



# Industrial Skills Framework (IndSF) – Hotel Industry

HOTEL & GENERAL  
MANAGER

INDUSTRIAL SKILLS FRAMEWORK (IndSF) – HOTEL INDUSTRY • HOTEL & GENERAL MANAGER





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# Foreword

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



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

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

**YAP LIP SENG** CHA,CHT  
CHAIRMAN, STC HOSPITALITY

# Acknowledgements

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

## Acknowledgements

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44	Raees Fadzly Kassim	Executive Housekeeper	Hotel Maya
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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**

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

year  
**2018**

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

year  
**2019**

<b>1</b>	Safety and Health
<b>2</b>	Food & Beverages
<b>3</b>	Process and Operation
<b>4</b>	Public Relations or Customer Service
<b>5</b>	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

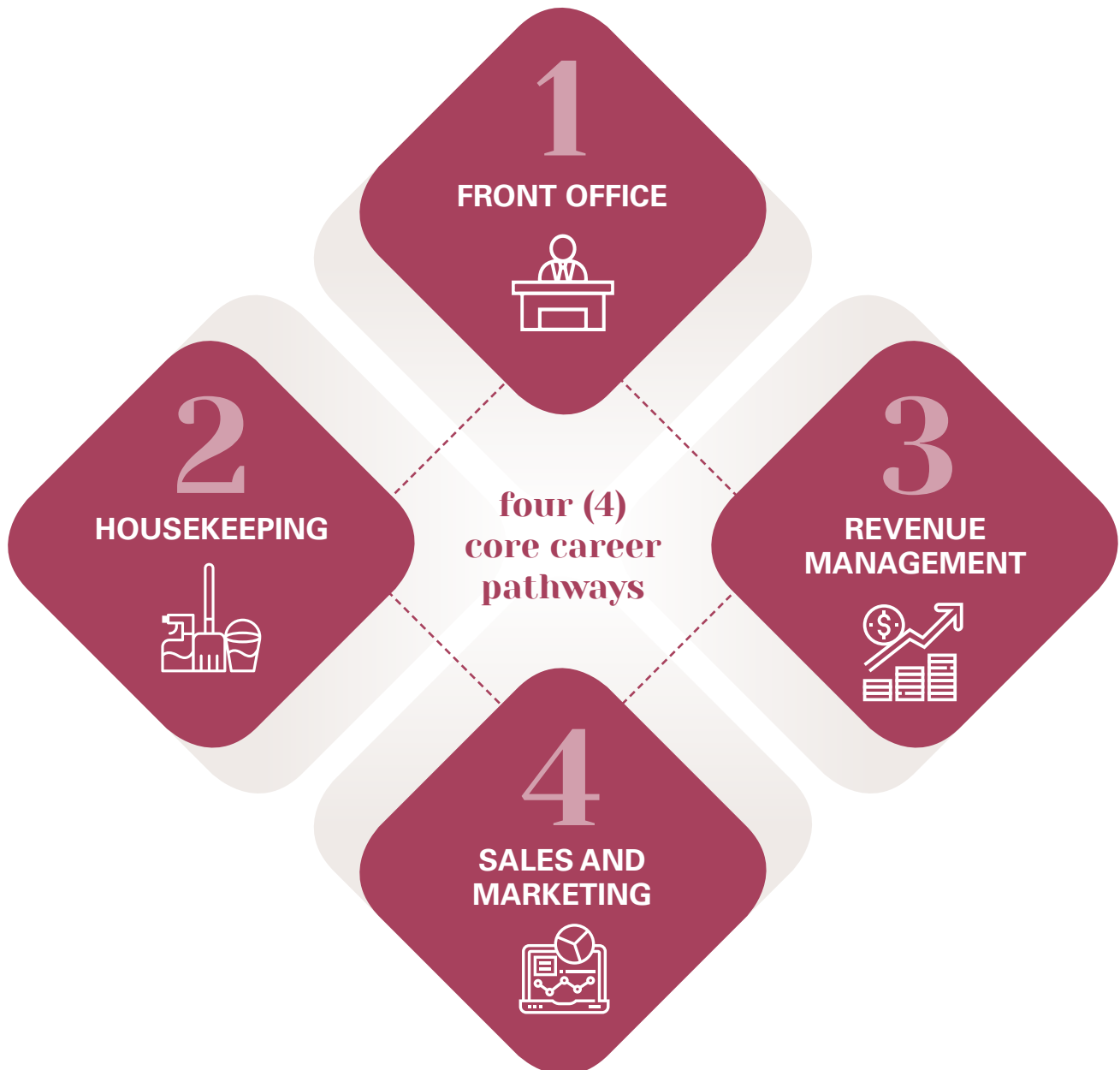
Hotel Industry

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)*

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**JOB DESCRIPTION**

# General Manager

Skills & Training Required

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## General Manager

### OCCUPATION DESCRIPTION:

The General Manager controls all strategies and operations in the property; management and maintenance of facilities, including safety and security together with a team of senior management staff. They determine the goals, while working closely with their team, to ensure proper return on investment, higher revenues, profitability and enough sales to keep the property running smoothly. They lead their management team to effectively coordinate various functional areas to maximise financial performance and their guests' experience; while concurrently upholding quality standards, the property's values and brand image.

Innovative and transformative, the General Manager strategises and leads organisational growth to stay ahead of competition and trends, while taking advantage of business opportunities. The General Manager also directs the maximisation of yield by anticipating market shifts by developing and monitoring annual business and marketing plans. They conduct regular meetings with all Head of Departments to safeguard the quality of both internal and external operations. They represent the property in civic, business, industry and local government matters (including statutory and legal regulations), as well as promoting the property as its lead brand ambassador.

