li>• Organisational policies and procedures relating to change management</li> <li>• Relevant professional or industry codes of practice and standards relating to change management</li> <li>• The relationship between high level strategy and the development and implementation of change management plans and processes at the divisional level</li> <li>• Key concepts and importance of a learning organisation in relation to organisational change</li> <li>• The differences between and attributes of positive and negative risks</li> <li>• Theories and principles of change management</li> <li>• Systems thinking concepts, methods and tools to support implementation of programmes for change and innovation</li> <li>• Relationships between sponsors, champions of change and innovation activities</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop systems and processes to support enterprising behaviours and risk taking</li> <li>• Provide opportunities for individuals within the business unit and division to explore ideas and opportunities for change and innovation</li> <li>• Analyse performance data, systems and behaviours that may affect the achievement of organisational goals to identify and communicate opportunities for growth or improvement</li> <li>• Prioritise opportunities to implement change activities in accordance with potential impact or benefits to the organisation</li> <li>• Define performance standards to lead the change management activities towards established organisational outcomes</li> <li>• Identify and acquire resources required to successfully implement programmes for change and innovation</li> </ul>		

## Director of Sales and Marketing

<p><b>Innovation and Value Creation</b>  <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"> <li>• Monitor and review progress of change and innovation activities in order to identify areas for improvement</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Communicate with relevant personnel to design processes in order to support achievement of objectives of change and innovation programmes</li> <li>• Apply emotional intelligence to guide own thinking and actions in order to influence and persuade stakeholders to embrace change and innovation</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Engage in regular self-reflection in order to identify areas for improvement in leading change management</li> <li>• Be well informed on change management systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance own knowledge for workplace application</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales and Marketing

Skill Category	Finance	Applicable to NOSS level	N/A
<b>Skill 2.1</b>	Develop and Establish Financial Budget and Plans		
<b>Skill Description</b>	The ability to develop financial plans and budgets in line with the organisation's strategies. It also includes formulating and reviewing financial plans, reviewing and monitoring budgets and presenting findings and recommendations to relevant personnel for review.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of financial milestones and performance indicators</li> <li>• Methods of identifying factors that may impact financial plans or budgets</li> <li>• Assumptions and parameters of financial forecasts</li> <li>• Means of communicating budget plans</li> <li>• Involving relevant people to discuss and negotiate cost allocation and targets with</li> <li>• Significant issues pertaining to budgets</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine short and long-term financial needs in order to assess current financial situation</li> <li>• Formulate financial plans aligned with overall organisational strategies in order to guide budget preparation</li> <li>• Establish allocation of resources in order to meet organisational financial plans</li> <li>• Review financial forecasts to anticipate changes in circumstances</li> <li>• Review draft budgets in accordance with organisational guidelines in order to ensure currency</li> <li>• Report findings, recommendations and options to relevant stakeholders for review in accordance with organisational policies</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and evaluate actual figures against budgets in order to identify and address variances</li> </ul>		



## Director of Sales and Marketing

### **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:

- Follow organisational and professional code of conduct, values and ethics when developing and establishing financial budgets and plans in order 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:

- Be well informed on internal and external factors to determine impact on budget preparation and required response 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

## Director of Sales and Marketing

Skill Category	Finance	Applicable to NOSS level	N/A
<b>Skill 2.2</b>	Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results		
<b>Skill Description</b>	The ability to develop business plans and monitor divisional performance in order to meet business results. It also includes working with management team to develop performance management strategies to manage and reward performance in order to achieve business results.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to performance management</li> <li>• Organisational policies and procedures relating to the measurement of organisational performance</li> <li>• Relevant professional or industry codes of practice and standards relating to performance and remuneration management</li> <li>• The relationship between business objectives and the development and implementation of plans and processes at the business unit or divisional level</li> <li>• Implications and impact on employees and the organisation arising from performance measurement processes, performance management and remuneration processes</li> <li>• Concepts, models and methods of business planning, including business planning processes and cycles</li> <li>• Market trends and developments in relation to measures of organisational performance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Consult relevant people in order to gather inputs in order to develop business plans</li> <li>• Develop divisional business plan in order in order to specify the deliverables and expectations of each department, business unit or team and allocate resources required for implementation</li> <li>• Identify the success criteria to evaluate divisional performance Identify trends and potential risks in order to assess their strategic impact to the organisation in accordance with organisational risk management framework</li> <li>• Identify appropriate methods to gather data and measure divisional performance</li> <li>• Establish reporting mechanisms and timelines to support effectiveness of measurement</li> <li>• Work with management team and human resource specialists in order to define performance management and remuneration requirements in line with departmental operations and roles</li> <li>• Facilitate the development of a policy framework in order to support implementation of performance management and reward strategies</li> </ul>		

## Director of Sales and Marketing

<p><b>Innovation and Value Creation</b>  <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"> <li>Analyse reports and related measures to take suitable actions in order to enhance future performance</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>Apply emotional intelligence to guide own thinking and actions when working with others in order to develop policy frameworks</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>Be well informed on performance management processes and remuneration by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance own competence in managing performance management</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales and Marketing

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 3.1</b>	Conduct Presentation to Senior Management		
<b>Skill Description</b>	The ability to conduct presentation to senior management. It also includes identifying presentation objectives and modes, preparing collaterals, delivering key messages and reviewing presentation outcomes in order to enhance future performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Presentation guidelines to present to senior management</li> <li>• Types of presentation collaterals</li> <li>• Techniques to engage target audience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish objectives of presentation and identify appropriate presentation modes in order to meet organisational requirements</li> <li>• Determine deliverables for target audience in order to develop presentation collaterals</li> <li>• Use suitable presentation modes in order to deliver appropriate messages to target audience</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review presentation outcomes to enhance future performance</li> </ul>		

## Director of Sales and Marketing

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Assess reactions of target audience towards the presentation

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Seek guidance and advice from peers and superiors on past presentations to gain insights in order to plan the presentation

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Sales and Marketing

<b>Skill Category</b>	Communications	<b>Applicable to NOSS level</b>	N/A
<b>Skill 3.2</b>	Communications		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Environmental scanning</li> <li>• Data collection and collation techniques</li> <li>• Best practices and technology in hospitality</li> <li>• Organisation's products and services</li> <li>• Methods of comparative analysis</li> <li>• Gap analysis</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Perform environmental scanning for industry trends in best practices and technology</li> <li>• Identify best practices and technology</li> <li>• Compare current practices and technology with industry benchmarks of best practices and technology, in accordance with organisational requirements</li> <li>• Determine gaps between current organisational practices and industry benchmarks on best practices and technology</li> <li>• Propose recommendations to bridge gaps between organisational current practices and industry benchmarks of best practices and technology</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Seek new technological applications, in the consideration of workplace productivity</li> </ul>		

## Director of Sales and Marketing

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Create a work culture that supports best practices and technology

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Analyse own ability to use new digital technologies for workplace productivity

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Sales and Marketing

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 4.1</b>	Drive Branding and Communication for Service Excellence		
<b>Skill Description</b>	The ability to communicate the importance and benefits of a service brand for the organisation. It also includes championing for the adoption of the service brand throughout the organisation to drive service branding initiatives.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisation’s branding strategy and service values</li> <li>• Impact of service branding initiatives on business</li> <li>• Importance and benefits of service branding</li> <li>• Components of marketing and communication plan</li> <li>• Methods to evaluate impact of service branding initiatives</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop an appreciation for the service brand as a competitive advantage for the organisation</li> <li>• Develop a marketing and communications plan to champion the adoption of a service brand</li> <li>• Incorporate service brand values in recruitment and performance management of staff</li> <li>• Align all customer touch points, service processes, service standards and communications channels to service brand</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Conduct brand surveys to solicit customer feedback on service brand in order to propose improvements</li> </ul>		



## Director of Sales and Marketing

### **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:

- Train staff in order to ensure their commitment to and understanding of service brand benefits and values

### **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 well informed on trends in customer behaviour and marketing channels through industry platforms and customer panels

### **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 defined as the way an organisation seeks to identify itself.

Service brands:

- Add depth and value to an organisation's product offerings
- Display publicly the organisation's culture and values

Impact of the service brand on an organisation must include:

- Increased revenues and market share
- Decreased price sensitivity (or the ability to charge price premiums to consumers and the trade)
- Increased customer loyalty
- Increased profitability
- Increased clarity of vision
- Increased ability to mobilise an organisation's staff and focus its activities
- Ability to attract and retain high quality employees
- Independence from a particular product category

## Director of Sales and Marketing

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 4.2</b>	Drive Service Quality and Customer Satisfaction		
<b>Skill Description</b>	The ability to assess the service quality and customer satisfaction levels within an organisation. It also includes identifying relevant benchmark criteria and key performance indicators to monitor and manage customer information for service excellence.		
<b>Knowledge and Analysis</b> <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"> <li>• Components of service quality and customer satisfaction framework</li> <li>• Types of benchmarking criteria and key performance indicators to evaluate service quality and customer satisfaction</li> <li>• Types of improvements in service quality and customer satisfaction</li> <li>• Methods for communicating service quality and customer satisfaction performance to relevant personnel</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop service quality and customer satisfaction framework based on organisation's business strategy</li> <li>• Identify strategic needs and priorities of the organisation in order to develop the organisation's key performance indicators in service quality and customer satisfaction</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Recommend improvements in order to address service performance gaps</li> </ul>		

## Director of Sales and Marketing

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate service quality and customer satisfaction performance to relevant personnel

### 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 well informed on competitor's service quality and customer satisfaction through industry platforms and forums and by subscribing to data reports
- Share service performance gaps in order to enhance 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 customer satisfaction framework must include:

- Process of assessing service quality and customer satisfaction
- Establishing data collection methods
- Benchmarks to assess service quality and customer 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 customer satisfaction such as:

- o Monthly
- o Quarterly
- o Half yearly
- o Yearly

Benchmarking is a method of organisational improvement that involves continuous, systematic evaluation (and understanding) of the products, services and processes of organisations that are recognised as representing best practice.

## Director of Sales and Marketing

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

Customer satisfaction measurements must include:

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

## Director of Sales and Marketing

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 4.3</b>	Manage Innovation in the Business Function		
<b>Skill Description</b>	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 relevant personnel.		
<b>Knowledge and Analysis</b> <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"> <li>• Characteristics of business functions that are more likely to be open to innovation</li> <li>• Characteristics of broader environments that support and encourage innovation</li> <li>• Creative approaches to identify innovation opportunities</li> <li>• Range of creative techniques to generate innovative ideas</li> </ul>		
<b>Application and Adaptation</b> <i>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"> <li>• Evaluate business function performance in order to identify opportunities for innovation and improvement</li> <li>• Create opportunities to maximise innovation within a business function</li> <li>• Support and guide employees to contribute to the implementation of organisational innovation strategies</li> <li>• Conduct pilot testing and prototyping of innovation concepts within business function in order to determine feasibility of innovation initiative</li> <li>• Make recommendations of innovation initiatives to relevant personnel for implementation</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop and refine innovative initiatives in order to ensure achievement of desired business outcomes within a business function</li> </ul>		

## Director of Sales and Marketing

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Consult with relevant personnel to agree on broad parameters for developing innovation initiatives
- Acknowledge and address the feelings and perspectives of employees arising from the impact of innovation implementation in order to maintain positive working relationships

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Be well informed on innovation management practices by subscribing to diverse learning channels and participating in peer discussion platforms 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

## Director of Sales and Marketing

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 4.4</b>	Innovate the Customer Experience		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisation's vision, mission and values</li> <li>• Methods to collect customer intelligence</li> <li>• Components of desired customer experience</li> <li>• Methods to innovate the desired customer experience</li> <li>• Components of a service operations plan</li> <li>• Methods to evaluate the impact of the desired customer experience</li> <li>• Code of ethics and relevant regulatory requirements in collecting customer intelligence data</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Interpret customer intelligence to determine desired customer experience</li> <li>• Define operational objectives, service levels and service standards based on the desired customer experience</li> <li>• Formulate support necessary for service delivery to meet the desired customer experience</li> <li>• Evaluate impact of desired customer experience</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Innovate the desired customer experience by identifying changes required in processes and policies, in line with the organisation's vision, mission and value</li> </ul>		

## Director of Sales and Marketing

### 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:

- Follow code of ethics and relevant regulatory requirements when collecting customer 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:

- Be well informed on customer intelligence by subscribing to customer attitudinal reports to determine customer's perceptions of the organisation

### Range of Application

*(where applicable)*

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

Customer 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

Customer 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 customer 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 customer experience and consistently meeting and exceeding it will create an intimate relationship with customers that result in increased customer satisfaction and loyalty.



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The desired customer experience must include:

- Interpreting customer 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 customers 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 customer's needs

The service operations plan must include:

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

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Skill Category	Infocomm Technology	Applicable to NOSS level	N/A
<b>Skill 5.1</b>	Capitalise on Opportunities Created Through Digital Disruption in the Hospitality Industry		
<b>Skill Description</b>	The ability to adopt innovation and creative thinking skills to incorporate technology, process changes, and productivity goals into service work environments for hotels and serviced apartments.		
<b>Knowledge and Analysis</b> <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"> <li>• Trends and uses of technology innovations for the hotel industry</li> <li>• Types of computer operating systems</li> <li>• Software installation and maintenance</li> <li>• Communication systems</li> <li>• Organisation policies and procedures on adoption of new technological innovations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Recognise digital disruptions resulting from advent of new technology developments and their impact on the organisation's work and business environment</li> <li>• Analyse factors affecting implementation of innovations in technology and operating systems for guest/customer service improvements</li> <li>• Review operational standards and workplace efficiency in implementing innovations in technology and operating systems for guest/customer service improvements</li> <li>• Perform technology improvements strategies that may cause digital disruptions</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Establish conducive environments for encouraging innovation through digital disruption, in accordance with organisation needs and requirements</li> </ul>		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Communicate benefits of innovation through digital disruption</li> <li>• Facilitate promotion of new technological innovations to relevant personnel</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Be well informed on new opportunities created through digital disruption in the hospitality industry</li> </ul>
<p><b>Range of Application</b>  <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>

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Skill Category	Innovation	Applicable to NOSS level	N/A
<b>Skill 6.1</b>	Facilitate Innovation Process within the Organisation		
<b>Skill Description</b>	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 and engaging employees for feedback on innovation.		
<b>Knowledge and Analysis</b> <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"> <li>• Barriers to innovation that can occur within the organisation</li> <li>• Business environment issues and impacts to be considered in developing innovation concepts</li> <li>• Issues and requirements to commercialise innovation concepts</li> <li>• Broad practical and operational issues that determine whether an innovation initiative can be implemented</li> <li>• Considerations in generating and translating innovative ideas into workable concepts</li> <li>• Communication and facilitation methods for encouraging innovation within the organisation</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish systems to support innovation within the organisation in consultation with relevant stakeholders</li> <li>• Review pilot testing and prototyping results in order to determine feasibility of innovation initiatives across the organisation</li> <li>• Filter and select suitable innovation initiatives in order to translate to organisational levels</li> <li>• Present organisational-wide implementation specifications to management for approval</li> <li>• Provide opportunities for all employees to provide feedback and explore ideas and opportunities for change and innovation for further refinement</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Research and evaluate existing information in order to identify and evaluate needs and opportunities for innovation initiatives within organisation</li> </ul>		

## Director of Sales and Marketing

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate empathy and appreciation of others' views to influence and persuade relevant personnel in order to embrace change and 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:

- Engage in regular self-reflection in order to identify own areas for improvement in facilitating innovation process
- Improve own innovation management capability by subscribing to diverse learning channels and discussion platforms in order to ensure continuous learning for workplace application

### **Range of Application**

*(where applicable)*

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

N/A

## Director of Sales and Marketing

Skill Category	Innovation	Applicable to NOSS level	N/A
<b>Skill 6.2</b>	Champion Service Innovation		
<b>Skill Description</b>	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 in order to support service excellence and innovation and evaluating the service innovation strategy and its impact on the organisation's internal and external key performance indicators.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisation's vision, mission and values</li> <li>• Components of a service innovation framework</li> <li>• Components of innovation audit</li> <li>• Methods to establish a service innovation culture</li> <li>• Methods to evaluate service innovation framework</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop a service innovation framework that is in line with the organisation's vision, mission and values</li> <li>• Conduct innovation audit to gather data on newly proposed or implemented service plans against established benchmarks</li> <li>• Evaluate service innovation framework to analyse impact on organisation's key performance indicators</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify and validate service innovation processes and procedures that best suit the organisation</li> </ul>		

## Director of Sales and Marketing

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Seek feedback from customers on implemented service innovation ideas
- Establish a culture that promotes 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:

- Review service innovation practices within and across industries through industry networks in order to update own knowledge of latest practices
- Share 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 changes 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
- Evaluation criteria for service innovation ideas generated
- Process and procedures for implementing service innovation
- Process and procedures for evaluating implemented service innovation ideas
- Evaluation criteria for service innovation ideas implemented
- Methods to champion service innovation throughout the organisation

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Methods to establish a service innovation culture must include:

- Defining the service innovation culture and putting it in writing
  - Integrating the envisioned culture within the orientation and training process of service staff
  - Implementing staff award systems to encourage service innovation ideas
  - Creating an environment of creativity and intellectual satisfaction
  - Highlighting real life examples of how service staff have embodied the service culture
  - Removing constraints from people by sharing knowledge and the decision-making process with staff
  - Implementing communication channels to share ideas and discuss potential innovation opportunities
-



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Skill Category	Innovation	Applicable to NOSS level	N/A
<b>Skill 6.3</b>	Develop and Establish a Knowledge Management System		
<b>Skill Description</b>	The ability to develop and establish a knowledge management system. It also includes determining organisational information needs, recommending systems for implementation, developing knowledge management strategies and policies as well as establishing procedures for system refinement.		
<b>Knowledge and Analysis</b> <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"> <li>• Objectives and components of knowledge management system</li> <li>• Knowledge management strategies and policies</li> <li>• Business processes and relevant information required</li> <li>• Considerations for information management</li> <li>• Evaluation criteria of knowledge management systems</li> <li>• Applicable information management systems and software system users</li> <li>• Components for knowledge management practice in the organisation</li> <li>• Knowledge management process</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine organisational information required and research on available knowledge management systems to identify suitable system for the organisation</li> <li>• Recommend knowledge management systems appropriate for meeting organisational needs, goals and expected outcomes in consultation with relevant personnel</li> <li>• Develop knowledge management strategies and policies in accordance with organisational guidelines and policies and taking into account available resources to guide knowledge management</li> <li>• Develop implementation strategies for knowledge management system</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Establish procedures to evaluate and refine knowledge management system</li> </ul>		

## Director of Sales and Marketing

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate empathy and appreciation of relevant personnel views when recommending knowledge management systems for implementation in order to gather 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:

- Be well informed on new knowledge management systems available in the market by subscribing to diverse learning and information channels in order to enhance own knowledge for workplace application

### **Range of Application**

*(where applicable)*

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

N/A

## Director of Sales and Marketing

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 7.1</b>	Develop Strategies for Talent Management		
<b>Skill Description</b>	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 that facilitate talent identification and assessment.		
<b>Knowledge and Analysis</b> <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"> <li>• Models, methods and tools for identifying, assessing and managing talent</li> <li>• Talent management and its links to other human resource and organisational strategies</li> <li>• The relationship between talent management strategies and the development and implementation of business plans and processes to support its implementation</li> <li>• Facilitation and negotiation techniques for consulting with relevant personnel</li> <li>• Professional or industry codes of practice and standards relating to talent management</li> <li>• Market trends and developments in relation to talent management</li> <li>• Communication and facilitation skills applied to working with relevant personnel in order to review implementation processes and provide support</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop a talent management strategy</li> <li>• Determine organisational talent capability</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Integrate talent management programmes with human resource and business functions</li> </ul>		