The General Manager oversees the employment and development of all employees; communicates with the management team and staff regularly; while also possessing good communication skills to motivate and empathise with staff. The goal being the implementation of high standards of service in the property.

The skills expected of the General Manager are summarised as below:

SKILL CATEGORY	SKILL
<b>Business Continuity Management</b>	1. Provide Leadership during Crisis Situations 2. Manage Organisational Risk (Risk Management)
<b>Change Management</b>	3. Lead Change Management
<b>Communications</b>	4. Represent and Promote the Organisation
<b>Finance</b>	5. Set Organisation's Financial Goals and Strategies
<b>Innovation</b>	6. Lead and be Accountable for Innovation within the Organisation
<b>Leadership</b>	7. Develop Business Partnerships 8. Identify and Develop Business Opportunities 9. Interpret Statutory Financial Statements for Business Leaders 10. Lead Organisation to Develop Organisational Strategic Priorities, Culture and Governance
<b>People Management</b>	11. Develop Succession Plan 12. Lead Organisational Succession Planning, Capability Development, Employee Engagement and Retention Planning
<b>Planning and Implementation</b>	13. Develop and Drive Organisational Vision, Mission and Values 14. Direct Organisational Strategies and Set Targets
<b>Results Achievement</b>	15. Monitor Organisational Performance and Develop Reward Strategies to Lead Achievement of Results

## General Manager

Skill Category	Business Continuity Management	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 1</b>	Provide Leadership during Crisis Situations		
<b>Skill Description</b>	This skill describes the ability to lead the 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>• Types of crisis of disruptive events</li> <li>• Business impact of disruptive events on the organisation</li> <li>• Personal 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>• Identify, evaluate and manage risks</li> <li>• Develop and direct action plans (risk mitigation plans)</li> <li>• Review and measure effectiveness</li> <li>• Establish preventive plans</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 periodic reviews of risk management plans</li> </ul>		



## General Manager

<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>• Practice composure, self-confidence and resilience as a leader when leading the organisation to deal with challenges in a crisis situation</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 peer discussions to improve on managing loss and risk prevention</li> <li>• Identify potential upcoming risk</li> <li>• Get involved in best practices of risk 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>