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### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate the talent management programmes and objectives to relevant personnel in order to gain 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:

- Engage in self-reflection after implementing talent management programmes to fine-tune the strategies.
- Update own 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

## Director of Sales and Marketing

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 7.2</b>	Develop Self to Maintain Professional Competence to Lead an Organisation		
<b>Skill Description</b>	The ability to lead organisational communications and decision-making as one of the most senior members of an organisation. It also includes influencing relevant personnel and maintaining integrity in one's role as a key decision maker.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to organisational communication</li> <li>• Relevant professional or industry codes of practice and standards guiding the definition of values and behaviours</li> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation</li> <li>• Implications and impact of organisational communication processes on relevant personnel</li> <li>• Implications and impact of decision-making processes on employees and the organisation</li> <li>• Market trends and developments in relation to communication techniques and channels</li> <li>• Underlying issues and trends that may affect relevant personnel decision-making</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Lead relevant personnel to develop strategic priorities for organisational communications</li> <li>• Promote the organisation using suitable communication channels</li> <li>• Communicate decisions and ensure they are implemented accordingly to meet intended business outcomes</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review effectiveness of organisational communications in order to identify areas for improvement</li> <li>• Seek and encourage inputs from senior management and technical experts to develop innovative approaches and responses to emerging issues</li> </ul>		

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### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Lead the communication of organisational strategic priorities, directions and plans to relevant personnel in order to influence and garner their support and buy-in
- Maintain integrity of self and organisation throughout decision-making and problem-solving processes based on 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:

- Maintain awareness of market trends and organisational environment in order to lead suitable strategic responses

### Range of Application

*(where applicable)*

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

N/A

## Director of Sales and Marketing

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 7.3</b>	Build Positive Relationships with the Board		
<b>Skill Description</b>	The ability to work with the board to provide organisational leadership and to build positive relationships with the board. It also includes strategic planning, providing timely information to the board, encourage professional development of board members and to facilitate interactions with the board.		
<b>Knowledge and Analysis</b> <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"> <li>• Structure, functions and responsibilities of the board</li> <li>• Board member roles and responsibilities</li> <li>• Board relationship with relevant personnel</li> <li>• Legal and ethical considerations relating to the roles and responsibilities of a board director</li> <li>• Principles of corporate governance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Work with the board to establish organisational strategies, targets and performance measures in order to achieve organisational objectives</li> <li>• Work with senior management team to implement organisational strategies developed by the board in order to achieve organisational objectives</li> <li>• Report on outcomes and key issues to the board based on organisational agreed performance indicators, communication protocols and channels to provide updates and seek decision-making and advice</li> <li>• Facilitate board interactions with senior management team based on organisational practices in order to manage relationships with the board</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop and utilise suitable communication channels in order to provide timely and relevant information to the board</li> </ul>		

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<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Apply emotional intelligence to guide own thinking and actions when interacting with the board</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Encourage the professional development of board members in order to ensure they are effective in their roles</li> </ul>
<p><b>Range of Application</b>  <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>



## Director of Sales and Marketing

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 7.4</b>	Establish Organisational Relationships and Lead Organisational Diversity		
<b>Skill Description</b>	The ability to create and foster strong organisational relationships in order to provide strategic value to the organisation. It also includes developing strategic leadership networks, creating a diverse and cooperative work environment and supporting team building initiatives.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to organisational participation in networking and opportunities for collaboration, and workplace diversity</li> <li>• Organisational policies and procedures relating to business networking, organisational diversity and team building</li> <li>• Relevant professional or industry codes of practice and standards relating to business networking and team building</li> <li>• The implication and impact of strategies to encourage diversity on employees and the organisation</li> <li>• Relevant local, regional and international networks</li> <li>• Common barriers to developing a diverse and cooperative workplace</li> <li>• Team dynamics and group behaviours</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify and prioritise networks which may provide strategic value to the organisation or the individual to facilitate networking decisions</li> <li>• Identify and review the constraints that may affect participation in networks in order to develop suitable responses</li> <li>• Pursue collaborative opportunities to support mutually beneficial outcomes</li> <li>• Lead the development of strategies to support diversity and cooperation at all levels of the organisation</li> <li>• Communicate expectations of cross-cultural awareness throughout organisation to promote organisational diversity</li> <li>• Encourage and support senior management to build stronger teams across the organisation</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify innovative approaches to support team building</li> </ul>		

## Director of Sales and Marketing

### 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 relationships in order to achieve cross-cultural cooperation and positive outcomes for individuals, teams and the organisation
- Adjust interpersonal style and respond appropriately to emotional cues when interacting with others in order to meet the requirements of the social and cultural business context
- Participate in team building activities with senior management team in order to develop instrumental relationships required to lead the organisation

### 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 well informed on organisational diversity management practices by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance own knowledge for workplace application

### Range of Application

*(where applicable)*

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

N/A

## Director of Sales and Marketing

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 7.5</b>	Strategise Workforce for Service Excellence		
<b>Skill Description</b>	The ability to manage the service workforce within the organisation. It also includes establishing the organisation's talent management strategy for the service workforce, developing strategies to enhance productivity and engage staff.		
<b>Knowledge and Analysis</b> <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"> <li>• Components of talent management strategy</li> <li>• Methods for enhancing productivity of workforce</li> <li>• Criteria for reviewing talent management strategy</li> <li>• Communication channels</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish talent management strategy which is aligned with the organisation's vision, mission and values to achieve service excellence</li> <li>• Formalise reward and recognition strategies to reward staff in areas of service excellence</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Establish strategies to enhance productivity of service workforce</li> <li>• Review talent management strategy in order to meet the diverse and changing needs of the organisation</li> </ul>		

## Director of Sales and Marketing

### 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 staff on the organisation's key performance indicators and the importance of their contribution to the organisation's vision, mission and values

### 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 own knowledge in the area of reward and recognition strategies by engaging in best practice sharing forums

### Range of Application

*(where applicable)*

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

Components of talent management strategy to manage the service workforce must include:

- Manpower resource planning, including identifying:
  - o Workforce resources required based on future service/product lines, anticipated organisation growth rate and customer demand
  - o Competency needs of workforce identified for job roles
  - o Training needs of employees
- Recruitment strategy including:
  - o Sources of workforce which must include part-time, older workers, workers on flexi-hour arrangements, etc.
  - o Sourcing strategies, e.g. employment agencies, advertisements, etc.
- Learning and development management, including:
  - o Developing training roadmap
  - o Conducting training
  - o Tracking the outcome of training
- Staff performance management, including
  - o Developing key performance indicators for staff performance
  - o Providing continuous training and feedback during service delivery
  - o Providing promotional or career development support and guidance to service workforce

## Director of Sales and Marketing

- Staff rewards and recognition management, including:
    - o Establishing criteria for rewarding staff's performance
    - o Policies and procedures on execution of staff rewards and recognition programmes
  
  - Staff engagement strategies, including:
    - o Updating staff on organisation's initiatives through newsletters, townhall meetings, etc.
    - o Establishing feedback channels to collate staff feedback
    - o Implementing projects which energise or inspire staff, e.g. corporate social responsibility projects
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## Director of Sales and Marketing

Skill Category	Revenue Management	Applicable to NOSS level	N/A
<b>Skill 8.1</b>	Manage Total Revenue Management		
<b>Skill Description</b>	The ability to apply and review revenue management principles and strategies to other areas within hospitality businesses, interpreting metrics and building strategies for optimisation, developing forecasting techniques and building a sales and marketing programme in support of profitability. This also includes alignment of goals to integrate other profit centres into a revenue strategy.		
<b>Knowledge and Analysis</b> <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"> <li>• Application of revenue management strategies to other areas within the hospitality businesses such as F&amp;B, spas, conferences and banqueting, etc.</li> <li>• Customer Relationship Management (CRM)</li> <li>• Customer profitability analysis</li> <li>• Linear programming</li> <li>• Adaptive conjoint measurements in price determination processes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify elements, components and resources in other business areas besides rooms, to create successful revenue management strategies, in accordance with organisational procedures</li> <li>• Manage strategic levers of revenue management and required documentation, in adherence to legislative guidelines, and in accordance with organisational policies and procedures</li> <li>• Review effectiveness of revenue management strategies and tactics, based on organisational procedures</li> <li>• Lead business revenue review meetings</li> <li>• Use the linear programming method to strategise and optimise revenue</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Perform change implementations, where necessary based on organisational procedures</li> <li>• Review and recommend improvements to information systems for data collection and evaluation</li> <li>• Design sales and marketing strategies to maximise revenue</li> </ul>		

## Director of Sales and Marketing

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Communicate and encourage team collaboration in implementing revenue management strategies</li> <li>• Demonstrate leadership, coach and mentor team members in revenue management strategies</li> <li>• Develop working relationships with all third-party market and operation managers</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Update own learning on strategising and evaluating resources to implement effective strategies for revenue management in other areas within the hospitality businesses such as F&amp;B, spas, conferences and banqueting, etc.</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales and Marketing

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 9.1</b>	Direct Organisational Sales and Marketing Strategies and Business Targets		
<b>Skill Description</b>	The ability to direct the development of organisational sales and marketing strategies and business targets in order to achieve organisational strategic objectives. It also includes translating organisational strategic direction into sales and marketing strategies, directing review of the business environment, as well as driving the development and evaluating the implications of sales and marketing strategies and business targets.		
<b>Knowledge and Analysis</b> <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"> <li>• Issues relating to development of sales and marketing strategies</li> <li>• Factors in the development of sales and marketing strategies</li> <li>• Types of marketing strategies</li> <li>• Critical success factors of sales and marketing strategies</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Translate organisational strategic direction into sales and marketing strategies in order to support the achievement of organisational strategic objectives</li> <li>• Drive development of sales and marketing strategies and business targets to ensure alignment with organisational strategies and objectives</li> <li>• Evaluate implications of sales and marketing strategies and business targets in order to seek endorsement</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Direct review of business environment impact analysis in order to determine potential changes in sales and marketing strategies</li> </ul>		



## Director of Sales and Marketing

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Promote a cooperative climate to cultivate positive working relationships when driving the development of sales and marketing strategies and business targets in order to get support and buy-in from relevant personnel</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Be well informed on market trends and developments by subscribing to diverse information channels in order to identify factors that may impact on the development of organisation's sales and marketing strategies</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales and Marketing

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 9.2</b>	Evaluate Sales and Marketing Outcomes		
<b>Skill Description</b>	The ability to evaluate sales and marketing outcomes. It also includes establishing performance targets, measuring and evaluating performance outcomes and recommending improvements to sales and marketing operational plans in order to enhance sales performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Dimensions of marketing effectiveness</li> <li>• Suitable types of data</li> <li>• Tools used to report marketing performance, such as dashboards</li> <li>• Objectives of reporting marketing performance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish performance targets in order to meet sales and marketing strategies and objectives</li> <li>• Select performance metrics to measure effectiveness of sales and marketing operational plans</li> <li>• Evaluate performance of sales and marketing operational plans to determine if sales and marketing objectives are meet</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Use evaluation outcomes in order to recommend improvements to sales and marketing operational plans</li> </ul>		

## Director of Sales and Marketing

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate empathy and openness for feedback when recommending improvements to sales and marketing operational plans in order to secure support and buy-in from 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:

- Consult with the sales and marketing team on a regular basis to gain insights on sales and marketing performance and issues so as to enhance own knowledge and make improvements pertaining to the organisation's sales and marketing operation plans

### **Range of Application** (where applicable)

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

N/A

## Director of Sales and Marketing

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 10.1</b>	Manage Loss/Risk Prevention		
<b>Skill Description</b>	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 in order to meet objectives.		
<b>Knowledge and Analysis</b> <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"> <li>• Significance of loss and risk prevention</li> <li>• Significance of identifying potential safety or security concerns</li> <li>• Benefits of empowerment in the delegation of responsibilities</li> <li>• Investigation and disciplinary actions in exceptional cases</li> <li>• Criteria for setting targets for success</li> <li>• Importance of implementing changes after reviewing loss and risk policies and procedures</li> <li>• Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify causes, areas and perpetrators of potential loss and risk</li> <li>• Review safety, privacy and security practices with relevant personnel</li> <li>• Manage inspection activities and mitigation actions to minimise loss and risk</li> <li>• Handle exceptional cases via investigation and disciplinary actions</li> <li>• Review effectiveness of loss and risk policies and procedures, and implement changes</li> </ul>		
<b>Innovation and Value Creation</b> <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		

## Director of Sales and Marketing

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Influence others to be vigilant in safeguarding privacy and security of property, customers and residents</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Participate in discussions with relevant personnel to improve on managing loss and risk prevention</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales and Marketing

### Definitions of the Five (5) Domains

DOMAIN	DEFINITION
<b>Knowledge and Analysis</b>	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information that are required to perform work tasks and activities and taking into consideration, the work contexts in which the tasks and activities are carried out. The results of knowledge and analysis are to produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions in order to solve problems at work.
<b>Application and Adaptation</b>	Application involves the ability to perform work tasks and activities that are 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 in order to solve problems at work.
<b>Innovation and Value Creation</b>	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation is able to reap the values from individual or team contributors in order to achieve organisational growth.
<b>Social Intelligence and Ethics</b>	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management that are guided by professional codes of ethics.
<b>Learning to Learn</b>	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 ability, application, adaptive, innovative and social skills that are needed to perform the work optimally and/or solve problems effectively.

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**JOB DESCRIPTION**

# Director of Sales

Skills & Training Required

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## Director of Sales

### OCCUPATION DESCRIPTION:

The Director of Sales (DOS) handles all markets including the business and leisure segments, to maximise mainly Room Revenue for the property. DOS is responsible for conducting researches, preparing and delivering the strategic sales and business plan, monthly reporting, budget, business forecasts and other reports or projects.

DOS has to survey and analyse the competition, market trends, and customers' needs in order to be adaptable to the changing market environment. With this information, the DOS develops new sales plans to improve the effectiveness of the current plans.

The DOS also needs to apply principles of revenue management and be able to work together with the revenue department. Internally, DOS administers the staffing, training and performance reviews for the sales department, and implements measures to enhance the property's image and set high service standards.

The skills expected of the Director of Sales and Marketing are summarised as below:

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
1	<b>Business Strategy and Continuity Management</b>	1.1 Apply Systems Thinking in Problem Solving and Decision Making	<ul style="list-style-type: none"> <li>• Problems Solving Skills</li> <li>• Crisis Management</li> <li>• Negotiation Skills Training</li> </ul>
		1.2 Contribute to the Design and Development of a Productivity Framework	
		1.3 Facilitate the Implementation of a Productivity Framework	
		1.4 Direct Management of Crisis Situations	
		1.5 Manage and Direct Negotiations	
		1.6 Manage Dispute Mediation	
2	<b>Communications</b>	2.1 Conduct Presentation to Senior Management	<ul style="list-style-type: none"> <li>• Digital Marketing</li> <li>• Communication Skills Training</li> </ul>
		2.2 Analyse and Recommend Best Practices and Technology in Hospitality	
3	<b>Customer Experience</b>	3.1 Drive Branding and Communication for Service Excellence	<ul style="list-style-type: none"> <li>• Account Management &amp; Client Retention</li> <li>• Negotiating &amp; Overcoming Objections</li> </ul>
		3.2 Drive Service Quality and Customer Satisfaction	
		3.3 Manage Innovation in the Business Function	
		3.4 Innovate the Customer Experience	
4	<b>Finance</b>	4.1 Prepare Budget for the Business Unit	<ul style="list-style-type: none"> <li>• Finance for Non-Finance</li> </ul>



## Director of Sales

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
5	<b>Leadership</b>	5.1 Lead Managers to Develop Organisational and Governance Strategies	<ul style="list-style-type: none"> <li>Management and Leadership in The Hospitality Industry</li> </ul>
		5.2 Develop Managers and High Potential Employees through Organisational Talent Capability Review	
		5.3 Manage Human Resources in the Department	
		5.4 Develop Self to Maintain Professional Competence at Senior Management Level	
6	<b>Planning and Implementation</b>	6.1 Manage and Review Systems and Processes	<ul style="list-style-type: none"> <li>Project Management related trainings</li> </ul>
		6.2 Manage Resource Planning	
		6.3 Provide Information for Management Decision Making	
7	<b>Revenue Management</b>	7.1 Analyse Data for Trends and Forecasts	<ul style="list-style-type: none"> <li>Revenue Management</li> <li>Hotel Industry Analytics Skills</li> </ul>
		7.2 Manage Strategic Revenue Management	
8	<b>Sales and Marketing</b>	8.1 Identify New Sales and Marketing Opportunities	<ul style="list-style-type: none"> <li>Marketing Management</li> <li>Business Development</li> </ul>
		8.2 Manage Customer Acquisition and Retention Programmes	
		8.3 Manage Hotel Sales and Marketing Initiatives	
9	<b>Risk Management</b>	9.1 Manage Loss/Risk Prevention	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>

## Director of Sales

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.1</b>	Apply Systems Thinking in Problem Solving and Decision Making		
<b>Skill Description</b>	The ability to apply systems thinking to assess organisational issues. It also includes plan and execute solutions to address issues.		
<b>Knowledge and Analysis</b> <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"> <li>• Definitions of systems thinking</li> <li>• Benefits of systems thinking</li> <li>• Organisation from a systems perspective</li> <li>• Situations that can affect the result of desired goals</li> <li>• Comparison of the various system thinking tools and their application</li> <li>• Comparison of the various systems thinking approaches and their application to problem-solving</li> <li>• Characteristics and application of the decision-making models</li> <li>• Limitations on the suitable evaluation process to assess effectiveness of chosen solutions</li> <li>• Possible success indicators of chosen solutions</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse issues that affect the result of desired goals and outcomes</li> <li>• Apply systems thinking styles and processes to identify the root causes of non-achievement based on the desired organisation outcomes</li> <li>• Develop an implementation plan for the chosen solutions to resolve issues that affect the achievement of desired outcomes in an organisation</li> <li>• Assess the effectiveness of the chosen solutions using suitable evaluation process</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Use systems thinking tools to formulate possible solutions to resolve issues that affect the achievement of desired outcomes</li> <li>• Select suitable solutions using established criteria to resolve issues that affect the achievement of desired outcomes</li> <li>• Recommend corrective actions to improve chosen solutions</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Document the process of applying systems thinking in problem-solving and decision-making according to organisational guidelines

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage in self-reflection to view problems and taking into account overall structures, patterns and cycles

### Range of Application

*(where applicable)*

*It refers to the critical points that the skill may be demonstrated.*

Definitions of systems thinking must include:

- A way of helping a person to view systems that includes seeing overall structures, patterns and cycles in systems, rather than seeing only isolated events in the system
- A way to identify the root causes of issues in organisations and to address them
- A way of understanding that emphasises the relationships among a system's components, rather than the components 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
- Total Systems Intervention (TSI) which includes:
  - o Creativity phase: Focuses on different aspects of the organisation's functioning
  - o Choice phase: Choosing a set of methodologies to suit particular characteristics of the organisation's situation
  - o Implementation phase: Generating specific proposal for change
- Systems design which includes:
  - o Forecasting
  - o Model building and simulation
  - o Optimisation and control

## Director of Sales

- Strategic Assumption Surfacing and Testing (SAST) includes:
    - o Group formation: A large group of people split into various groups
  - Assumption surfacing and rating:
    - o Groups discuss and list all assumptions inherent in systems
    - o Within group dialectic debate:
      - o Eliminates irrelevant assumptions
      - o Ensures that assumption is self-evident and significant in the outcome of the strategy chosen and implemented
  - Between groups dialectic debate:
    - o Extracts agreed assumptions
    - o Debates on contentious assumptions to achieve agreement
  - Final synthesis:
    - o Groups all come together to propose and resolve all outstanding controversies
    - o Policy decisions will be made then
  - Critical Systems Heuristic (CSH) which includes:
    - o Identifying boundary judgements systematically
    - o Analysing alternative reference systems for defining a problem or assessing a solution proposal
    - o Challenging in a compelling way any claims to knowledge or rationality or improvement that rely on hidden boundary judgments or take them for granted
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## Director of Sales