## General Manager

Skill Category	Business Continuity Management	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 2</b>	Manage Organisational Risk (Risk Management)		
<b>Skill Description</b>	This skill describes the ability to identify and assess direct action plans to mitigate risks. Lead and drive risk management plans or programs throughout the organisation.		
<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 categories of risks</li> <li>• Risk profile (Levels of risks)</li> <li>• Impact of loss and risk prevention</li> <li>• Legal, Branding, business implications</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, evaluate and manage risks</li> <li>• Develop and direct action plans (risk mitigation plans)</li> <li>• Review and measure effectiveness</li> <li>• Establish preventive plans</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 periodic reviews of risk management plans</li> </ul>		

## General Manager

<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>• Deliver risk management plans to shareholders and stakeholders</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 peer discussions to improve on managing loss and risk prevention</li> <li>• Identify potential upcoming risk</li> <li>• Get involved in best practices of risk 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>

## General Manager

Skill Category	Change Management	Skill Sub-Category (where applicable)	N/A
<b>Skill 3</b>	Lead Change Management		
<b>Skill Description</b>	This skill describes the ability to analyse forces for change and assess the impact of change. It also includes gaining buy-in from stakeholders, developing change management strategies, communicating change processes, empowering and supporting staff in implementing changes, developing implementation plans for change and monitoring outcomes of change.		
<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>• Implement and enforce the change process</li> <li>• Analyse forces for change that may influence the organisation</li> <li>• Assess impact of changes on meeting organisational vision, mission and objectives</li> <li>• Develop change management strategies to manage change processes, in accordance with organisational strategy and goals</li> <li>• Empower staff and provide support during change processes, in accordance with change agenda and schedules</li> <li>• Develop implementation plans for change processes, in accordance with change management strategies</li> <li>• Evaluate outcomes of change processes against change plans and organisational 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>• Cultivate a culture of curiosity and creativity to lead change management</li> <li>• Evaluate best practices for change management leadership, to recognise applicable improvement areas to adopt</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>• Engage staff and relevant stakeholders to gain buy-in for change</li> <li>• Deliver change processes, agenda, schedules and its benefits to staff and relevant stakeholders through proper methods</li> <li>• Lead, promote and drive the change process</li> </ul>		

## General Manager

<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>• Develop and review change management programs on its importance, current trends and best practices</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

## General Manager

Skill Category	Communications	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 4</b>	Represent and Promote the Organisation		
<b>Skill Description</b>	This skill describes the ability to represent the organisation positively at different platforms and occasions. It also includes preparing and delivering key messages to promote the organisation.		
<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 in relations to communication processes and systems</li> <li>• Types of communication techniques and channels appropriate for developing networks and disseminating information regarding organisational activities, services and programmes</li> <li>• Legal and ethical implications relating to communicating with the media</li> <li>• Organisational policies and procedures relating to communicating with the media/social media</li> <li>• Implications and impact of media/social media relationships on employees and the organisation</li> <li>• Guest reviews and its corresponding expectations with appropriate responses</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 organisational issues or key messages for communication to meet organisational needs</li> <li>• Select target audience and establish their expectations to determine message positioning and the suitable channels of communication to achieve desired organisation outcomes</li> <li>• Develop networks and contacts to assist with communication in accordance to organisational needs</li> <li>• Approve materials to support communication in accordance to organisational communications guide</li> <li>• Adapt communication style to suit audience expectations and deliver information positively to achieve desired organisational outcomes</li> <li>• Identify an action plan on the guest feedback received</li> <li>• Initiate and carry out positive branding programs and or activities</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>• Obtain feedback on how communication record was received to identify areas for improvement in the communication process</li> </ul>		

## General Manager

### **Social Intelligence and Ethics**

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

The ability to:

- Maintain integrity of self and organisation throughout the communication and promotional activity to meet requirements on organisational code of conduct
- Implement consistency throughout 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:

- Practise delivery of communication messages to maintain professional standard in accordance to organisational requirements
- Keep updated of market trends and practices relating to organisational communications 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

## General Manager

Skill Category	Finance	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 5</b>	Set Organisation's Financial Goals and Strategies		
<b>Skill Description</b>	This skill describes the ability to determine the organisation's financial goals and strategies. It also includes establishing the organisation's short and long-term financial needs, reviewing the organisation's financial risk position as well as directing, evaluating, and refining corporate finance and financial risk philosophy and 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 that contribute to risk exposure of the organisation</li> <li>• Impact of the organisation's capital structure on financial strategies</li> <li>• Impact that financial strategies have on organisational policies, targets and operations</li> <li>• Critical success factors for effective financial management</li> <li>• Impact of various finance management models</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 the organisation's short and long-term financial needs to understand the organisation's financial situation</li> <li>• Review the organisation's financial risk position and management policies to recognise implications for financial strategies</li> <li>• Direct development of corporate finance goals, financial risk profile, and strategies to meet financial needs</li> <li>• Assess goals and strategies in accordance with organisational procedures for endorsement purposes</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 refine goals and strategies in line with changes to the business environment</li> </ul>		



## General Manager

### **Social Intelligence and Ethics**

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

The ability to:

- Abide by the organisational and professional code of conduct, values and ethics when determining the organisation's finance goals and strategies to ensure ethical conduct and compliance to legislative and regulatory requirements
- Communicating financial goals and strategies to stakeholders

### **Learning to Learn**

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

The ability to:

- Keep abreast of changes in the business environment to determine impact on organisational finance strategies, and the required response by subscribing to diverse information channels

### **Range of Application**

*(where applicable)*

N/A

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

## General Manager

Skill Category	Innovation	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 6</b>	Lead and be Accountable for Innovation within the Organisation		
<b>Skill Description</b>	This skill describes the ability to lead innovation in an organisation. It also includes building a culture of innovation, directing development and review of innovation strategies, leading innovative practices as well as sustaining innovative thinking, practices and learning.		
<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 needs of innovation</li> <li>• Internal barriers to innovation</li> <li>• External barriers to innovation</li> <li>• Flow to Innovation 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>• Direct development of innovation strategies to align to long-term organisational objectives</li> <li>• Lead innovative practices and obtain support for a culture of innovation</li> <li>• Incorporate innovation into leadership and management activities and organisational strategies to promote innovation in the organisation</li> <li>• Sustain innovative thinking and practices to support long-term organisational strategies</li> <li>• Understand outcomes of the innovation 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>• Direct review of organisational innovation strategies to identify areas of improvement to enhance organisation's performance</li> <li>• Facilitate and support stakeholders and team members to innovate</li> </ul>		

## General Manager

<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 organisational awareness to foster a culture of innovation within the organisation to promote continuous improvement</li> <li>• Communicating positive outcomes on innovation process or program</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>• Advocate organisational sharing on collective contributions to innovative thinking and practices to inspire learning</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>

## General Manager

Skill Category	Leadership	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 7</b>	Develop Business Partnerships		
<b>Skill Description</b>	<p>This skill describes the ability to assess the rationale for leveraging strategic business partnerships, appraise basic types of business partnerships and evaluate financial costs. It also includes developing and executing plans, as well as measuring results of strategic business partnerships.</p> <p>For example: Online travel agents, tenancy (profit sharing, joint venture, partnership), wholesale agents, loyalty programs, sales channel.</p>		
<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>• Factors and benefits in identifying business partners</li> <li>• Definition of various business partnerships and business model</li> <li>• Business considerations when building various business partnerships</li> <li>• Steps to analyse types of business partnerships, benefits and risks</li> <li>• Factors for successful business partnerships</li> <li>• Types of financial costs and gains</li> <li>• Components of various business partnership plans</li> <li>• Methods to review and measure results of various business partnerships</li> <li>• The legal aspects of partnerships</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>• Assess the rationale for leveraging various business partnerships for growth and longer-term engagement, in accordance with organisational vision, mission and strategic objectives</li> <li>• Appraise basic types of business partnerships, benefits and risks, in accordance with the nature of the industry</li> <li>• Evaluate financial costs and gains associated with resources required to achieve various business partnership objectives</li> <li>• Develop plans toward establishing various business partnerships, following assessment outcomes</li> <li>• Execute various business partnership plans, in accordance with organisational vision, mission and strategic objectives</li> <li>• Measure results of various business partnerships against the organisational vision, mission and strategic 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>• Model a culture of openness to develop various business partnerships</li> <li>• Review, adapt and forge mutual business values consistently</li> </ul>		