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.2</b>	Contribute to the Design and Development of a Productivity Framework		
<b>Skill Description</b>	The ability to contribute effectively to the design and development of a productivity framework. It also includes conducting productivity diagnosis, recommending areas for improvement, establishing productivity goals and strategies, developing a productivity measurement system and performance management system in order to evaluate the effectiveness of the productivity framework.		
<b>Knowledge and Analysis</b> <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"> <li>• Productivity concepts</li> <li>• Ways in which productivity plays an important role in the generation of wealth and value for the organisation, industry and the country</li> <li>• Components of productivity management structure to help productivity improvement in the organisation</li> <li>• Types of productivity to be measured</li> <li>• Methods to analyse the relationship between productivity measurements and factors that influence productivity</li> <li>• Factors that affect single factor and total factor productivity</li> <li>• Assessment of factors that influence productivity</li> <li>• Indicators commonly used in measuring organisation’s productivity</li> <li>• Methods and tools used to measure productivity</li> <li>• Types of resources for productivity improvement</li> <li>• Types of motivation and incentive schemes for productivity improvements</li> </ul>		
<b>Application and Adaptation</b> <i>t 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"> <li>• Create own’s responsibilities in the productivity management structure in an organisation</li> <li>• Contribute to the development of a productivity road map and action plan</li> <li>• Contribute to the design and development of a productivity measurement system in order to measure productivity in an organisation</li> <li>• Contribute to the design and development of a performance management system that links performance appraisals, staff recognition and incentive schemes to productivity in an organisation</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Contribute to the design and development of a system links evaluate the effectiveness of the productivity framework</li> </ul>		

## Director of Sales

### **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 productivity goals with business unit and organisation's goals in consultation with relevant personnel to seek agreement

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Conduct productivity analysis in order to assess performance standards and current situation of the business unit and recommend areas for improvement in consultation with relevant personnel

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Sales

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.3</b>	Facilitate the Implementation of a Productivity Framework		
<b>Skill Description</b>	The ability to facilitate the implementation of a productivity framework according to the productivity road map and action plan. It also includes monitoring and evaluating the effectiveness of the productivity framework.		
<b>Knowledge and Analysis</b> <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"> <li>• Productivity concepts</li> <li>• Ways in which productivity plays an important role in the generation of wealth and value for the organisation, industry and the country</li> <li>• Benefits of productivity</li> <li>• Types of productivity to be measured</li> <li>• Factors that affect productivity</li> <li>• Factors that influence productivity</li> <li>• Factors indicators commonly used in measuring organisation’s productivity</li> <li>• Methods and tools used to measure productivity</li> <li>• Methods to analyse the relationship between productivity measurements and factors that influence productivity</li> <li>• Assessment of factors that influence productivity</li> <li>• Productivity goals and strategies that can be adopted by the organisation</li> <li>• Types of motivation and incentive schemes for productivity improvements</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Create own responsibilities in the implementation of the productivity framework in an organisation</li> <li>• Facilitate the establishment of a productivity management structure and assign responsibilities to relevant personnel for implementation of the productivity framework in an organisation</li> <li>• Identify and arrange for the resources required for implementation of the productivity framework according to recommendations in the productivity road map</li> <li>• Monitor the implementation of the productivity framework based on recommendations in the productivity road map</li> <li>• Link staff performance appraisals, recognition and rewards to productivity according to results of productivity measurements</li> <li>• Compile and evaluate results gathered on productivity measurements and report findings to relevant personnel</li> </ul>		

## Director of Sales

<p><b>Innovation and Value Creation</b>  <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"> <li>• Evaluate the effectiveness of implementation of the productivity framework and report findings with recommendations for improvement to relevant personnel</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Create awareness for the productivity improvement initiative and communicate details of the productivity road map to relevant personnel to get agreement and support</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Encourage employees to participate in the productivity improvement initiative</li> <li>• Provide necessary training to prepare relevant personnel to implement the productivity framework</li> </ul>
<p><b>Range of Application</b>  <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>



## Director of Sales

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.4</b>	Direct Management of Crisis Situations		
<b>Skill Description</b>	The ability to direct crisis management plan in order to manage crisis situations. It also includes leading damage assessment, directing crisis response and recovery activities, and facilitating manpower involvement and communication to relevant personnel.		
<b>Knowledge and Analysis</b> <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"> <li>• Own role in management of crisis response and recovery activities</li> <li>• Relevant personnel in a disruptive event</li> <li>• Business impact arising from disruptive events on the organisation</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Lead damage assessment in consultation with relevant personnel in order to determine the scale of impact</li> <li>• Direct implementation of crisis response and recovery activities based on the recovery strategies and business continuity strategies in order to ensure alignment in activities</li> <li>• Facilitate involvement of various relevant personnel to assist in crisis management</li> <li>• Activate 'return-to-normal' procedures based on the crisis management plan to ensure alignment in activities</li> <li>• Identify the business impact of disruptive events on the organisation to determine the extent of the impact</li> <li>• Activate stand down procedures in accordance with business continuity strategies and crisis management plan to ensure alignment in activities</li> <li>• Facilitate communication process during disruptive events to relevant personnel based on the crisis communication plan in order to provide updates</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review crisis management process to identify areas for improvement</li> </ul>		

## Director of Sales

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Manage own emotions in order to maintain composure and display self-confidence when dealing with challenges in a crisis situation</li> <li>• Respond suitably to emotional cues of cross-functional teams and organisation members during a crisis situation in order to manage negative emotional environment</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Enhance own knowledge on crisis management by subscribing to diverse learning channels in order to ensure continuous learning for workplace application</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.5</b>	Manage and Direct Negotiations		
<b>Skill Description</b>	The ability to manage and direct negotiations to achieve organisation's desired outcomes. It also includes planning and preparing for negotiation, implementing negotiation guidelines and providing feedback for negotiation policy refinement.		
<b>Knowledge and Analysis</b> <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"> <li>• Negotiation styles</li> <li>• Results of effective negotiation</li> <li>• Conditions for successful negotiation</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Plan and prepare for negotiation based on the negotiation strategies in order to achieve desired negotiation outcomes</li> <li>• Implement negotiation guidelines during negotiation process in order to achieve desired outcomes</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Provide feedback to relevant parties in order to improve negotiation policy</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Identify and address needs and concerns of negotiating team regarding negotiation process, roles and responsibilities to maintain positive working relationships

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Source for past negotiation plans to gain insights in order to develop current negotiation plan to achieve desired outcomes

### Range of Application

*(where applicable)*

N/A

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

## Director of Sales

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.6</b>	Manage Dispute Mediation		
<b>Skill Description</b>	The ability to manage dispute mediation in order to achieve mediation objectives. It also includes developing mediation guidelines, preparing and participating in mediation and evaluating mediation outcomes.		
<b>Knowledge and Analysis</b> <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"> <li>• Mediation purpose and outcomes</li> <li>• Types of disputes</li> <li>• Means of managing relevant personnel in mediation process</li> <li>• Dispute resolution processes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop and review mediation guidelines in consultation with relevant personnel in order to manage mediation process</li> <li>• Prepare for mediation based on the mediation guidelines to achieve desired mediation outcomes</li> <li>• Set objectives for resolution to guide mediation process</li> <li>• Use a range of communication techniques to mediate dispute successfully</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate mediation outcomes to determine achievement against objectives and identify potential areas for the improvement of future mediations</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate understanding and openness to embrace different perspectives during the mediation process in order to achieve desired mediation outcomes

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Research on history of disputes and dispute resolution within the organisation in order to apply to current and future situations

### Range of Application

*(where applicable)*

N/A

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

## Director of Sales

<b>Skill Category</b>	Communications	<b>Applicable to NOSS level</b>	N/A
<b>Skill 2.1</b>	Conduct Presentation to Senior Management		
<b>Skill Description</b>	The ability to conduct presentation to senior management. It also includes identifying presentation objectives and modes, preparing collaterals, delivering key messages and reviewing presentation outcomes in order to enhance future performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Presentation guidelines in order to present to senior management</li> <li>• Types of presentation collaterals</li> <li>• Techniques to engage target audience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish objectives of presentation and identify suitable presentation modes in order to meet organisational requirements</li> <li>• Determine products for target audience in order to develop presentation collaterals</li> <li>• Use suitable presentation modes to deliver suitable messages to target audience</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review presentation outcomes to enhance past and future performance</li> </ul>		

## Director of Sales

### 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:

- Review reactions of target audience towards the presentation in order to respond suitably to address their concerns

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Seek guidance and advice from peers and superiors on past presentations to gain ideas on how to plan the presentation

### Range of Application

*(where applicable)*

N/A

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



## Director of Sales

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.2</b>	Analyse and Recommend Best Practices and Technology in Hospitality		
<b>Skill Description</b>	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 practices and the industry's benchmarks of best practices and technology.		
<b>Knowledge and Analysis</b> <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"> <li>• Environmental scanning</li> <li>• Data collection and collation techniques</li> <li>• Best practices and technology in hospitality</li> <li>• Organisation's products and services</li> <li>• Methods of comparative analysis</li> <li>• Gap analysis</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Perform environmental scanning for industry trends in best practices and technology</li> <li>• Identify best practices and technology</li> <li>• Compare current practices and technology with industry benchmarks of best practices and technology, based on the organisational requirements</li> <li>• Determine gaps between current organisational practices and industry benchmarks on best practices and technology</li> <li>• Propose recommendations to bridge gaps between organisational current practices and industry benchmarks of best practices and technology</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Seek new technological applications, in consideration of workplace productivity</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Create a work culture that supports best practices and technology

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Analyse own ability to use new digital technologies for workplace productivity

### Range of Application

*(where applicable)*

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

N/A

## Director of Sales

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.1</b>	Drive Branding and Communication for Service Excellence		
<b>Skill Description</b>	The ability to communicate the importance and benefits of a service brand for the organisation. It also includes championing for the adoption of the service brand throughout the organisation to drive service branding initiatives.		
<b>Knowledge and Analysis</b> <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 the: <ul style="list-style-type: none"> <li>• Organisation’s branding strategy and service values</li> <li>• Impact of service branding initiatives on business</li> <li>• Importance and benefits of service branding</li> <li>• Components of marketing and communication plan</li> <li>• Methods to evaluate impact of service branding initiatives</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop an appreciation for the service brand as a competitive advantage for the organisation</li> <li>• Develop a marketing and communication plans to champion the implementation of a service brand</li> <li>• Incorporate service brand values in recruitment and performance management of staff</li> <li>• Align all customer touch points, service processes, service standards and communications channels to service brand</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Conduct brand surveys to ask customer feedback on service brand to propose improvements</li> </ul>		

## Director of Sales

### 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:

- Train staff in order to ensure their commitment to and understanding of service brand benefits and values

### 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 well informed on trends in customer behaviour and marketing channels through industry platforms and customer panels

### 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 defined as the way an organisation seeks to identify itself.

Service brands:

- Add depth and value to an organisation's product offerings
- Display publicly the organisation's culture and values

Impact of the service brand on an organisation must include:

- Increased revenues and market share
- Decreased price sensitivity (or the ability to charge price premiums to consumers and the trade)
- Increased customer loyalty
- Increased profitability
- Increased clarity of vision
- Increased ability to mobilise an organisation's staff and focus its activities
- Ability to attract and retain high quality employees
- Independence from a particular product category

## Director of Sales

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.2</b>	Drive Service Quality and Customer Satisfaction		
<b>Skill Description</b>	The ability to review the service quality and customer satisfaction levels within an organisation. It also includes identifying relevant benchmark criteria and key performance indicators in order to monitor and manage customer information for service excellence.		
<b>Knowledge and Analysis</b> <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"> <li>• Components of service quality and customer satisfaction framework</li> <li>• Types of benchmarking criteria and key performance indicators in order to evaluate service quality and customer satisfaction</li> <li>• Types of improvements in service quality and customer satisfaction</li> <li>• Methods for communicating service quality and customer satisfaction performance to relevant personnel</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop service quality and customer satisfaction framework based on the organisation's business strategy</li> <li>• Identify strategic needs and priorities of the organisation in order to develop the organisation's key performance indicators in service quality and customer satisfaction</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Recommend improvements to address service performance gaps</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate service quality and customer satisfaction performance to relevant personnel

### 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 well informed on the competitor's service quality and customer satisfaction through industry platforms and forums and by subscribing to data reports
- Share service performance gaps in order to enhance 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 customer satisfaction framework must include:

- Process of assessing service quality and customer satisfaction
- Establishing data collection methods
- Benchmarks to assess service quality and customer satisfaction through methods such as:
  - o Internal benchmarking: comparing one function with another function
  - o Competitive benchmarking: comparing with competitors who are considered best in class or world class
  - o Functional benchmarking: comparing processes to companies with similar processes (could be outside the organisation'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 customer satisfaction such as:

- o Monthly
- o Quarterly
- o Half yearly
- o Yearly

Benchmarking is a method of organisational improvement that involves continuous, systematic evaluation (and understanding) of the products, services and processes of organisations that are recognised as representing best practice.

## Director of Sales

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

Customer satisfaction measurements must include:

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

## Director of Sales

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.3</b>	Manage Innovation in the Business Function		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Characteristics of business functions that are more likely to be open to innovation</li> <li>• Characteristics of broader environments that support and encourage innovation</li> <li>• Creative approaches to identify innovation opportunities</li> <li>• Range of creative techniques to generate innovative ideas</li> </ul>		
<b>Application and Adaptation</b> <i>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"> <li>• Evaluate business function performance to identify opportunities for innovation and improvement</li> <li>• Create opportunities to maximise innovation within a business function</li> <li>• Support and guide employees to contribute to the implementation of organisational innovation strategies</li> <li>• Conduct pilot testing and prototyping of innovation concepts within business function in order to determine feasibility of innovation initiative</li> <li>• Make recommendations of innovation initiatives to relevant stakeholders for implementation</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop and refine innovative initiatives in order to ensure achievement of desired business outcomes within a business function</li> </ul>		



## Director of Sales

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Consult with relevant personnel in order to agree on broad parameters for developing innovation initiatives</li> <li>• Acknowledge and address the feelings and perspectives of employees arising from the impact of innovation implementation in order to maintain positive working relationships</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Be well informed on innovation management practices by subscribing to diverse learning channels and participating in peer discussion platforms to enhance workplace performance</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.4</b>	Innovate the Customer Experience		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisation's vision, mission and values</li> <li>• Methods to collect customer intelligence</li> <li>• Components of desired customer experience</li> <li>• Methods to innovate the desired customer experience</li> <li>• Components of a service operations plan</li> <li>• Methods to evaluate the impact of the desired customer experience</li> <li>• Code of ethics and relevant regulatory requirements in collecting customer intelligence data</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Interpret customer intelligence in order to determine desired customer experience</li> <li>• Define operational objectives, service levels and service standards based on the desired customer experience</li> <li>• Formulate support necessary for service delivery to meet the desired customer experience</li> <li>• Evaluate impact of desired customer experience</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Innovate the desired customer experience by identifying changes required in processes and policies, in line with the organisation's vision, mission and value</li> </ul>		

## Director of Sales

### 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 code of ethics and relevant regulatory requirements when collecting customer 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 abreast of customer intelligence by subscribing to customer attitudinal reports to ascertain customer's perceptions of the organisation

### Range of Application

*(where applicable)*

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

Customer 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

Customer 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 customer 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 customer experience and consistently meeting and exceeding it will create an intimate relationship with customers that result in increased customer satisfaction and loyalty.

## Director of Sales

The desired customer experience must include:

- Interpreting customer 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 for customers 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 customer's needs

The service operations plan must include:

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

## Director of Sales

Skill Category	Finance	Applicable to NOSS level	N/A
<b>Skill 4.1</b>	Prepare Budget for the Business Unit		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Objectives of budgets</li> <li>• Parameters of budgets</li> <li>• Types of budgets</li> <li>• Key principles of accounting and financial systems</li> <li>• Types of data sources and data required to prepare a budget</li> <li>• Accounting principles and practices that are related to budget preparation</li> <li>• Key principles of budgetary control and budget plans</li> <li>• Budgetary control techniques</li> <li>• Requirements of Malaysia’s taxation policies (Service Tax, Heritage Tax and Tourism Tax)</li> <li>• Functional objectives and key requirements</li> <li>• Organisational financial data</li> <li>• Financial analytical techniques and methodology</li> <li>• Relevant stakeholders to consult on budget calculations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse business function strategies, functional objectives and operational plans to facilitate accurate forecasting and budgeting for the financial year</li> <li>• Calculate cash flow requirements of business unit to establish financing needs for the financial year</li> <li>• Compare previous actual data with estimations made by management to highlight discrepancies</li> <li>• Report budget calculations and discrepancies to relevant stakeholders to facilitate prompt management decision-making on budget allocation</li> <li>• Ensure adherence to financial controls to meet requirements of relevant organisational corporate governance and financial policies, legislation and regulations</li> </ul>		

## Director of Sales

### **Innovation and Value Creation**

*It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*

The ability to:

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

### **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 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 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.*

Legislation and regulations must include:

- Malaysian Financial Reporting Standards (MFRS), as issued by the Malaysian Accounting Standards Board (MASB)
- Malaysian Institute of Accountant (2016 Company Act)
- Companies' Act

## Director of Sales

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.1</b>	Lead Managers to Develop Organisational and Governance Strategies		
<b>Skill Description</b>	This skill describes the ability to lead managers to develop organisational strategies and review corporate governance management in order to meet organisational needs. It also includes modelling of leadership and providing direction and guidance to line managers.		
<b>Knowledge and Analysis</b> <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"> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation</li> <li>• 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</li> <li>• Legal and ethical considerations relating to organisational strategy development, corporate governance and social responsibility</li> <li>• Organisational policies and procedures relating to organisational strategy development, corporate governance, social responsibility management and organisational expectations and performance of managers</li> <li>• Relevant professional or industry codes of practice and standards relating to corporate governance, social responsibility, and leadership roles</li> <li>• Implications and impact on employees and the organisation arising from the organisational strategic planning process and corporate governance management process</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Research and report on trends and factors of strategic value to the organisation or business unit in order to support strategic planning</li> <li>• Consult with stakeholders to define mission and objectives for the organisation or business unit in order to support strategic planning</li> <li>• Facilitate the management team’s involvement in the development of organisational or business unit strategies in order to ensure alignment to business goals</li> <li>• Communicate the organisation’s corporate governance and social responsibility requirements in order to facilitate organisational compliance</li> <li>• Engage employees to guide the implementation of organisational plans in order to achieve business goals</li> <li>• Model leadership and behaviours to demonstrate the application of organisational values, behaviours and governance priorities in all actions</li> </ul>		

## Director of Sales

### **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 in order to identify 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 clear, inspiring organisational goals, strategies and plans to garner stakeholder support and buy-in
- Apply 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 facilitating innovation process
- Improve own innovation management capability by subscribing to diverse learning channels and discussion platforms in order to ensure continuous learning for workplace application