## General Manager

<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>• Maintain composure in communications with various business partners in accordance with organisational vision, mission and strategic objectives</li> <li>• Maintain business ethics in all business partnerships</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 self-reflections to recognise own strengths and weaknesses in developing business partnerships</li> <li>• Evaluate best practices for developing business partnerships, to identify applicable improvement areas to adopt</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>

## General Manager

Skill Category	Leadership	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 8</b>	Identify and Develop Business Opportunities		
<b>Skill Description</b>	This skill describes the ability to identify and understand business opportunities, assess market needs and demands, as well as evaluate risk and potential benefits. It also includes selecting and developing business plans and reviewing business viability.		
<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>• Methods on exploring business opportunities</li> <li>• Market needs and demands</li> <li>• Types of business risk and potential benefits</li> <li>• Components of business plans</li> <li>• Methods of studying business viability</li> <li>• Organisational policies and procedures to mitigate business risks</li> <li>• Role of government in promoting business growth</li> <li>• Sources of government incentive funding</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 business opportunities locally and globally, based on organisation needs</li> <li>• Align business opportunity with market needs and demands for products and services</li> <li>• Evaluate business risks and potential benefits of products and services to organisation</li> <li>• Perform selection of business opportunity development in the organisation</li> <li>• Develop business plans for products and services identified as business opportunities for the organisation</li> <li>• Identify products and services' development opportunities in line with market needs and demands</li> <li>• Review business viability and measures, to prevent, or mitigate, business risks</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>• Understand factors affecting market trends, movements that will affect business</li> <li>• Using technology, big data and tools for analysis</li> </ul>		

## General Manager

<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>• Plan, respond, decide and act based on market data/intelligence</li> <li>• Communicate, network, acquire information from industry peers</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>• Keep abreast on market data/intelligence/movements</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>

## General Manager

Skill Category	Leadership	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 9</b>	Interpret Statutory Financial Statements for Business Leaders		
<b>Skill Description</b>	This skill describes the ability to explain basic financial and accounting concepts, as well as interpret and analyse components of statutory financial statements. It also includes computation of financial and accounting ratios and communicating information from financial statements to relevant 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>• Key components of statutory financial statements, including balance sheet, income statement, cash flow statement and statement of stockholders' equity</li> <li>• Principles of finance and accounting</li> <li>• Statutory and common laws governing financial reporting</li> <li>• Rules of accounting</li> <li>• Principles underlying production of key financial statements</li> <li>• Users of financial ratios</li> <li>• Methods of interpreting financial statements</li> <li>• Types of business decisions and its impacts on financial statement</li> <li>• Limitations of statutory financial statements</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>• Communicate financial and accounting concepts contained in statutory financial statements</li> <li>• Interpret key components of statutory financial statements</li> <li>• Analyse key components in statutory financial statements, using various tools and techniques for financial analysis</li> <li>• Compute major financial and accounting ratios, based on information provided in statutory financial statements</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 various and latest trends according to the best practices</li> </ul>		



## General Manager

### **Social Intelligence and Ethics**

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

The ability to:

- Communicate key information from statutory financial statements to relevant stakeholders and shareholders, to support business decisions
- Display integrity, objectivity, and due professional care in course of work
- Demonstrate transparency in 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:

- Conduct self-reflections to identify own strengths and weaknesses in interpreting statutory financial statements
- Update own knowledge on interpreting statutory financial statements by subscribing to diverse learning channels and participating in peer discussions