### **Range of Application** (where applicable)

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

N/A



## Director of Sales

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.2</b>	Develop Managers and High Potential Employees through Organisational Talent Capability Review		
<b>Skill Description</b>	This skill describes the ability to review organisational talent capability and develop high potential employees in order to meet organisational requirements. It also includes engaging and supporting line managers in their capability development.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to organisational talent capability management</li> <li>• Organisational policies and procedures relating to organisational talent capability in management activities</li> <li>• Models, methods and tools used to develop high potential employees</li> <li>• Market trends and developments in relation to talent management and employee engagement</li> <li>• Concepts and theories of employee engagement</li> <li>• The importance of employee engagement</li> <li>• The relationship between employee engagement and performance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify critical positions in the organisation and assess their vacancy risk for capability development planning</li> <li>• Assess the capability and capacity of existing talent and identify and categorise high potential employees for critical positions</li> <li>• Work with managers and identified successors in order to develop development and career plans</li> <li>• Support managers in the development of their professional, technical and managerial competencies in order to improve performance</li> <li>• Empower managers to demonstrate independence and take responsibility for their personal development</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review effectiveness of organisational talent capability development process in order to identify areas for improvement</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Encourage and motivate managers to promote employee engagement
- Apply emotional intelligence to guide own thinking and actions when interacting with others to develop capability development and career plans

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Mentor the progression and development of high potential employees in order to meet organisational talent capability requirements
- Update own mentoring skills by subscribing to diverse learning channels and participating in peer discussion platforms

### Range of Application

*(where applicable)*

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

N/A

## Director of Sales

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.3</b>	Manage Human Resources in the Department		
<b>Skill Description</b>	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 and implementing follow-up actions.		
<b>Knowledge and Analysis</b> <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"> <li>• Guidelines for identifying human resource requirements, in accordance with organisational requirements</li> <li>• Guidelines for screening applicants and conducting exit interviews</li> <li>• Regulations and guidelines for employee terminations and resignations</li> <li>• Organisational procedures for monitoring performance</li> <li>• Guidelines for reviewing processes and systems that support human resource management</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify human resource requirements in order to meet department goals and objectives</li> <li>• Develop department human resource plans</li> <li>• Manage recruitments, terminations, resignations and promotions</li> <li>• Oversee daily human resource activities</li> <li>• Monitor performance outcomes</li> <li>• Review processes and systems</li> <li>• Implement follow up actions</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop human resource talents within each operational unit for improved outcomes</li> </ul>		

## Director of Sales

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Respect privacy and confidentiality of staff information and disclosures</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Reflect on effectiveness of alternative human resource management best practices, in consideration of changing needs of the organisation</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.4</b>	Develop Self to Maintain Professional Competence at Senior Management Level		
<b>Skill Description</b>	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 own leadership style and capability.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to organisational communications, decision-making and personal conduct at the workplace</li> <li>• Organisational policies and procedures relating to organisational communications and the development of professional competence</li> <li>• Implications and impact of organisational communication processes on stakeholders</li> <li>• Implications and impact of own leadership style and capability on employees and the organisation</li> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at the business unit or divisional level</li> <li>• Underlying issues and trends that may affect decision-making by stakeholders</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Use appropriate methods of communication in order to promote the organisation</li> <li>• Encourage and display effective communication techniques and behaviours to demonstrate the organisation's values and ethics</li> <li>• Work with the leadership team to develop plans in order to achieve strategic priorities and directions of the organisation</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Collaborate with stakeholders to develop communication channels and enhance organisational communications</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Influence stakeholders to pursue actions which support the achievement of the organisation's strategic priorities and directions
- Maintain integrity of self throughout the decision-making process in order to meet requirements on organisational code of conduct on 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 in order to develop own leadership style

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Use opportunities to self-reflect on own work performance and leadership style in order to identify areas for improvement
- Maintain awareness and understanding of the skills and knowledge of colleagues and competitors in order to identify professional development opportunities for self

### Range of Application

*(where applicable)*

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

N/A

## Director of Sales

Skill Category	Planning and Implementation	Applicable to NOSS level	N/A
<b>Skill 6.1</b>	Manage and Review Systems and Processes		
<b>Skill Description</b>	This skill describes the ability to manage, review and evaluate systems and processes with the view towards enhancements. It also includes gathering of feedback and developing solutions in order to close gaps and to make improvements.		
<b>Knowledge and Analysis</b> <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"> <li>• Different tiers of systems and processes within the organisation</li> <li>• Tools and methodologies to review systems and processes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Manage systems and processes to meet organisational guidelines and policies</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review and evaluate systems and processes in accordance with organisational policies in order to identify areas for improvement</li> <li>• Develop and establish solutions to gaps and identify areas of improvement to further enhance organisational systems and processes</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Adhere to organisational code of conduct, values and ethics when managing and reviewing systems and processes in order to ensure continued efficiency of organisational business processes

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Keep abreast of best practices in managing systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance own knowledge for workplace application

### Range of Application

*(where applicable)*

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

N/A



## Director of Sales

Skill Category	Planning and Implementation	Applicable to NOSS level	N/A
<b>Skill 6.2</b>	Manage Resource Planning		
<b>Skill Description</b>	This skill describes the ability to manage resource planning in order 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.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of resources</li> <li>• Outcomes of effective resource allocation</li> <li>• Relevant stakeholders to consider during resource planning</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine resource needs in order to ensure successful implementation of business function strategy</li> <li>• Acquire and allocate resources in order to support execution of business function strategy</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review resource usage in order to determine sufficiency and optimal utilisation of resources</li> <li>• Assess resource allocation outcomes and reallocate resources in order to meet business function strategy requirements</li> </ul>		

## Director of Sales

### **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 ensure 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 to assess how the utilisation resources can be further improved in order 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

## Director of Sales

<b>Skill Category</b>	Planning and Implementation	<b>Applicable to NOSS level</b>	N/A
<b>Skill 6.3</b>	Provide Information for Management Decision Making		
<b>Skill Description</b>	This skill describes the ability to provide information to management in order 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.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of management decisions</li> <li>• Sources of information</li> <li>• Relevant stakeholders affected by management decisions</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify information needed for management decision-making to facilitate decision-making process</li> <li>• Find and analyse necessary information to seek management inputs</li> <li>• Determine relevant measures to monitor outcomes of management decisions</li> <li>• Update and inform management on business issues that require management decisions to seek management's direction</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Substantiate and make recommendations on business issues to management to facilitate decision-making</li> </ul>		

## Director of Sales

### 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 management's views and focus to influence management in their decision making in order to attain the intended objective

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Improve own capability in information gathering and analysis by subscribing to diverse learning channels in order to enhance workplace performance

### Range of Application

*(where applicable)*

N/A

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

## Director of Sales

<b>Skill Category</b>	Revenue Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 7.1</b>	Analyse Data for Trends and Forecasts		
<b>Skill Description</b>	This skill describes the ability to use and analyse big data to prepare yield and forecast reports with recommended strategies to management. It also includes analysing social media, historical purchases, promotions and discounts, in-store sales and socio-economic environments.		
<b>Knowledge and Analysis</b> <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"> <li>• Core components contributing to revenue management, and their application to the service sector, segmentation and demand</li> <li>• Value matrix with consideration towards product, price and services</li> <li>• Core components of pricing and its impact on value perception</li> <li>• Key industry performance indicators (KPI) and their use in performance evaluations</li> <li>• Sources, quality and validity of primary and secondary data</li> <li>• Tactical and strategic revenue management techniques</li> <li>• Statistical Modelling Techniques and Forecasting Modelling Techniques</li> <li>• Concepts of big data analytics (social media analytics)</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Select the relevant statistical models and forecasting models for data analysis</li> <li>• Select relevant data channels for data analysis</li> <li>• Develop processes in order to support statistical and forecasting model operations with relevant stakeholders</li> <li>• Develop business insight reports for relevant parties</li> <li>• Perform data analysis to prove or disprove the revenue forecast and obtain business insights using relevant analytics tools</li> <li>• Explore data with analytics tools in order to familiarise with the data available for analysis</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review the objectives of analysis and align them to the organisation's revenue strategies and key industry performance indicators</li> <li>• Review the deployed model to ensure that it delivers the expected outcome and aligns with the business changes</li> </ul>		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate the analysis results to the team

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Seek advice from supervisors on techniques to extract and analyse useful data for forecasting purposes

### Range of Application

*(where applicable)*

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

N/A

## Director of Sales

Skill Category	Revenue Management	Applicable to NOSS level	N/A
<b>Skill 7.2</b>	Manage Strategic Revenue Management		
<b>Skill Description</b>	This skill describes the ability to manage revenue management functions (people and systems) in the organisation, and review and manage information systems used for data collection and evaluation. It also includes identifying elements, components and resources for creating successful revenue management strategies (including social networks and mobile distribution), managing strategic levers of revenue management and required documentation, reviewing effectiveness of revenue management (sales and marketing) strategies and tactics, and performing implementation of changes where necessary.		
<b>Knowledge and Analysis</b> <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"> <li>• Critical elements and components of revenue management strategies</li> <li>• Resources available for developing revenue management strategies</li> <li>• Legislative guidelines for implementing revenue management strategies</li> <li>• Delegation of roles and responsibilities for revenue management</li> <li>• Significance of implementing changes in revenue management</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify elements, components and resources to create successful revenue management strategies, in accordance with organisational procedures</li> <li>• Manage strategic levers of revenue management and required documentation, in adherence to legislative guidelines, and in accordance with organisational policies and procedures</li> <li>• Evaluate how revenue management strategies impact on other aspects of business areas, in accordance with organisational procedures</li> <li>• Lead business revenue review meetings</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Perform change implementation, where necessary, in accordance with organisational procedures</li> <li>• Review and recommend improvements to information systems for data collection and evaluation</li> <li>• Design strategies to maximise revenue</li> </ul>		

## Director of Sales

### **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 and encourage team collaboration in implementing revenue management strategies
- Demonstrate leadership, coach and mentor team members in revenue management strategies
- Develop working relationship with all third-party market and operation managers

### **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:

- Update own learning on strategising, and evaluating resources to implement, effective strategies for revenue management

### **Range of Application**

*(where applicable)*

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

N/A



## Director of Sales

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.1</b>	Identify New Sales and Marketing Opportunities		
<b>Skill Description</b>	This skill describes the ability to identify new sales and marketing opportunities. It also includes identifying and evaluating potential sales opportunities, communicating organisation's products and services and pursuing sales leads to meet sales and marketing objectives.		
<b>Knowledge and Analysis</b> <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"> <li>• Criteria used to qualify customers</li> <li>• Communication techniques</li> <li>• Negotiation techniques</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Evaluate opportunities in order to determine alignment to the organisational growth strategy</li> <li>• Communicate the organisation's products and services benefits and features to potential customers in order to meet sales and marketing objectives</li> <li>• Pursue sales leads in accordance with organisational procedures to meet sales and marketing objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Recognise opportunities that can be converted into potential sales leads in order to add value to the business</li> </ul>		

## Director of Sales

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Identify the needs of potential customers and act with their interests in mind when pursuing sales leads to establish positive interpersonal relationships and close sales

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage in self-reflection on own interactions with potential customers and identify areas for improvement in order to enhance own negotiation and communication skills to close sales

### **Range of Application**

*(where applicable)*

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

N/A

## Director of Sales

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.2</b>	Manage Customer Acquisition and Retention Programmes		
<b>Skill Description</b>	This skill describes the ability to manage customer acquisition and retention programmes. It also includes establishing, managing, evaluating and refining customer acquisition and retention programmes in order to increase customer loyalty.		
<b>Knowledge and Analysis</b> <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"> <li>• Importance of building customer relationships and increasing customer loyalty</li> <li>• Objectives of customer acquisition and retention programmes</li> <li>• Costs of customer acquisition and retention programmes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish and manage customer acquisition and retention programmes in order to increase customer loyalty</li> <li>• Review existing customer acquisition and retention programmes in order to ensure that they are current</li> <li>• Evaluate customer responses in order to determine if customer needs and expectations are met</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate and refine customer acquisition and retention programmes in order to increase customer loyalty</li> </ul>		

## Director of Sales

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate empathy and appreciation of others' views and issues when collaborating with cross-functional teams to manage customer programmes in order to maintain positive working relationships

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Keep abreast of market trends and developments on customer acquisition and retention programmes to stay competitive with industry practices by subscribing to diverse information channels

### **Range of Application** (where applicable)

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

N/A

## Director of Sales

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.3</b>	Manage Hotel Sales and Marketing Initiatives		
<b>Skill Description</b>	This skill describes the ability to establish strategic foci and develop sales and marketing plans. It also includes monitoring and evaluating outcomes and implementing corrective actions to address performance gaps in meeting projections, while complying with legal requirements.		
<b>Knowledge and Analysis</b> <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"> <li>• Principles of SMART goals</li> <li>• Sustainable, competitive advantage of the organisation</li> <li>• Situational analysis of organisations</li> <li>• Industry practices in sales and marketing</li> <li>• Components of customer analysis</li> <li>• Environmental factors for sales and marketing plans</li> <li>• Application of appropriate promotion strategies for future sales</li> <li>• Relationship marketing and value selling to customers</li> <li>• Gap analysis</li> <li>• Types of corrective actions</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish strategic focus and plan, in accordance with business operations</li> <li>• Perform situational analysis and present findings, in accordance with organisational guidelines</li> <li>• Develop sales and marketing plans, in accordance with business requirements</li> <li>• Implement and monitor activities and performance outcomes, based on designated schedule</li> <li>• Evaluate outcomes against performance data and projections</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Implement corrective actions to improve sales revenue</li> </ul>		

## Director of Sales

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Seek support from stakeholders to implement sales and marketing plan</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Seek feedback from head of division on the management of sales and marketing initiatives for the organisation</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Sales

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 9.1</b>	Manage Loss/Risk Prevention		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Significance of loss and risk prevention</li> <li>• Significance of identifying potential safety or security concerns</li> <li>• Benefits of empowerment in the delegation of responsibilities</li> <li>• Investigation and disciplinary actions in exceptional cases</li> <li>• Criteria for setting targets for success</li> <li>• Importance of implementing changes after reviewing loss and risk policies and procedures</li> <li>• Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify causes, areas and perpetrators of potential loss and risk</li> <li>• Review safety, privacy and security practices with relevant stakeholders</li> <li>• Manage inspection activities and mitigation actions to minimise loss and risk</li> <li>• Handle exceptional cases via investigation and disciplinary actions</li> <li>• Review effectiveness of loss, risk policies and procedures, and implement changes</li> </ul>		
<b>Innovation and Value Creation</b> <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		

## Director of Sales

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Influence others to be vigilant in safeguarding 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:

- Participate 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.*



## Director of Sales

### Definitions of the Five (5) Domains

DOMAIN	DEFINITION
<b>Knowledge and Analysis</b>	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities and takes into consideration, the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
<b>Application and Adaptation</b>	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.
<b>Innovation and Value Creation</b>	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation is able to reap the values from individual or team contributors to achieve organisational growth.
<b>Social Intelligence and Ethics</b>	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
<b>Learning to Learn</b>	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.

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**JOB DESCRIPTION**

# Director of Public Relations/ Director of Marketing Communications

Skills & Training Required

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## Director of Public Relations/ Director of Marketing Communications

### OCCUPATION DESCRIPTION:

The Director of Public Relations/Director of Marketing Communications (DOMPR) is responsible for the planning, development and implementation of all marketing strategies, marketing communications, and public relations activities, both external and internal. While directing the efforts of the marketing, communications and public relations team and coordinating at the strategic and tactical levels with the other departments, DOMPR also oversees the development and implementation of support collaterals and services.

The DOMPR creates, develops and executes the marketing and communications plans for public relations, and pre and post-opening marketing. DOMPR also works with the team or external agencies to come up with new ideas for image, advertising campaigns and marketing messages. Clear articulation of the property's desired image, messaging and positioning is required throughout to ensure consistency. DOMPR is responsible for editorial direction, design, production and distribution of all publications, in print and online.

The DOMPR manages media interests in the property and ensures regular contact with target media. DOMPR respond appropriately to media requests, and acts as the property's representative or spokesperson to the media. DOMPR also manages and maintains third party relationships with key vendors covering marketing and public relations functions and oversees communications with guests or customers. DOMPR is also responsible for developing short and long-term plans and budgets for programmes and activities.

The skills expected of the Director of Public Relations/Director of Marketing Communications are summarised as below:

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
1	<b>Business Strategy and Continuity Management</b>	1.1 Apply Systems Thinking in Problem Solving and Decision Making	<ul style="list-style-type: none"> <li>• Crisis Management Training</li> <li>• Problem Solving Skills</li> <li>• Negotiation Skills Training</li> </ul>
		1.2 Contribute to the Design and Development of a Productivity Framework	
		1.3 Direct Management of Crisis Situations	
		1.4 Manage and Direct Negotiations	
		1.5 Manage Dispute Mediation	
2	<b>Communications</b>	2.1 Conduct Presentation to Senior Management	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Presentation Training</li> </ul>
		2.2 Establish Internal Communications Platforms and Channels	
		2.3 Establish Public Relations Strategies	

## Director of Public Relations/ Director of Marketing Communications

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
3	<b>Customer Experience</b>	3.1 Create Guest/Customer Experience	<ul style="list-style-type: none"> <li>• Service Excellence</li> <li>• Guest Services</li> </ul>
		3.2 Drive Branding and Communication for Service Excellence	
4	<b>Finance</b>	4.1 Prepare Budget for the Business Unit	<ul style="list-style-type: none"> <li>• Finance for Non- Finance</li> </ul>
5	<b>Technology</b>	5.1 Analyse and Recommend Best Practices and Technology in Hospitality	<ul style="list-style-type: none"> <li>• Digital Marketing Skills and Strategies</li> </ul>
6	<b>Leadership</b>	6.1 Lead Managers to Develop Organisational and Governance Strategies	<ul style="list-style-type: none"> <li>• Management &amp; Leadership in the Hospitality Industry</li> </ul>
		6.2 Develop Managers and High Potential Employees through Organisational Talent Capability Review	
		6.3 Manage Human Resources in the Department	
		6.4 Develop Self to Maintain Professional Competence at Senior Management Level	
7	<b>Planning and Implementation</b>	7.1 Manage Resource Planning	<ul style="list-style-type: none"> <li>• Strategic Planning and Management</li> </ul>
		7.2 Provide Information for Management Decision Making	
8	<b>Marketing Communications &amp; Public Relations</b>	8.1 Develop and Oversee Public Relations Strategies	<ul style="list-style-type: none"> <li>• Marcom &amp; PR Training</li> </ul>
		8.2 Develop Digital Strategies	
9	<b>Sales and Marketing</b>	9.1 Direct Market Research	<ul style="list-style-type: none"> <li>• Market Analysis and Research Training</li> <li>• Planning &amp; Marketing Strategies</li> </ul>
		9.2 Identify New Sales and Marketing Opportunities	
10	<b>Risk Management</b>	10.1 Manage Loss/Risk Prevention	<ul style="list-style-type: none"> <li>• Risk Management</li> </ul>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.1</b>	Apply Systems Thinking in Problem Solving and Decision Making		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Definitions of systems thinking</li> <li>• Benefits of systems thinking</li> <li>• Organisation from a systems perspective</li> <li>• Situations that can affect the achievement of desired goals and outcomes</li> <li>• Comparison of the various system thinking tools and their application</li> <li>• Comparison of the various systems thinking approaches and their application to problem-solving</li> <li>• Characteristics and application of the decision-making models</li> <li>• Limitations of appropriate evaluation process to assess effectiveness of chosen solutions</li> <li>• Possible success indicators of chosen solutions</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse issues that affect the achievement of desired goals and outcomes in the macro context</li> <li>• Apply systems thinking approaches and processes to identify the root causes of non-achievement of desired goals and outcomes and the homeostasis of the organisation</li> <li>• Develop an implementation plan for the chosen solutions to resolve issues that affect the achievement of desired goals and outcomes in an organisation</li> <li>• Assess the effectiveness of the chosen solutions using an appropriate evaluation process</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Use systems thinking tools to formulate possible solutions to resolve issues that affect the achievement of desired goals and outcomes</li> <li>• Select suitable solutions using established criteria to resolve issues that affect the achievement of desired goals and outcomes</li> <li>• Recommend corrective actions to improve chosen solutions</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Document the process of applying systems thinking in problem-solving and decision-making according to 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:

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

### Range of Application

*(where applicable)*

*It refers to the critical points that the skill may be demonstrated.*

Definitions of systems thinking must include:

- A way of helping a person to view systems from a holistic perspective that includes seeing overall structures, patterns and cycles in systems, rather than seeing only isolated events in the system
- A way to identify the root causes 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
- Total Systems Intervention (TSI) which includes:
  - o Creativity phase: Focuses on different aspects of the organisation's functioning
  - o Choice phase: Choosing a set of methodologies to suit particular characteristics of the organisation's situation
  - o Implementation phase: Generating specific proposal for change
- Systems design which includes:
  - o Forecasting
  - o Model building and simulation
  - o Optimisation and control

## Director of Public Relations/ Director of Marketing Communications

- Strategic Assumption Surfacing and Testing (SAST) includes:
  - o Group formation: A large group of people split into various groups
  - o Assumption surfacing and rating:
    - o Groups discuss and list all assumptions inherent in systems
    - o Within group dialectic debate:
      - o Eliminates irrelevant assumptions
      - o Ensures that assumption is self-evident and significant in the outcome of the strategy chosen and implemented
  - o Between groups dialectic debate:
    - o Extracts agreed assumptions
    - o Debates on contentious assumptions to achieve agreement
- Final synthesis:
  - o Groups all come together to propose and resolve all outstanding controversies
  - o Policy decisions will be made then
- Critical Systems Heuristic (CSH) which includes:
  - o To identify boundary judgements systematically
  - o To analyse alternative reference systems for defining a problem or assessing a solution proposal
  - o To challenge in a compelling way any claims to knowledge or rationality or improvement that rely on hidden boundary judgments or take them for granted

## Director of Public Relations/ Director of Marketing Communications

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.2</b>	Contribute to the Design and Development of a Productivity Framework		
<b>Skill Description</b>	The ability to contribute effectively to the design and development of a productivity framework. It also includes conducting productivity diagnosis, recommending areas for improvement, establishing productivity goals and strategies, developing a productivity measurement system and performance management system in order to evaluate the effectiveness of the productivity framework.		
<b>Knowledge and Analysis</b> <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"> <li>• Productivity concepts</li> <li>• Ways in which productivity plays an important role in the generation of wealth and value for the organisation, industry and the country</li> <li>• Components of a productivity management structure to facilitate productivity improvement in the organisation</li> <li>• Types of productivity to be measured</li> <li>• Methods to analyse the relationship between productivity measurements and factors that influence productivity</li> <li>• Factors that affect single factor and total factor productivity</li> <li>• Assessment of quantitative and qualitative factors that influence productivity</li> <li>• Quantitative and qualitative indicators commonly used in measuring organisation's productivity</li> <li>• Methods and tools used to measure productivity</li> <li>• Types of resources for productivity improvement</li> <li>• Types of motivation and incentive schemes for productivity improvements</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish own's role and responsibilities in the productivity management structure in an organisation</li> <li>• Contribute to the development of a productivity road map and action plan based on findings from the productivity diagnosis</li> <li>• Contribute to the design and development of a productivity measurement system in order to measure productivity in an organisation</li> <li>• Contribute to the design and development of a performance management system that link performance appraisals, staff recognition and incentive schemes to productivity in an organisation</li> </ul>		



## Director of Public Relations/ Director of Marketing Communications

<p><b>Innovation and Value Creation</b> <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"> <li>• Contribute to the design and development of a system to evaluate the effectiveness and efficiency of the productivity framework</li> </ul>
<p><b>Social Intelligence and Ethics</b> <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"> <li>• Establish and align productivity goals and strategies with business unit and organisation's goals in consultation with relevant personnel in order to seek agreement</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Conduct productivity diagnosis to assess performance standards and current situation of the business unit and recommend areas for improvement in consultation with relevant personnel</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.3</b>	Direct Management of Crisis Situations		
<b>Skill Description</b>	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 relevant personnel.		
<b>Knowledge and Analysis</b> <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"> <li>• Own role in management of crisis response and recovery activities</li> <li>• Relevant personnel in a disruptive event</li> <li>• Implications on business impact arising from disruptive events on the organisation</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Lead damage assessment in consultation with relevant personnel to determine the scale of impact</li> <li>• Direct implementation of crisis response and recovery activities in accordance with recovery strategies and business continuity strategies to ensure alignment in activities</li> <li>• Facilitate the involvement of cross-functional teams in order to assist in crisis management</li> <li>• Activate 'return-to-normal' procedures in accordance with crisis management plan to ensure alignment in activities</li> <li>• Identify the business impact of disruptive events on the organisation to determine the extent of the impact</li> <li>• Activate stand down procedures in accordance with business continuity strategies and crisis management plan to ensure alignment in activities</li> <li>• Facilitate communication process during disruptive events to internal and external relevant personnel in accordance with crisis communication plan in order to provide updates</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review crisis management process to identify areas for improvement</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Manage own emotions in order to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation</li> <li>• Respond appropriately to emotional cues of cross-functional teams and organisation members during a crisis situation in order to manage negative emotional climate and provide reassurance</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Enhance own knowledge on crisis management by subscribing to diverse learning channels in order to ensure continuous learning for workplace application</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.4</b>	Manage and Direct Negotiations		
<b>Skill Description</b>	The ability to manage and direct negotiations in order to achieve organisation's desired outcomes. It also includes planning and preparing for negotiation, implementing negotiation guidelines and providing feedback for negotiation policy refinement.		
<b>Knowledge and Analysis</b> <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"> <li>• Negotiation styles</li> <li>• Results of effective negotiation</li> <li>• Conditions for successful negotiation</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Plan and prepare for negotiation in accordance with negotiation strategies to achieve desired negotiation outcomes</li> <li>• Implement negotiation guidelines during negotiation process to achieve desired outcomes</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Provide feedback to relevant parties to refine negotiation policy</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Identify and address needs and concerns of negotiating team with regard to negotiation process, roles and responsibilities to maintain positive working relationships</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Source for past negotiation plans to gain insights to develop current negotiation plan to achieve desired outcomes</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.5</b>	Manage Dispute Mediation		
<b>Skill Description</b>	The ability to manage dispute mediation in order to achieve mediation objectives. It also includes developing mediation guidelines, preparing and participating in mediation and evaluating mediation outcomes.		
<b>Knowledge and Analysis</b> <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"> <li>• Mediation purpose and outcomes</li> <li>• Types of disputes</li> <li>• Means of managing relevant personnel in mediation process</li> <li>• Dispute resolution processes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop and review mediation guidelines in consultation with relevant personnel to manage mediation process</li> <li>• Prepare for mediation in accordance with mediation guidelines to achieve desired mediation outcomes</li> <li>• Set objectives for resolution to guide mediation process</li> <li>• Use a range of communication techniques to mediate dispute successfully</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate mediation outcomes to determine achievement against objectives and identify potential areas for improvement for future mediations</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Demonstrate empathy and openness to embrace different perspectives during the mediation process to achieve desired mediation outcomes</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Research on history of disputes and dispute resolution within the organisation in order to apply to current and future situations</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.1</b>	Conduct Presentation to Senior Management		
<b>Skill Description</b>	The ability to conduct presentation to senior management. It also includes identifying presentation objectives and modes, preparing collaterals, delivering key messages and reviewing presentation outcomes in order to enhance future performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Presentation guidelines in order to present to senior management</li> <li>• Types of presentation collaterals</li> <li>• Techniques to engage target audience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish objectives of presentation and identify appropriate presentation modes to meet organisational requirements</li> <li>• Determine deliverables for target audience to develop presentation collaterals</li> <li>• Use appropriate presentation modes in order to deliver appropriate messages to target audience</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review presentation outcomes to enhance future performance</li> </ul>		



## Director of Public Relations/ Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Assess reactions of target audience towards the presentation in order 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:

- Seek guidance and advice from peers and supervisors on past presentations to gain insights in order to plan the presentation

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.2</b>	Establish Internal Communications Platforms and Channels		
<b>Skill Description</b>	The ability to establish internal communications platforms and channels. It also includes evaluating existing platforms and channels as well as developing, selecting and improving such platforms and channels in order to ensure effectiveness.		
<b>Knowledge and Analysis</b> <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"> <li>• Communications objectives</li> <li>• Organisational structure to identify approach in order to disseminate information</li> <li>• Internal partners needed to successfully disseminate messages</li> <li>• Outcomes of communication</li> <li>• Critical success factors of internal communications platforms and channels</li> <li>• Considerations in addressing employees' needs and motivations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Evaluate existing communications platforms and channels to assess their effectiveness</li> <li>• Develop communications platforms and channels to effectively disseminate messages internally to achieve communications objectives</li> <li>• Select appropriate communications platforms and channels in consultation with relevant personnel to execute communications strategies</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review outcomes of communication to determine need in order to make necessary changes to communications platforms and channels</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Demonstrate openness to ideas and suggestions when consulting relevant personnel on communication platforms and channels in order to ensure individual views are acknowledged and addressed</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Be well informed on new communication platforms and channels in order to assess suitability for the organisation by subscribing to diverse information channels and participating in discussion platforms</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.3</b>	Establish Public Relations Strategies		
<b>Skill Description</b>	The ability to establish public relations strategies. It also includes identifying the public relation needs as well as developing, overseeing and evaluating public relations strategies.		
<b>Knowledge and Analysis</b> <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"> <li>• Factors to consider when identifying public relation needs</li> <li>• Target audience of public relations strategies</li> <li>• Critical success factors of public relations strategies</li> <li>• Public relations campaigns</li> <li>• Activities to improve or maintain organisational image</li> <li>• Public relations tools</li> <li>• Outcomes of public relations strategies</li> <li>• Considerations when interacting with media</li> <li>• Legal, regulatory, ethical and socio-cultural considerations related to public relations strategies and plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify public relation needs in order to maintain and enhance organisation's public image</li> <li>• Develop public relations strategies in consultation with relevant personnel in order to enhance strategic outcomes</li> <li>• Oversee public relations plans to meet public relation needs</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate public relations strategies to propose follow-up actions for improvement</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Demonstrate openness in order to incorporate inputs and feedback from relevant personnel to promote collaborative working relationships

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Be well informed on industry best practices on public relation strategies by subscribing to diverse learning and information channels in order to enhance own knowledge for workplace application

### **Range of Application**

*(where applicable)*

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

Legal, regulatory, ethical and socio-cultural considerations related to public relations strategies and plans must include:

- Relevant legislation and regulations
- Codes of practice
- Business ethics
- Policies and guidelines
- Social responsibilities
- Cultural and societal expectations and influences

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.1</b>	Create Customer Experience		
<b>Skill Description</b>	The ability to establish a desired customer experience framework, by designing service products, environments and delivery processes to meet the desired experience. It also includes communicating and facilitating implementation of the enhanced guest/customer experience framework, monitoring, evaluating and taking corrective measures in order to address irregularities in delivering the experience.		
<b>Knowledge and Analysis</b> <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"> <li>• Importance of customers' experience</li> <li>• Importance of service products, desired service environments and desired service delivery processes</li> <li>• Market trends and developments in creating guest/customer experiences</li> <li>• Communication and interpersonal skills</li> <li>• Criteria for customer satisfaction level and Organisation's customer satisfaction ratio</li> <li>• Factors that determine successful customer experience</li> <li>• Types of evaluation tools used to assess customer satisfaction</li> <li>• Legal and ethical considerations relating to the evaluation of customer experience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish desired customer experience framework based on customers' profiles</li> <li>• Facilitate implementation of enhanced customer experience framework</li> <li>• Monitor enhanced guest/customer experience, based on customer satisfaction</li> <li>• Evaluate enhanced customer experience, based on customer satisfaction</li> <li>• Take corrective measures to address irregularities in delivery of enhanced customer experience</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Design innovative service products, environment and delivery process to enhance customers' experience</li> <li>• Review service products, environment and delivery process to enhance customers' experience</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Communicate with customers, colleagues and team to assist in establishing desired customer experience framework</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Engage in self-reflection to review effectiveness of desired customer experience framework in creating positive customer experience</li> <li>• Update own learning in customer experience framework by subscribing to diverse learning channels and participating in peer review platforms</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.2</b>	Drive Branding and Communication for Service Excellence		
<b>Skill Description</b>	The ability to communicate the importance and benefits of a service brand for the organisation. It also includes championing for the adoption of the service brand throughout the organisation in order to drive service branding initiatives.		
<b>Knowledge and Analysis</b> <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 the: <ul style="list-style-type: none"> <li>• Organisation’s branding strategy and service values</li> <li>• Impact of service branding initiatives on business</li> <li>• Importance and benefits of service branding</li> <li>• Components of marketing and communication plan</li> <li>• Methods to evaluate impact of service branding initiatives</li> </ul>		
<b>Application and Adaptation</b> <i>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"> <li>• Develop an appreciation for the service brand as a competitive advantage for the organisation</li> <li>• Develop a marketing and communications plan in order to champion the adoption of a service brand</li> <li>• Incorporate service brand values in recruitment and performance management of staff</li> <li>• Align all customer touch points, service processes, service standards and communications channels to service brand</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Conduct brand surveys to solicit customer’s feedback on service brand in order to propose improvements</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Train staff to ensure their commitment to and understanding of service brand benefits and values</li> </ul>		



## Director of Public Relations/ Director of Marketing Communications

<p><b>Learning to Learn</b> <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"> <li>• Be well informed on trends in customer behaviour and marketing channels through industry platforms and customer panels</li> </ul>
<p><b>Range of Application</b> <i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>An organisation's service brand is defined as the way an organisation seeks to identify itself.</p> <p>Service brands:</p> <ul style="list-style-type: none"> <li>• Add depth and value to an organisation's product offerings</li> <li>• Display publicly the organisation's culture and values</li> </ul> <p>Impact of the service brand on an organisation must include:</p> <ul style="list-style-type: none"> <li>• Increased revenues and market share</li> <li>• Decreased price sensitivity (or the ability to charge price premiums to consumers and the trade)</li> <li>• Increased customer loyalty</li> <li>• Increased profitability</li> <li>• Increased stock price and shareholder value</li> <li>• Increased clarity of vision</li> <li>• Increased ability to mobilise an organisation's staff and focus its activities</li> <li>• Ability to attract and retain high quality employees</li> <li>• Independence from a particular product category</li> </ul>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Finance	Applicable to NOSS level	N/A
<b>Skill 4.1</b>	Prepare Budget for the Business Unit		
<b>Skill Description</b>	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 relevant personnel for decision-making and ensuring adherence to financial controls in accordance with policies and regulations.		
<b>Knowledge and Analysis</b> <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"> <li>• Objectives of budgets</li> <li>• Parameters of budgets</li> <li>• Types of budgets</li> <li>• Key principles of accounting and financial systems</li> <li>• Types of data sources and data required to prepare a budget</li> <li>• Accounting principles and practices that are related to budget preparation</li> <li>• Key principles of budgetary control and budget plans</li> <li>• Budgetary control techniques</li> <li>• Requirements of Malaysia’s taxation policies for example, Service Tax, Heritage Tax, Malaysian Tourism Tax and where applicable</li> <li>• Functional objectives and key requirements</li> <li>• Organisational financial data</li> <li>• Financial analytical techniques and methodology</li> <li>• Relevant personnel to consult on budget calculations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse business function strategies, functional objectives and operational plans to facilitate accurate forecasting and budgeting for the financial year</li> <li>• Calculate cash flow requirements of business unit to establish financing needs for the financial year</li> <li>• Compare previous actual data with estimations made by management to highlight discrepancies</li> <li>• Report budget calculations and discrepancies to relevant personnel in order to facilitate prompt management decision-making on budget allocation</li> <li>• Ensure adherence to financial controls in order to meet requirements of relevant organisational corporate governance and financial policies, legislation and regulations</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### **Innovation and Value Creation**

*It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*

The ability to:

- Identify opportunities for technological optimisation in order 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:

- Follow organisational code of conduct, values and ethics when preparing budget for the business unit in order 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 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.*

Legislation and regulations must include:

- Malaysian Financial Reporting Standards (MFRS), as issued by the Malaysian Accounting Standards Board (MASB)
- Malaysian Institute of Accountant (2016 Company Act)
- Companies' Act
- Internal control policies
- Taxation periods and timing

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Technology	Applicable to NOSS level	N/A
<b>Skill 5.1</b>	Analyse and Recommend Best Practices and Technology in Hospitality		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Environmental scanning</li> <li>• Data collection and collation techniques</li> <li>• Best practices and technology in hospitality</li> <li>• Organisation's products and services</li> <li>• Methods of comparative analysis</li> <li>• Gap analysis</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Perform environmental scanning for industry trends in best practices and technology</li> <li>• Identify best practices and technology</li> <li>• Compare current practices and technology with industry benchmarks of best practices and technology, in accordance with organisational requirements</li> <li>• Determine gaps between current organisational practices and industry benchmarks on best practices and technology</li> <li>• Propose recommendations to bridge gaps between organisational current practices and industry benchmarks of best practices and technology</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Seek new technological applications, in consideration of workplace productivity</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Create a work culture that supports best practices and technology</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Analyse own ability to use new digital technologies for workplace productivity</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 6.1</b>	Lead Managers to Develop Organisational and Governance Strategies		
<b>Skill Description</b>	The ability to lead managers to develop organisational strategies and review corporate governance management in order to meet organisational needs. It also includes modelling of leadership and providing direction and guidance to line managers.		
<b>Knowledge and Analysis</b> <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"> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation</li> <li>• 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</li> <li>• Legal and ethical considerations relating to organisational strategy development, corporate governance and social responsibility</li> <li>• Organisational policies and procedures relating to organisational strategy development, corporate governance, social responsibility management and organisational expectations and performance of managers</li> <li>• Relevant professional or industry codes of practice and standards relating to corporate governance, social responsibility, and leadership roles</li> <li>• Implications and impact on employees and the organisation arising from organisational strategic planning process and corporate governance management process</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Research and report on trends and factors of strategic value to the organisation or business unit to support strategic planning</li> <li>• Consult with relevant personnel in order to define mission and objectives for the organisation or business unit to support strategic planning</li> <li>• Facilitate management team involvement in the development of organisational or business unit strategies in order to ensure alignment to business goals</li> <li>• Communicate organisation's corporate governance and social responsibility requirements in order to facilitate organisational compliance</li> <li>• Engage employees in order to guide the implementation of organisational plans to achieve business goals</li> <li>• Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### **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 required changes in order 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 clear, inspiring organisational goals, strategies and plans to garner stakeholder support and buy-in
- Apply 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
- Improve own strategic planning skills by subscribing to diverse learning channels and participating in peer discussion platforms 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

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 6.2</b>	Develop Managers and High Potential Employees through Organisational Talent Capability Review		
<b>Skill Description</b>	The ability to review organisational talent capability and develop high potential employees in order to meet organisational requirements. It also includes engaging and supporting line managers in their capability development.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to organisational talent capability management</li> <li>• Organisational policies and procedures relating to the organisation’s talent capability management activities</li> <li>• Models, methods and tools used to develop high potential employees</li> <li>• Market trends and developments in relation to talent management and employee engagement</li> <li>• Concepts and theories of employee engagement</li> <li>• The importance of employee engagement</li> <li>• Relationship between employee engagement and performance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify critical positions in the organisation and assess their vacancy risk for capability development planning</li> <li>• Assess the capability and capacity of existing talent and identify and categorise high potential employees for critical positions</li> <li>• Work with managers and identified successors to develop development and career plans</li> <li>• Support managers in the development of their professional, technical and managerial competencies in order to improve performance</li> <li>• Empower managers to demonstrate independence and take responsibility for their personal development</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review effectiveness of organisational talent capability development process in order to identify areas for improvement</li> </ul>		



## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Encourage and motivate managers in order to promote employee engagement</li> <li>• Apply emotional intelligence to guide own thinking and actions when interacting with others in order to develop capability development and career plans</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Mentor the progression and development of high potential employees in order to meet organisational talent capability requirements</li> <li>• Update own mentoring skills by subscribing to diverse learning channels and participating in peer discussion platforms</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 6.3</b>	Manage Human Resources in the Department		
<b>Skill Description</b>	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 and implementing follow-up actions.		
<b>Knowledge and Analysis</b> <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"> <li>• Guidelines for identifying human resource requirements based on organisational requirements</li> <li>• Guidelines for screening applicants and conducting exit interviews</li> <li>• Regulations and guidelines for employee terminations and resignations</li> <li>• Organisational procedures for performance monitoring</li> <li>• Guidelines for reviewing processes and systems supporting human resource management</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify human resource requirements to meet department goals and objectives</li> <li>• Develop department human resource plans</li> <li>• Manage recruitments, terminations and resignations</li> <li>• Oversee daily human resource activities</li> <li>• Monitor performance outcomes</li> <li>• Review processes and systems</li> <li>• Implement follow up actions</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop human resource talents within each operational unit for improved outcomes</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Respect privacy and confidentiality of staff information and disclosures

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Reflect on 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

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 6.4</b>	Develop Self to Maintain Professional Competence at Senior Management Level		
<b>Skill Description</b>	The ability to improve organisational communications and influence decision-making as a senior member of a business unit or division. It also includes developing own leadership style and capability.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to organisational communications, decision-making and personal conduct at the workplace</li> <li>• Organisational policies and procedures relating to organisational communications and development of professional competence</li> <li>• Implications and impact of organisational communication processes on relevant personnel</li> <li>• Implications and impact of own leadership style and capability on employees and the organisation</li> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at business unit or divisional level</li> <li>• Underlying issues and trends that may affect decision-making by relevant personnel</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Use appropriate methods of communication in order to promote the organisation</li> <li>• Encourage and display effective communication techniques and behaviours to demonstrate the organisation's values and ethics</li> <li>• Work with the leadership team to develop plans in order to achieve strategic priorities and directions of the organisation</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Collaborate with relevant personnel to develop communication channels and enhance organisational communications</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Influence stakeholders in order to pursue actions which support the achievement of the organisation's strategic priorities and directions
- Maintain integrity of self throughout the decision-making process in order to meet requirements on organisational code of conduct decision-making
- Apply emotional intelligence in order to guide own thinking and actions when interacting with stakeholders
- Demonstrate alignment between personal ethics and values and those of the organisation in order to develop own leadership style

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Use opportunities to self-reflect on own work performance and leadership style in order to identify areas for improvement
- Maintain awareness and understanding of the skills and knowledge of colleagues and competitors in order to identify professional development opportunities for self

### **Range of Application**

*(where applicable)*

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

N/A

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Planning and Implementation	Applicable to NOSS level	N/A
<b>Skill 7.1</b>	Manage Resource Planning		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of resources</li> <li>• Outcomes of effective resource allocation</li> <li>• Relevant personnel to consider during resource planning</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine resource needs in order to ensure successful implementation of business function strategy</li> <li>• Acquire and allocate resources in order to support execution of business function strategy</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review resource usage in order to determine sufficiency and optimal utilisation of resources</li> <li>• Assess resource allocation outcomes and reallocate resources in order to meet business function strategy requirements</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### **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 organisational code of conduct, values and ethics to ensure suitable and optimal utilisation of resources in order 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 to assess how the utilisation resources can be further improved in order to ensure optimal use

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Planning and Implementation	Applicable to NOSS level	N/A
<b>Skill 7.2</b>	Provide Information for Management Decision Making		
<b>Skill Description</b>	The ability to provide information to management in order to facilitate decision-making. It also includes identifying and analysing information, updating management on issues requiring decision-making and making recommendations in order to facilitate decision-making.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of management decisions</li> <li>• Sources of information</li> <li>• Relevant personnel affected by management decisions</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify information needed for management decision-making in order to facilitate decision-making process</li> <li>• Find and analyse necessary information in order to seek management inputs</li> <li>• Determine relevant measures to monitor outcomes of management decisions</li> <li>• Update and inform management on business issues that require management decisions in order to seek management's direction</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Substantiate and make recommendations on business issues to management in order to facilitate decision-making</li> </ul>		



## Director of Public Relations/ Director of Marketing Communications

### **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 management's views and focus to influence management in their decision making to attain the intended objective

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Improve own capability in information gathering and analysis by subscribing to diverse learning channels in order to enhance workplace performance

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Marketing Communications and Public Relations	Applicable to NOSS level	N/A
<b>Skill 8.1</b>	Develop and Oversee Public Relations Strategies		
<b>Skill Description</b>	The ability to develop and oversee public relations strategies and apply the strategies to the workplace.		
<b>Knowledge and Analysis</b> <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"> <li>• Role of public relations</li> <li>• Marketing and public relations plans</li> <li>• Relationships and support of industry</li> <li>• Impact of public relations activities</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop public relations strategies in alignment with marketing and public relations plans</li> <li>• Oversee public relations strategies in alignment with marketing and public relations plan</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify innovative approaches and strategies, based on organisational guidelines, in developing and overseeing public relations strategies</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Pay attention to social dynamics in the work environment and demonstrate ethical principles and moral decisions, based on organisational guidelines, in developing and overseeing public relations strategies

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Demonstrate learning approaches to address irregularities at work, according to organisational guidelines, in developing and overseeing public relations strategies

### **Range of Application**

*(where applicable)*

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

Must include :

- Consumer protection rules and regulations
- Occupational safety and health rules and regulations

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Marketing Communications and Public Relations	Applicable to NOSS level	N/A
<b>Skill 8.2</b>	Develop Digital Strategies		
<b>Skill Description</b>	The ability to develop digital strategies. It also includes identifying target markets, performing competitive analyses, developing digital strategy roadmaps based on the analysis and determining the performance of the strategies.		
<b>Knowledge and Analysis</b> <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"> <li>• Concept of digital marketing and market strategy</li> <li>• Audience segmentation</li> <li>• Features, advantages and constraints of different digital channels</li> <li>• Impact of different digital channels on business</li> <li>• Methods to measure effectiveness of digital strategies</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify target markets and perform competitive analysis for market information reviews, based on organisational guidelines</li> <li>• Review market information and trends, to assess market business opportunities and problems with sales and marketing teams, based on organisational guidelines</li> <li>• Develop digital strategies based on the analysis of market information and trends</li> <li>• Create roadmaps based on digital strategies</li> <li>• Determine performance indicators to measure effectiveness of digital strategies, based on organisational guidelines</li> <li>• Review the performance of digital strategies using the performance indicators</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify innovative approaches and strategies, according to organisational guidelines, and to develop digital strategies</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Pay attention to social dynamics in the work environment and demonstrate ethical principles and moral decisions, based on organisational guidelines, in developing digital strategies

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Demonstrate learning approaches to address irregularities at work, according to organisational guidelines, in developing digital strategies

### **Range of Application**

*(where applicable)*

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

N/A

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 9.1</b>	Direct Market Research		
<b>Skill Description</b>	The ability to direct market research. It also includes developing and reviewing market research policies and procedures, selecting and managing research consultants, guiding market research activities as well as evaluating research findings for strategy development and business planning.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisational research needs</li> <li>• Applications of research methodologies and sampling techniques</li> <li>• Types of market research relevant to business planning</li> <li>• Objectives of business plan</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop market research policies and procedures to guide market research plans</li> <li>• Select and manage external consultants to conduct market research activities</li> <li>• Guide market research activities to meet market research study objectives</li> <li>• Evaluate research findings to incorporate them into strategy development and business planning</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review market research policies and procedures to identify areas for improvement to maintain currency and research efficiency</li> </ul>		

## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Demonstrate empathy and openness to discussion when working with external consultants to maintain positive working relationships</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Be well informed market trends and developments by subscribing to diverse information channels to identify potential market researches to undertake for business planning</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 9.2</b>	Identify New Sales and Marketing Opportunities		
<b>Skill Description</b>	The ability to identify new sales and marketing opportunities. It also includes identifying and evaluating potential sales opportunities, communicating organisation's products and services and pursuing sales leads in order to meet sales and marketing objectives.		
<b>Knowledge and Analysis</b> <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"> <li>• Criteria used to qualify customers</li> <li>• Communication techniques</li> <li>• Negotiation techniques</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Evaluate opportunities in order to determine alignment to organisational growth strategy</li> <li>• Communicate organisation's products and services benefits and features to potential customers in order to meet sales and marketing objectives</li> <li>• Pursue sales leads based on organisational procedures to meet sales and marketing objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Recognise opportunities that can be converted into potential sales leads in order to add value to the business</li> </ul>		



## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Identify needs of potential customers and act with their interests in mind when pursuing sales leads in order to establish positive interpersonal relationships and close sales</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Engage in self-reflection on own interactions with potential customers and identify areas for improvement in order to enhance own negotiation and communication skills to close sales</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 10.1</b>	Manage Loss/Risk Prevention		
<b>Skill Description</b>	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 in order to meet objectives.		
<b>Knowledge and Analysis</b> <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"> <li>• Significance of loss and risk prevention</li> <li>• Significance of identifying potential safety or security concerns</li> <li>• Benefits of empowerment in the delegation of responsibilities</li> <li>• Investigation and disciplinary actions in exceptional cases</li> <li>• Criteria for setting targets for success</li> <li>• Importance of implementing changes after reviewing loss and risk policies and procedures</li> <li>• Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify causes, areas and perpetrators of potential loss and risk</li> <li>• Review safety, privacy and security practices with relevant personnel</li> <li>• Manage inspection activities and mitigation actions to minimise loss and risk</li> <li>• Handle exceptional cases via investigation and disciplinary actions</li> <li>• Review effectiveness of loss and risk policies and procedures, and implement changes</li> </ul>		
<b>Innovation and Value Creation</b> <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		

## Director of Public Relations/ Director of Marketing Communications

<p><b>Social Intelligence and Ethics</b> <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"> <li>• Influence others to be vigilant in safeguarding privacy and security of property, customers and residents</li> </ul>
<p><b>Learning to Learn</b> <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"> <li>• Participate in discussions with relevant personnel in order to improve on managing loss and risk prevention</li> </ul>
<p><b>Range of Application</b> <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>

## Director of Public Relations/ Director of Marketing Communications

### Definitions of the Five (5) Domains

DOMAIN	DEFINITION
<b>Knowledge and Analysis</b>	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities and takes into consideration, the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
<b>Application and Adaptation</b>	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.
<b>Innovation and Value Creation</b>	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation is able to reap the values from individual or team contributors to achieve organisational growth.
<b>Social Intelligence and Ethics</b>	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
<b>Learning to Learn</b>	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.

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**JOB DESCRIPTION**

**Director of  
Events and  
Conference  
Services**

Skills & Training Required

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## Director of Events and Conference Services

### OCCUPATION DESCRIPTION:

The Director of Events and Conference Services (DOECS) is responsible for ensuring the smooth and efficient running of the department, covering both sales as well as services functions of the property. DOECS plans, organises, directs and controls the team to meet sales targets and service standards. Coaching and motivating the team to maximise their potential by establishing realistic sales objectives for each member is also part of DOECS role.

DOECS identifies high-value customers and ensures good quality service standards are delivered by the servicing team in order to retain these customers. DOECS also works with the marketing team by creating and developing events and conferences to promote the property and its facilities.

The DOECS also reviews departmental financial data to chart strategies to increase profits for the property.

The skills expected of the Director of Events/Director of Catering/Director of Conference Services are summarised as below:

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
1	<b>Business Strategy and Continuity Management</b>	1.1 Apply Systems Thinking in Problem Solving and Decision Making	<ul style="list-style-type: none"> <li>• Management &amp; Productivity Strategies</li> <li>• Leadership Skills</li> <li>• Sales Negotiation Skills</li> <li>• Presentation Skill</li> </ul>
		1.2 Contribute to the Design and Development of a Productivity Framework	
		1.3 Facilitate the Implementation of a Productivity Framework	
		1.4 Direct Management of Crisis Situations	
		1.5 Manage and Direct Negotiations	
		1.6 Manage Dispute Mediation	
		1.7 Conduct Presentation to Senior Management	
		1.8 Drive Branding and Communication for Service Excellence	
2	<b>Communications</b>	2.1 Conduct Interviews	<ul style="list-style-type: none"> <li>• Talent Management for HR &amp; Training Managers</li> </ul>
3	<b>Customer Experience</b>	3.1 Develop Service Recovery Framework	<ul style="list-style-type: none"> <li>• Customer Service &amp; Relationships</li> </ul>
		3.2 Manage Guest/Customer Experience	
		3.3 Manage Guests/Customers' Concerns and Feedback	
		3.4 Manage the Service Brand	
4	<b>Finance</b>	4.1 Prepare Budget for the Business Unit	<ul style="list-style-type: none"> <li>• Finance for Non-Finance</li> </ul>

## Director of Events and Conference Services

NO	SKILL CATEGORY	SKILL	PROPOSED TRAINING
5	<b>Leadership</b>	5.1 Lead Managers to Develop Organisational and Governance Strategies	<ul style="list-style-type: none"> <li>Management &amp; Leadership in the Hospitality Industry</li> </ul>
		5.2 Manage Human Resources in the Department	
		5.3 Develop Self to Maintain Professional Competence at Senior Management Level	
		5.4 Develop Managers and High Potential Employees through Organisational Talent Capability Review	
6	<b>Planning and Implementation</b>	6.1 Develop Service Operations	<ul style="list-style-type: none"> <li>Planning &amp; Management Strategies</li> </ul>
		6.2 Manage and Review Systems and Processes	
		6.3 Manage Resource Planning	
7	<b>Revenue Management</b>	7.1 Analyse Data for Trends and Forecasts	<ul style="list-style-type: none"> <li>Revenue Management</li> <li>Hotel Industry Analytics Skills</li> </ul>
		7.2 Implement Revenue Management Strategies	
		7.3 Manage Strategic Revenue Management	
8	<b>Sales and Marketing</b>	8.1 Identify New Sales and Marketing Opportunities	<ul style="list-style-type: none"> <li>Planning &amp; Marketing Strategies</li> </ul>
		8.2 Manage Customer Acquisition and Retention Programmes	
9	<b>Risk Management</b>	9.1 Evaluate and Review Compliance with Applicable Legislation and Regulations for the Business Unit	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>
		9.2 Manage Loss/Risk Prevention	

## Director of Events and Conference Services

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.1</b>	Apply Systems Thinking in Problem Solving and Decision Making		
<b>Skill Description</b>	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.		
<b>Knowledge and Analysis</b> <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"> <li>• Definitions of systems thinking</li> <li>• Benefits of systems thinking</li> <li>• Organisation from a systems perspective</li> <li>• Situations that can affect the achievement of desired goals and outcomes</li> <li>• Comparison of the various system thinking tools and their application</li> <li>• Comparison of the various systems thinking approaches and their application to problem-solving</li> <li>• Characteristics and application of the decision-making models</li> <li>• Limitations of appropriate evaluation process to assess effectiveness of chosen solutions</li> <li>• Possible success indicators of chosen solutions</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse issues that affect the achievement of desired goals and outcomes in the macro context</li> <li>• Apply systems thinking approaches and processes in order to identify the root cause of non-achievement of desired goals and outcomes of the organisation</li> <li>• Develop an implementation plan for the chosen solutions in order to resolve issues that affect the achievement of desired goals and outcomes in an organisation</li> <li>• Assess the effectiveness of the chosen solutions using an appropriate evaluation process</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Use systems thinking tools to formulate possible solutions in order to resolve issues that affect the achievement of desired goals and outcomes</li> <li>• Select suitable solutions using established criteria to resolve issues that affect the achievement of desired goals and outcomes. Recommend corrective actions to improve chosen solutions</li> </ul>		



## Director of Events and Conference Services

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Document the process of applying systems thinking in problem-solving and decision-making according to 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:

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

### Range of Application

*(where applicable)*

*It refers to the critical points that the skill may be demonstrated.*

Definitions of systems thinking must include:

- A way of helping a person to view systems from a holistic perspective that includes seeing overall structures, patterns and cycles in systems, rather than seeing only isolated events in the system
- A way to identify the root causes 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 personnel
- Total Systems Intervention (TSI) which includes:
  - o Creativity phase: Focuses on different aspects of the organisation's functioning
  - o Choice phase: Choosing a set of methodologies to suit particular characteristics of the organisation's situation
  - o Implementation phase: Generating specific proposal for change

## Director of Events and Conference Services

- Systems design which includes:
    - o Forecasting
    - o Model building and simulation
    - o Optimisation and control
  - Strategic Assumption Surfacing and Testing (SAST) includes:
    - o Group formation: A large group of people split into various groups
  - Assumption surfacing and rating:
    - o Groups discuss and list all assumptions inherent in systems
    - o Within group dialectic debate:
      - o Eliminates irrelevant assumptions
      - o Ensures that assumption is self-evident and significant in the outcome of the strategy chosen and implemented
  - Between groups dialectic debate:
    - o Extracts agreed assumptions
    - o Debates on contentious assumptions to achieve agreement
  - Final synthesis:
    - o Groups all come together to propose and resolve all outstanding controversies
    - o Policy decisions will be made then
  - Critical Systems Heuristic (CSH) which includes:
    - o To identify boundary judgements systematically
    - o To analyse alternative reference systems for defining a problem or assessing a solution proposal
    - o To challenge in a compelling way any claims to knowledge or rationality or improvement that rely on hidden boundary judgments or take them for granted
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## Director of Events and Conference Services

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.2</b>	Contribute to the Design and Development of a Productivity Framework		
<b>Skill Description</b>	The ability to contribute effectively to the design and development of a productivity framework. It also includes conducting productivity diagnosis, recommending areas for improvement, establishing productivity goals and strategies, developing a productivity measurement system and performance management system in order to evaluate the effectiveness of the productivity framework.		
<b>Knowledge and Analysis</b> <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"> <li>• Productivity concepts</li> <li>• Ways in which productivity plays an important role in the generation of wealth and value for the organisation, industry and the country</li> <li>• Components of a productivity management structure to facilitate productivity improvement in the organisation</li> <li>• Types of productivity to be measured</li> <li>• Methods to analyse the relationship between productivity measurements and factors that influence productivity</li> <li>• Factors that affect single factor and total factor productivity</li> <li>• Assessment of quantitative and qualitative factors that influence productivity</li> <li>• Quantitative and qualitative indicators commonly used in measuring organisation's productivity</li> <li>• Methods and tools used to measure productivity</li> <li>• Types of resources for productivity improvement</li> <li>• Types of motivation and incentive schemes for productivity improvements</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish own's role and responsibilities in the productivity management structure in an organisation</li> <li>• Contribute to the development of a productivity road map and action plan based on findings from the productivity diagnosis</li> <li>• Contribute to the design and development of a productivity measurement system to measure productivity in an organisation</li> <li>• Contribute to the design and development of a performance management system that link performance appraisals, staff recognition and incentive schemes to productivity in an organisation</li> </ul>		

## Director of Events and Conference Services

### **Innovation and Value Creation**

*It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*

The ability to:

- Contribute to the design and development of a system to evaluate the effectiveness and efficiency of the 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:

- Establish and align productivity goals and strategies with business unit and organisation's goals in consultation with relevant personnel to seek agreement

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Conduct productivity diagnosis to assess performance standards and current situation of the business unit and recommend areas for improvement in consultation with relevant personnel

### **Range of Application** (where applicable)

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

N/A

## Director of Events and Conference Services

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.3</b>	Facilitate the Implementation of a Productivity Framework		
<b>Skill Description</b>	The ability to facilitate the implementation of a productivity framework according to the productivity road map and action plan that have been developed. It also includes monitoring and evaluating the effectiveness of the productivity framework.		
<b>Knowledge and Analysis</b> <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"> <li>• Productivity concepts</li> <li>• Ways in which productivity plays an important role in the generation of wealth and value for the organisation, industry and the country</li> <li>• Benefits of productivity</li> <li>• Types of productivity to be measured</li> <li>• Factors that affect productivity</li> <li>• Quantitative and qualitative factors that influence productivity</li> <li>• Quantitative and qualitative indicators commonly used in measuring organisation's productivity</li> <li>• Methods and tools used to measure productivity</li> <li>• Methods to analyse the relationship between productivity measurements and factors that influence productivity</li> <li>• Assessment of qualitative and quantitative factors that influence productivity</li> <li>• Productivity goals and strategies that can be adopted by the organisation</li> <li>• Types of motivation and incentive schemes for productivity improvements</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish own role and responsibilities in the implementation of the productivity framework in an organisation</li> <li>• Facilitate establishment of a productivity management structure and assign responsibilities and accountabilities to the relevant personnel for the implementation of the productivity framework in an organisation</li> <li>• Identify and arrange for the resources required for the implementation of the productivity framework according to recommendations in the productivity road map and action plan</li> <li>• Monitor the implementation of the productivity framework based on recommendations in the productivity road map and action plan</li> <li>• Link staff performance appraisals, recognition and rewards to productivity according to the results of productivity measurements</li> <li>• Compile and evaluate results gathered on productivity measurements and report findings to relevant personnel</li> </ul>		

## Director of Events and Conference Services

### **Innovation and Value Creation**

*It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*

The ability to:

- Evaluate the effectiveness of the implementation of the productivity framework and report the findings with recommendations for improvement to the relevant personnel

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Create awareness for the productivity improvement initiative and communicate details of the productivity road map and action plan to the relevant personnel in order to gather agreement and support

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage and encourage employees to participate in the productivity improvement initiative
- Provide necessary training to prepare relevant personnel in order to implement the productivity framework

### **Range of Application** (where applicable)

N/A

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

## Director of Events and Conference Services

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.4</b>	Direct Management of Crisis Situations		
<b>Skill Description</b>	The ability to direct crisis management plan in order to manage crisis situations. It also includes leading damage assessment, directing crisis response and recovery activities, and facilitating manpower involvement and communication to the relevant personnel.		
<b>Knowledge and Analysis</b> <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"> <li>• Own role in management of crisis response and recovery activities</li> <li>• Relevant personnel/department in a disruptive event</li> <li>• Implications on business impact arising from disruptive events on the organisation</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Lead damage assessment in consultation with relevant personnel/department to determine the scale of impact</li> <li>• Direct implementation of crisis response and recovery activities in accordance with recovery strategies and business continuity strategies to ensure alignment in activities</li> <li>• Facilitate involvement of cross-functional teams to assist in crisis management</li> <li>• Activate 'return-to-normal' procedures in accordance with crisis management plan to ensure alignment in activities</li> <li>• Identify the business impact of disruptive events on the organisation to determine the extent of the impact</li> <li>• Activate stand down procedures in accordance with business continuity strategies and crisis management plan to ensure alignment in activities</li> <li>• Facilitate communication process during disruptive events to internal and external personnel in accordance with crisis communication plan to provide updates</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review crisis management process to identify areas for improvement</li> </ul>		

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### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Manage own emotions to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation
- Respond suitably to emotional cues of cross-functional teams and organisation members during a crisis situation to manage negative emotional climate and provide reassurance

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Enhance own knowledge on crisis management by subscribing to diverse learning channels to ensure continuous learning for workplace application

### **Range of Application**

*(where applicable)*

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

N/A



## Director of Events and Conference Services

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.5</b>	Manage and Direct Negotiations		
<b>Skill Description</b>	The ability to manage and direct negotiations to achieve organisation's desired outcomes. It also includes planning and preparing for negotiation, implementing negotiation guidelines and providing feedback for negotiation policy refinement.		
<b>Knowledge and Analysis</b> <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"> <li>• Negotiation styles</li> <li>• Results of effective negotiation</li> <li>• Conditions for successful negotiation</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Plan and prepare for negotiation in accordance with negotiation strategies to achieve desired negotiation outcomes</li> <li>• Implement negotiation guidelines during negotiation process to achieve desired outcomes</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Provide feedback to relevant parties to refine negotiation policy</li> </ul>		

## Director of Events and Conference Services

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Identify and address needs and concerns of negotiating team with regard to negotiation process, roles and responsibilities to maintain positive working relationships

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Source for past negotiation plans to gain insights in order to develop current negotiation plan to achieve desired outcomes

### **Range of Application**

*(where applicable)*

N/A

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

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Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.6</b>	Manage Dispute Mediation		
<b>Skill Description</b>	The ability to manage dispute mediation to achieve mediation objectives. It also includes developing mediation guidelines, preparing and participating in mediation and evaluating mediation outcomes.		
<b>Knowledge and Analysis</b> <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"> <li>• Mediation purpose and outcomes</li> <li>• Types of disputes</li> <li>• Means of managing relevant personnel in mediation process</li> <li>• Dispute resolution processes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop and review mediation guidelines in consultation with relevant personnel to manage mediation process</li> <li>• Prepare for mediation in accordance with mediation guidelines to achieve desired mediation outcomes</li> <li>• Set objectives for resolution to guide mediation process</li> <li>• Use a range of communication techniques to mediate dispute successfully</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate mediation outcomes to determine achievement against objectives and identify potential areas for improvement for future mediations</li> </ul>		

## Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Demonstrate empathy and openness to embrace different perspectives during the mediation process to achieve desired mediation outcomes</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Research on history of disputes and dispute resolution within the organisation to apply to current and future situations</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Events and Conference Services

<b>Skill Category</b>	Business Strategy and Continuity Management	<b>Applicable to NOSS level</b>	N/A
<b>Skill 1.7</b>	Conduct Presentation to Senior Management		
<b>Skill Description</b>	The ability to conduct presentation to senior management. It also includes identifying presentation objectives and modes, preparing collaterals, delivering key messages and reviewing presentation outcomes in order to enhance future performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Presentation guidelines to present to senior management</li> <li>• Types of presentation collaterals</li> <li>• Techniques to engage target audience</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish objectives of presentation and identify suitable presentation styles in order to meet organisational requirements</li> <li>• Determine deliverables for target audience to develop presentation collaterals</li> <li>• Use appropriate presentation modes to deliver appropriate messages to target audience</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review presentation outcomes to enhance future performance</li> </ul>		

## Director of Events and Conference Services

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Assess reactions of target audience towards the presentation in order to respond suitably to address their concerns

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Seek guidance and advice from peers and supervisors on past presentations in order to gain insights to plan the presentation

### Range of Application

*(where applicable)*

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

N/A

## Director of Events and Conference Services

Skill Category	Business Strategy and Continuity Management	Applicable to NOSS level	N/A
<b>Skill 1.8</b>	Drive Branding and Communication for Service Excellence		
<b>Skill Description</b>	The ability to communicate the importance and benefits of a service brand for the organisation. It also includes championing for the adoption of the service brand throughout the organisation to drive service branding initiatives.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisation’s branding strategy and service values</li> <li>• Impact of service branding initiatives on business</li> <li>• Importance and benefits of service branding</li> <li>• Components of marketing and communication plan</li> <li>• Methods to evaluate impact of service branding initiatives</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop an appreciation for the service brand as a competitive advantage for the organisation</li> <li>• Develop a marketing and communications plan to champion the adoption of a service brand</li> <li>• Incorporate service brand values in recruitment and performance management of staff</li> <li>• Align all customer touch points, service processes, service standards and communications channels to service brand</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Conduct brand surveys to solicit customer’s feedback on service brand to propose improvements</li> </ul>		

## Director of Events and Conference Services

### 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:

- Train staff to ensure their commitment to and understanding of service brand benefits and values

### 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 well informed on the trends in customer behaviour and marketing channels through industry platforms and customer panels

### 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 defined as the way an organisation seeks to identify itself.

Service brands:

- Add depth and value to an organisation's product offerings
- Display publicly the organisation's culture and values

Impact of the service brand on an organisation must include:

- Increased revenues and market share
- Decreased price sensitivity (or the ability to charge price premiums to consumers and the trade)
- Increased customer loyalty
- Increased profitability
- Increased stock price and shareholder value
- Increased clarity of vision
- Increased ability to mobilise an organisation's staff and focus its activities
- Ability to attract and retain high quality employees
- Independence from a particular product category



## Director of Events and Conference Services

Skill Category	Communications	Applicable to NOSS level	N/A
<b>Skill 2.1</b>	Conduct Interview		
<b>Skill Description</b>	The ability to prepare, conduct and follow up on interviews. It also includes identifying interviewees and interview objectives and evaluating effectiveness of interviews in order to ascertain areas for improvement.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of interviews - Type of feedback</li> <li>• Components of interview minutes - Questionnaire/Feedback Form</li> <li>• Legal, regulatory, ethical and socio-cultural constraints related to conducting interviews</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify interviewee and interview objectives to support programme and initiative goals</li> <li>• Prepare interview questions to support interview objectives</li> <li>• Deliver questions to meet requirements on interview structure</li> <li>• Follow up on interviews to meet requirements on organisational procedures</li> <li>• Follow-up/suggestions for improvement on feedback gather</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate effectiveness of interviews in order to identify areas for improvement</li> </ul>		

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### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Assess the emotional states of interviewees and respond appropriately to emotional cues in order 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:

- Update own interviewing skills by subscribing to diverse learning channels in order to enhance 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

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Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.1</b>	Develop Service Recovery Framework		
<b>Skill Description</b>	The ability to develop a service recovery framework. It also includes analysing service challenges to ascertain service delivery gaps, developing a service recovery framework, following the service recovery procedures to staff and evaluating the impact of the strategies.		
<b>Knowledge and Analysis</b> <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"> <li>• Sources of information on service challenges</li> <li>• Methods to analyse service challenges</li> <li>• Components of a service recovery framework</li> <li>• Methods to cascade service recovery policies and procedures to stakeholders</li> <li>• Criteria to evaluate effectiveness of service recovery framework</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse service challenges in order to ascertain service delivery gaps</li> <li>• Analyse data on service challenges with organisation’s key performance indicators and industry benchmarks in order to ascertain gaps</li> <li>• Develop service recovery framework in order to address service delivery gaps</li> <li>• Incorporate service recovery framework in employee handbooks and as part of service team’s orientation programme</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate the effectiveness of service recovery strategies to improve strategies</li> </ul>		

## Director of Events and Conference Services

### 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:

- Follow service recovery framework to stakeholders
- Communicate service recovery framework to service team
- Conduct focus group discussions with service team in order to solicit feedback on service challenges

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Review best practices in service recovery to benchmark 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 manage and respond to service challenges. Effective service recovery occurs when an organisation is able to solve a service challenge, make restitution, or regain trust following a breakdown in service delivery.

Components of service recovery framework must include:

- Organisation's guidelines, which include:
  - o Organisation's vision, mission and values
  - o Service vision
  - o Service brand
  - o Service standards
- Service recovery strategies which must include:
  - o Understanding the customers' needs and expectations and its impact on the organisation
  - o Being aware of potential service challenges that might occur during service delivery
  - o Implementing clear escalation paths and decision-making processes for the resolution of service challenges
  - o Empowering front-line employees to make decisions within their limits of authority
  - o Introducing compensation framework for customer compensation

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

## Director of Events and Conference Services

Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.2</b>	Manage Customer Experience		
<b>Skill Description</b>	The ability to analyse service performance standards and assess service performance outcomes. It also includes the ability to propose actions to improve service performance standards and monitor the effectiveness of actions taken.		
<b>Knowledge and Analysis</b> <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"> <li>• Service performance analysis</li> <li>• Methods of data collection and data analysis</li> <li>• Organisational critical situation escalation procedures</li> <li>• Organisational service performance standards</li> <li>• Customer satisfaction index</li> <li>• Parameters for identifying trends in guest/customer satisfaction</li> <li>• Significance of evaluating customer satisfaction level</li> </ul>		
<b>Application and Adaptation</b> <i>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"> <li>• Analyse service performance standards</li> <li>• Assess service performance outcomes</li> <li>• Propose actions to improve service performance standards</li> <li>• Monitor effectiveness of actions taken to improve service performance standards</li> </ul>		
<b>Innovation and Value Creation</b> <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		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Communicate with colleague's outcome of proposed service performance actions to improve customer satisfaction level</li> </ul>		

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<b>Learning to Learn</b> <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i>	The ability to: <ul style="list-style-type: none"><li>• Update own learning to examine effectiveness of alternative corrective actions taken to improve service performance standard</li></ul>
<b>Range of Application</b> <i>(where applicable)</i>  <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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Skill Category	Customer Experience	Applicable to NOSS level	N/A
<b>Skill 3.3</b>	Manage Customers' Concerns and Feedback		
<b>Skill Description</b>	The ability to determine staff performance in handling customers' concerns and feedback. It also includes managing the escalation of those concerns and feedback and evaluating the processes in order to handle them.		
<b>Knowledge and Analysis</b> <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"> <li>• Guidelines on monitoring and documenting staff performance in handling customers' concerns and feedback</li> <li>• Corrective actions to address deviations in handling customers' concerns and feedback</li> <li>• Guidelines on assigning right persons to handle customers' concerns and feedback</li> <li>• Guidelines on proposing improvements to organisational policies</li> <li>• Objectives of improvement plans</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine staff performance in handling customers' concerns and feedback</li> <li>• Manage escalation of customers' concerns and feedback</li> <li>• Evaluate process to handle customers' concerns and feedback</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Create easy-to-use platforms for customers to convey concerns and feedback</li> </ul>		



## Director of Events and Conference Services

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Seek dialogue with customers to clarify concerns and feedback

### **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:

- Self-reflect on effectiveness of offering alternative solution to manage customers' concerns and feedback

### **Range of Application**

*(where applicable)*

N/A

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

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Skill Category	Finance	Applicable to NOSS level	N/A
<b>Skill 4.1</b>	Prepare Budget for the Business Unit		
<b>Skill Description</b>	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 relevant personnel for decision-making and ensuring adherence to financial controls in accordance with policies and regulations.		
<b>Knowledge and Analysis</b> <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"> <li>• Objectives of budgets</li> <li>• Parameters of budgets</li> <li>• Types of budgets</li> <li>• Key principles of accounting and financial systems</li> <li>• Types of data sources and data required to prepare a budget</li> <li>• Accounting principles and practices that are related to budget preparation</li> <li>• Key principles of budgetary control and budget plans</li> <li>• Budgetary control techniques</li> <li>• Requirements of Singapore’s taxation policies</li> <li>• Functional objectives and key requirements</li> <li>• Organisational financial data</li> <li>• Financial analytical techniques and methodology</li> <li>• Relevant personnel to consult on budget calculations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Analyse business function strategies, functional objectives and operational plans to facilitate accurate forecasting and budgeting for the financial year</li> <li>• Calculate cash flow requirements of business unit to establish financing needs for the financial year (CAPEX)</li> <li>• Compare previous actual data with estimations made by management to highlight discrepancies</li> <li>• Report budget calculations and discrepancies to relevant personnel to facilitate prompt management decision-making on budget allocation</li> <li>• Ensure adherence to financial controls to meet requirements of relevant organisational corporate governance, financial policies, legislation and regulations</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Identify opportunities for technological optimisation in order to enhance efficiency of the budget preparation process</li> </ul>		

## Director of Events and Conference Services

### 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 organisational code of conduct, values and ethics when preparing budget for the business unit in order 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 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.*

Legislation and regulations must include:

- Financial Reporting Standards (FRS), as issued by the Accounting Standards Council (ASC) (P&L)
- General Accepted Accounting Principles
- Companies' Act
- Internal control policies
- Taxation periods and timing

## Director of Events and Conference Services

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.1</b>	Lead Managers to Develop Organisational and Governance Strategies		
<b>Skill Description</b>	The ability to lead managers to develop organisational strategies and review corporate governance management in order to meet organisational needs. It also includes modelling of leadership and providing direction and guidance to line managers.		
<b>Knowledge and Analysis</b> <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"> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation</li> <li>• 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</li> <li>• Legal and ethical considerations relating to organisational strategy development, corporate governance and social responsibility</li> <li>• Organisational policies and procedures relating to organisational strategy development, corporate governance, social responsibility management and organisational expectations and performance of managers</li> <li>• Relevant professional or industry codes of practice and standards relating to corporate governance, social responsibility, and leadership roles</li> <li>• Implications and impact on employees and the organisation arising from organisational strategic planning process and corporate governance management process</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Research and report on trends and factors of strategic value to the organisation or business unit to support strategic planning</li> <li>• Consult with relevant personnel to define mission and objectives for the organisation or business unit to support strategic planning</li> <li>• Facilitate management team involvement in the development of organisational or business unit strategies to ensure alignment to business goals</li> <li>• Communicate organisation's corporate governance and social responsibility requirements to facilitate organisational compliance</li> <li>• Engage employees to guide the implementation of organisational plans to achieve business goals</li> <li>• Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions</li> </ul>		

## Director of Events and Conference Services

<p><b>Innovation and Value Creation</b>  <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"> <li>Review systems and processes to identify required changes to improve compliance management on corporate governance and social responsibility requirements</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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"> <li>Communicate clear, inspiring organisational goals, strategies and plans to gather relevant personnel support and buy-in</li> <li>Apply emotional intelligence to guide own thinking and actions and to influence and persuade relevant personnel towards the achievement of business goals</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>Engage in regular self-reflection to identify own areas for improvement in leading strategic planning</li> <li>Improve own strategic planning skills by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance workplace performance</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Events and Conference Services

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.2</b>	Manage Human Resources in the Department		
<b>Skill Description</b>	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 and implementing follow-up actions.		
<b>Knowledge and Analysis</b> <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"> <li>• Guidelines for identifying human resource requirements, in accordance with organisational requirements</li> <li>• Guidelines for screening applicants and conducting exit interviews</li> <li>• Regulations and guidelines for employee terminations and resignations</li> <li>• Organisational procedures for performance monitoring</li> <li>• Guidelines for reviewing processes and systems supporting human resource management</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify human resource requirements in order to meet department goals and objectives</li> <li>• Develop department human resource plans</li> <li>• Manage recruitments, terminations and resignations</li> <li>• Oversee daily human resource activities</li> <li>• Monitor performance outcomes</li> <li>• Review processes and systems</li> <li>• Implement follow up actions</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Develop human resource talents within each operational unit for improved outcomes</li> </ul>		

## Director of Events and Conference Services

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Respect privacy and confidentiality of staff information and disclosures

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

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

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Events and Conference Services

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.3</b>	Develop Self to Maintain Professional Competence at Senior Management Level		
<b>Skill Description</b>	The ability to improve organisational communications and influence decision-making as a senior member of a business unit or division. It also includes developing own leadership style and capability.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to organisational communications, decision-making and personal conduct at the workplace</li> <li>• Organisational policies and procedures relating to organisational communications and the development of professional competence</li> <li>• Implications and impact of organisational communication processes on relevant personnel</li> <li>• Implications and impact of own leadership style and capability on employees and the organisation</li> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at business unit or divisional level</li> <li>• Underlying issues and trends that may affect decision-making by stakeholders</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Use appropriate methods of communication in order to promote the organisation</li> <li>• Encourage and display effective communication techniques and behaviours in order to demonstrate the organisation's values and ethics</li> <li>• Work with the leadership team to develop plans in order to achieve strategic priorities and directions of the organisation</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Collaborate with relevant personnel to develop communication channels and enhance organisational communications</li> </ul>		



## Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Influence relevant personnel in order to pursue actions which support the achievement of the organisation's strategic priorities and directions</li> <li>• Maintain integrity of self throughout the decision-making process in order to meet requirements on organisational code of conduct decision-making</li> <li>• Apply emotional intelligence to guide own thinking and actions when interacting with relevant personnel</li> <li>• Demonstrate alignment between personal ethics and values and those of the organisation in order to develop own leadership style</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Use opportunities to self-reflect on own work performance and leadership style in order to identify areas for improvement</li> <li>• Maintain awareness and understanding of the skills and knowledge of colleagues and competitors in order to identify professional development opportunities for self</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Events and Conference Services

Skill Category	Leadership	Applicable to NOSS level	N/A
<b>Skill 5.4</b>	Develop Managers and High Potential Employees through Organisational Talent Capability Review		
<b>Skill Description</b>	The ability to review organisational talent capability and develop high potential employees to meet organisational requirements. It also includes engaging and supporting line managers in their capability development.		
<b>Knowledge and Analysis</b> <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"> <li>• Legal and ethical considerations relating to organisational talent capability management</li> <li>• Organisational policies and procedures relating to organisational talent capability management activities</li> <li>• Models, methods and tools used to develop high potential employees</li> <li>• Market trends and developments in relation to talent management and employee engagement</li> <li>• Concepts and theories of employee engagement</li> <li>• The importance of employee engagement</li> <li>• Relationship between employee engagement and performance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify critical positions in the organisation and assess their vacancy risk for capability development planning</li> <li>• Assess the capability and capacity of existing talent and identify and categorise high potential employees for critical positions</li> <li>• Work with managers and identified successors to develop development and career plans</li> <li>• Support managers in the development of their professional, technical and managerial competencies to improve performance</li> <li>• Empower managers to demonstrate independence and take responsibility for their personal development</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review effectiveness of organisational talent capability development process to identify areas for improvement</li> </ul>		

## Director of Events and Conference Services

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Encourage and motivate managers to promote employee engagement
- Apply emotional intelligence to guide own thinking and actions when interacting with others to develop capability development and career plans

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Mentor the progression and development of high potential employees to meet organisational talent capability requirements
- Update own mentoring skills by subscribing to diverse learning channels and participating in peer discussion platforms

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Events and Conference Services

Skill Category	Planning and Implementation	Applicable to NOSS level	N/A
<b>Skill 6.1</b>	Develop Service Operations		
<b>Skill Description</b>	The ability to develop a service operations plan in order to deliver service excellence. It also includes evaluating the plan against key performance indicators and implementing corrective actions in order to improve performance.		
<b>Knowledge and Analysis</b> <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"> <li>• Organisation’s customer-focused strategy</li> <li>• Platforms to communicate the service operations plan</li> <li>• Methods to evaluate performance of service operations</li> <li>• Types of corrective actions to improve service operations performance</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Develop service operations plan in accordance with the organisation’s customer-focused strategy</li> <li>• Analyse organisation’s performance data against key performance indicators and industry benchmarks in order to ascertain gaps</li> <li>• Implement corrective actions in order to improve service operations performance</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Propose areas of improvement in order to enhance organisation’s operations performance and efficiency</li> </ul>		
<b>Social Intelligence and Ethics</b> <i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i>	The ability to: <ul style="list-style-type: none"> <li>• Communicate service operations plan to the team at appropriate platforms</li> <li>• Seek key stakeholders endorsement on improvements to operations plan</li> </ul>		

## Director of Events and Conference Services

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Explore best practices in resource allocation through industry networks and research with a view of enhancing own ability in order 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 that are required in order to meet, or exceed, the expectations of customers. This must include:

- Organisation's short-term and long-term goals
- Workflow processes and standard operating procedures for the implementation of service operations
- Workflow processes and standard operating procedures for working with customer service centres, which must include:
  - o Call centres
  - o Online sales and service centres
  - o Mail order operations
  - o After sales service and repair centres
  - o Technical support units
- Measures to manage a high volume customer traffic which must include:
- Customer queue management systems
- Technology to enable customers to independently access information and services
- Budget and resources required to implement service operations
- Potential risks and mitigating actions to manage the risks
- Service recovery plans
- Contingency plans
- Service operations performance standards

An organisation's customer-focused strategy sets out the direction for an organisation which puts the customer at the centre of business decisions in order to achieve the organisation's vision, mission and values.

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

- Customer-focused strategy
- Service operations guidelines
- Service standards
- Service recovery framework

## Director of Events and Conference Services

Skill Category	Planning and Implementation	Applicable to NOSS level	N/A
<b>Skill 6.2</b>	Manage and Review Systems and Processes		
<b>Skill Description</b>	The ability to manage, review and evaluate systems and processes with a view towards enhancements. It also includes gathering of feedback and developing solutions to close gaps and to make improvements.		
<b>Knowledge and Analysis</b> <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"> <li>• Different tiers of systems and processes within the organisation</li> <li>• Tools and methodologies to review systems and processes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Manage systems and processes in order to meet organisational guidelines and policies</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review and evaluate systems and processes in accordance with organisational policies in order to identify areas for improvement</li> <li>• Develop and establish solutions to gaps and areas of improvement to further enhance organisational systems and processes</li> </ul>		

## Director of Events and Conference Services

### **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:

- Follow organisational code of conduct, values and ethics when managing and reviewing systems and processes in order to ensure continued efficiency of organisational business processes

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Be well informed on best practices in managing systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance own knowledge for workplace application

### **Range of Application**

*(where applicable)*

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

N/A

## Director of Events and Conference Services

Skill Category	Planning and Implementation	Applicable to NOSS level	N/A
<b>Skill 6.3</b>	Manage Resource Planning		
<b>Skill Description</b>	The ability to manage resource planning in order 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 of achieving optimal resource allocation.		
<b>Knowledge and Analysis</b> <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"> <li>• Types of resources</li> <li>• Outcomes of effective resource allocation</li> <li>• Relevant stakeholders to consider during resource planning</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Determine resource needs to ensure successful implementation of business function strategy</li> <li>• Acquire and allocate resources to support execution of business function strategy</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Monitor and review resource usage to determine sufficiency and optimal utilisation of resources</li> <li>• Assess resource allocation outcomes and reallocate resources to meet business function strategy requirements</li> </ul>		



## Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Follow organisational code of conduct, values and ethics in order to ensure appropriate and optimal utilisation of resources to support business function strategy</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Engage in regular reflective practice to assess how the utilisation resources can be further improved to ensure optimal use</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Events and Conference Services

Skill Category	Revenue Management	Applicable to NOSS level	N/A
<b>Skill 7.1</b>	Analyse Data for Trends and Forecasts		
<b>Skill Description</b>	The ability to use and analyse big data in order to prepare yield and forecast reports with recommended strategies to management. It also includes analysing social media, historical purchases, promotions and discounts, in-store sales and socio-economic environments.		
<b>Knowledge and Analysis</b> <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"> <li>• Core components contributing to revenue management, and their application to the service sector, segmentation and demand</li> <li>• Value matrix considering product, price and services</li> <li>• Core components of pricing and its impact on value perception</li> <li>• Key industry performance indicators (KPI) and their use in performance evaluations</li> <li>• Sources, quality and validity of primary and secondary data</li> <li>• Tactical and strategic revenue management techniques</li> <li>• Statistical Modelling Techniques and Forecasting Modelling Techniques</li> <li>• Concepts of big data analytics (social media analytics)</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Select the relevant statistical models and forecasting models for data analysis</li> <li>• Select relevant data channels for data analysis</li> <li>• Develop processes to support statistical and forecasting model operations with relevant stakeholders</li> <li>• Develop business insight reports for relevant parties</li> <li>• Perform data analysis to prove or disprove the revenue forecast and obtain business insights using relevant analytics tools</li> <li>• Explore data with analytics tools to familiarise with the data available for analysis</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Review the objectives of analysis and align them to the organisation’s revenue strategies and key industry performance indicators</li> <li>• Review the deployed model to ensure that it delivers the expected outcome and aligns with the business changes</li> </ul>		

## Director of Events and Conference Services

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Communicate the analysis results to the team

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Seek advice from supervisors on techniques in order to extract and analyse useful data for forecasting purposes

### **Range of Application**

*(where applicable)*

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

N/A

## Director of Events and Conference Services

Skill Category	Revenue Management	Applicable to NOSS level	N/A
<b>Skill 7.2</b>	Implement Revenue Management Strategies		
<b>Skill Description</b>	The ability to acquire knowledge on the organisation's revenue management strategies. by applying pricing and capacity controls, performing group displacement analysis and implementing changes to revenue management tactics.		
<b>Knowledge and Analysis</b> <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"> <li>• Sources of information on organisation's revenue management strategies and competitive set</li> <li>• Guidelines for accessing information on organisation's revenue management strategies</li> <li>• Types of rate codes and rate fences in organisation's rate structure</li> <li>• Individual and group capacity control techniques</li> <li>• Group displacement analysis</li> <li>• Organisation's group business mix strategies</li> <li>• Organisational procedures for confirming groups and recommending alternatives</li> <li>• Types and significance of revenue management tactics</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify and access sources of information on the organisation's revenue management strategies, in accordance with organisational requirements</li> <li>• Perform configuration of rate codes for specific distribution channels, in accordance with organisational procedures</li> <li>• Implement rate barriers in accordance with organisational procedures</li> <li>• Perform monitoring of rates set by the organisation and organisation's competitive set, in accordance with organisational procedures</li> <li>• Adhere organisation's policies and procedures related to capacity control</li> <li>• Apply individual and group capacity control techniques for various distribution channels, in accordance with organisational procedures and policies</li> <li>• Conduct group displacement analysis on fixed and non-fixed pricing group enquiries, in accordance with organisational procedures</li> <li>• Perform confirmation of group, based on set group business mix strategies, in accordance with organisational policy</li> <li>• Perform implementation, and analysis on impact, of changes, in accordance with organisational procedures</li> </ul>		

## Director of Events and Conference Services

<p><b>Innovation and Value Creation</b>  <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"> <li>• Keep updated with changes on organisation’s revenue management strategies, in accordance with organisational requirements</li> <li>• Conduct investigations and report pricing set by competitive set, where necessary, in accordance with organisational procedures</li> <li>• Recommend alternatives for group enquiries and bookings that cannot be accepted, in accordance with organisational policies and guidelines</li> </ul>
<p><b>Social Intelligence and Ethics</b>  <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>N/A</p>
<p><b>Learning to Learn</b>  <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"> <li>• Seek feedback from head of department on performance in the implementation of revenue management strategies and capacity control techniques</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Events and Conference Services

Skill Category	Revenue Management	Applicable to NOSS level	N/A
<b>Skill 7.3</b>	Manage Strategic Revenue Management		
<b>Skill Description</b>	The ability to manage revenue management functions (people and systems) in the organisation, and review and manage information systems used for data collection and evaluation. It also includes identifying elements, components and resources for creating successful revenue management strategies (including social networks and mobile distribution), managing strategic revenue management and required documentation, reviewing effectiveness of revenue management (sales and marketing) strategies and tactics, and performing implementation of changes where necessary.		
<b>Knowledge and Analysis</b> <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"> <li>• Critical elements and components of revenue management strategies</li> <li>• Resources available for developing revenue management strategies</li> <li>• Legislative guidelines for implementing revenue management strategies</li> <li>• Delegation of roles and responsibilities for revenue management</li> <li>• Significance of implementing changes in revenue management</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify elements, components and resources in order to create successful revenue management strategies, in accordance with organisational procedures</li> <li>• Manage strategic controls of revenue management and required documentation, in adherence to legislative guidelines, and in accordance with organisational policies and procedures</li> <li>• Evaluate how revenue management strategies impact on other aspects of business areas, in accordance with organisational procedures</li> <li>• Lead business revenue review meetings</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Perform change implementation, where necessary, in accordance with organisational procedures</li> <li>• Review and recommend improvements to information systems for data collection and evaluation</li> <li>• Design strategies to maximise revenue</li> </ul>		

## Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Communicate and encourage team collaboration in implementing revenue management strategies</li> <li>• Demonstrate leadership, coach and mentor team members in revenue management strategies</li> <li>• Develop working relationship with all third-party market and operation managers</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Update own learning on strategising, and evaluating resources to implement, effective strategies for revenue management</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Events and Conference Services

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.1</b>	Identify New Sales and Marketing Opportunities		
<b>Skill Description</b>	The ability to identify new sales and marketing opportunities. It also includes identifying and evaluating potential sales opportunities, communicating organisation's products and services and pursuing sales leads in order to meet sales and marketing objectives.		
<b>Knowledge and Analysis</b> <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"> <li>• Criteria used to qualify customers</li> <li>• Communication techniques</li> <li>• Negotiation techniques</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Evaluate opportunities to determine alignment to organisational growth strategy</li> <li>• Communicate organisation's products and services benefits and features to potential customers in order to meet sales and marketing objectives</li> <li>• Pursue sales leads in accordance with organisational procedures to meet sales and marketing objectives</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Recognise opportunities that can be converted into potential sales leads in order to add value to the business</li> </ul>		



## Director of Events and Conference Services

### **Social Intelligence and Ethics**

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Identify needs of potential customers and act with their interests in mind when pursuing sales leads in order to establish positive interpersonal relationships and close sales

### **Learning to Learn**

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Engage in self-reflection on own interactions with potential customers and identify areas for improvement in order to enhance own negotiation and communication skills to close sales

### **Range of Application**

*(where applicable)*

N/A

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

## Director of Events and Conference Services

Skill Category	Sales and Marketing	Applicable to NOSS level	N/A
<b>Skill 8.2</b>	Manage Customer Acquisition and Retention Programmes		
<b>Skill Description</b>	The ability to manage customer acquisition and retention programmes. It also includes establishing, managing, evaluating and refining customer acquisition and retention programmes in order to increase customer loyalty.		
<b>Knowledge and Analysis</b> <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"> <li>• Importance of building customer relationships and increasing customer loyalty</li> <li>• Objectives of customer acquisition and retention programmes</li> <li>• Costs of customer acquisition and retention programmes</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Establish and manage customer acquisition and retention programmes to increase customer loyalty</li> <li>• Review existing customer acquisition and retention programmes to ensure that they are current</li> <li>• Evaluate customer responses to determine if customer needs and expectations are met</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Evaluate and refine customer acquisition and retention programmes to increase customer loyalty</li> </ul>		

## Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Demonstrate empathy and appreciation of others' views and issues when collaborating with cross-functional teams to manage customer programmes in order to maintain positive working relationships</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Be well informed on market trends and developments on customer acquisition and retention programmes to stay competitive with industry practices by subscribing to diverse information channels</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Events and Conference Services

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 9.1</b>	Evaluate and Review Compliance with Applicable Legislation and Regulations for the Business Unit		
<b>Skill Description</b>	The ability to evaluate and review a business unit's compliance with applicable legislative and regulatory requirements. It also includes identifying relevant compliance requirements, areas of non-compliance, and proposing recommendations to stakeholders in order to close the non-compliance gap.		
<b>Knowledge and Analysis</b> <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"> <li>• And access to appropriate sources of information in order to analyse relevant compliance requirements applicable to the business unit</li> <li>• Interpret relevant legislation and regulations, legal documents, standards and codes of practice that are relevant to the business unit in order to identify possible areas of non-compliance</li> <li>• Evaluate and report data on compliance to the relevant personnel according to information format requirements in order to ensure that the relevant personnel are updated and consulted</li> <li>• Relevant legislation and regulations that are applicable to the industry</li> <li>• Appropriate sources of information on internal and external compliance requirements</li> <li>• Methodologies for both internal and external monitoring and evaluation</li> <li>• Data on compliance</li> <li>• Relevant personnel</li> <li>• Implications of non-compliance with relevant legislation and regulations</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Access appropriate sources of information in order to analyse relevant compliance requirements applicable to the business unit</li> <li>• Interpret relevant legislation and regulations, legal documents, standards and codes of practice that are relevant to the business unit in order to identify possible areas of non-compliance</li> <li>• Evaluate and report data on compliance to the relevant personnel according to information format requirements in order to ensure that the relevant personnel are updated and consulted</li> </ul>		
<b>Innovation and Value Creation</b> <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"> <li>• Formulate recommendations and obtain sign-off in order to address areas of non-compliance with legal and other requirements in consultation with relevant personnel</li> </ul>		

## Director of Events and Conference Services

### Social Intelligence and Ethics

*It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*

The ability to:

- Apply ethical code of practice in the evaluation of compliance by the business unit in order to ensure adherence to legislative and regulatory requirements

### Learning to Learn

*It refers to the ability to develop and improve one's self within and outside of one's area of work.*

The ability to:

- Be well informed on the latest legislative and regulatory requirements that are applicable to the organisation by subscribing to various information channels in order to ensure currency of knowledge and organisational compliance

### Range of Application

*(where applicable)*

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

Relevant legislation and regulations must include:

- Post incorporation Accounting and Corporate Regulatory Authority (ACRA) regulatory requirements, which includes:
  - Organisation secretary
  - Annual general meeting
  - Financial year end
  - Annual return
  - Directors' report
  - Registration number

Inland Revenue Authority of Malaysia filing requirements, which includes:

- Timeline for filing requirements
- Estimated chargeable income
- Tax return filing
- Audited or unaudited accounts
- Accountants Act
- Business Registration Act
- Companies Act
- Companies Act Reform
- Workplace Safety and Health Act
- Employment Act

## Director of Events and Conference Services

Skill Category	Risk Management	Applicable to NOSS level	N/A
<b>Skill 9.2</b>	Manage Loss/Risk Prevention		
<b>Skill Description</b>	The ability to identify causes, areas 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 in order to meet objectives.		
<b>Knowledge and Analysis</b> <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"> <li>• Significance of loss and risk prevention</li> <li>• Significance of identifying potential safety or security concerns</li> <li>• Benefits of empowerment in the delegation of responsibilities</li> <li>• Investigation and disciplinary actions in exceptional cases</li> <li>• Criteria for setting targets for success</li> <li>• Importance of implementing changes after reviewing loss and risk policies and procedures</li> <li>• Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act</li> </ul>		
<b>Application and Adaptation</b> <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"> <li>• Identify causes, areas and perpetrators of potential loss and risk</li> <li>• Review safety, privacy and security practices with relevant stakeholders</li> <li>• Manage inspection activities and mitigation actions to minimise loss and risk</li> <li>• Handle exceptional cases via investigation and disciplinary actions</li> <li>• Review effectiveness of loss, risk policies, procedures, and implement changes</li> </ul>		
<b>Innovation and Value Creation</b> <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		

## Director of Events and Conference Services

<p><b>Social Intelligence and Ethics</b>  <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"> <li>• Influence others to be vigilant in safeguarding privacy and security of property, customers and residents</li> </ul>
<p><b>Learning to Learn</b>  <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"> <li>• Participate in discussions with relevant personnel to improve on managing loss and risk prevention</li> </ul>
<p><b>Range of Application</b>  <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>

## Director of Events and Conference Services

### Definitions of the Five (5) Domains

DOMAIN	DEFINITION
<b>Knowledge and Analysis</b>	Knowledge includes the gathering of facts and information through traditional and digital forms. Analysis involves the cognitive processing, integration and inspection of single or multiple sources of facts and information required to perform work tasks and activities and takes into consideration, the work contexts in which the tasks and activities are carried out. The result of knowledge and analysis produce judgements on work tasks/activities/issues/areas, and the conceptualisation of solutions to solve problems at work.
<b>Application and Adaptation</b>	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.
<b>Innovation and Value Creation</b>	Innovation includes the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to the organisational goals. As a result of innovation, the organisation is able to reap the values from individual or team contributors to achieve organisational growth.
<b>Social Intelligence and Ethics</b>	Social intelligence includes the ability to appreciate and use affective factors in leadership, relationship and diversity management guided by professional codes of ethics as effective individuals or team contributors.
<b>Learning to Learn</b>	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.