### **Range of Application**

*(where applicable)*

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

Statutory and common laws governing financial reporting must include:

- Malaysia Companies Act requirements
- Organisational audit guidelines
- Duties and responsibilities of company directors
- Financial reporting standards
- Regulations of the Accounting Profession

## General Manager

Skill Category	Leadership	Skill Sub-Category (where applicable)	4 - Assistant Executive Housekeeper
<b>Skill 10</b>	Lead Organisation to Develop Organisational Strategic Priorities, Culture and Governance		
<b>Skill Description</b>	This skill describes the ability to lead the development of vision, culture and strategic priorities for an organisation. It also includes modelling of leadership and providing direction and governance to the organisation.		
<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 vision and values and how they contribute to the development of an organisational culture that actively pursues strategic objectives</li> <li>• The relationship between high level strategy and the development and implementation of business plans and processes</li> <li>• Legal and ethical considerations relating to corporate governance, social responsibility and sustainability</li> <li>• Relevant professional or industry codes of practice and standards relating to corporate governance, social responsibility and leadership roles</li> <li>• Theories and concepts relating to culture within organisations</li> <li>• Impact of clearly defined organisation vision and culture on employees</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 trends and factors of strategic value to the organisation to support strategic planning</li> <li>• Consult with stakeholders to review mission, objectives and strategic priorities for the organisation to support strategic planning</li> <li>• Define criteria for evaluating success of strategies to determine achievement of strategic priorities</li> <li>• Engage employees to develop plans to implement or enforce strategic priorities</li> <li>• Address corporate governance and social responsibility obligations to ensure organisational compliance</li> <li>• Identify values and beliefs which underpin organisational vision and support strategic priorities to drive organisation vision and culture</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>• Engage stakeholders in the review of organisational values and vision to drive organisational vision and culture</li> </ul>		

## General Manager

<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 organisational vision, values, strategic priorities and plans to influence stakeholders and build commitment to the organisation</li> <li>• Assess the emotional climate of the organisation and demonstrate openness to address stakeholders' concerns</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 organisational strategic planning</li> <li>• Improve own organisational strategic planning skills 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>

## General Manager

Skill Category	People Management	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 11</b>	Develop Succession Plan		
<b>Skill Description</b>	This skill describes the ability to develop business cases for succession planning. It also includes identifying critical positions and skill sets, assessing talent pools, developing, implementing succession plans and evaluating succession planning 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>• Importance of succession planning</li> <li>• Factors that may influence succession planning</li> <li>• Organisational HR policies and procedures on succession planning</li> <li>• Procedures for assessing talent</li> <li>• Processes for setting up talent pools</li> <li>• Models for succession planning</li> <li>• Guidelines for implementing succession plans</li> <li>• Evaluation criteria for succession 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>• Develop clear and convincing business cases for succession planning, in support of organisational long-term strategic directions</li> <li>• Identify critical positions and competencies for succession, in accordance with organisational mission and strategies</li> <li>• Evaluate talent pools for filling targeted positions, in accordance with organisational process</li> <li>• Develop succession management plans, based on results of talent pool assessments</li> <li>• Implement succession management plans, in accordance with action plans developed</li> <li>• Evaluate succession planning strategies in accordance with succession targets and implementation plans</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>• Practice global thinking, flexibility and adaptability skills to manage potential candidates from diverse cultures and with diverse expectations</li> <li>• Conduct cost-benefit analysis to determine strategic value of succession planning</li> </ul>		

## General Manager

<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 integrity, objectivity, and due professional care in course of work</li> <li>• Demonstrate succession potential and its career path within the organisation</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>• Evaluate best practices and current trends for developing succession plans, to identify applicable improvement areas to adopt</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>

## General Manager

Skill Category	People Management	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 12</b>	Lead Organisational Succession Planning, Capability Development, Employee Engagement and Retention Planning		
<b>Skill Description</b>	This skill describes the ability to identify and groom successors, support organisational learning and development and engage employees to develop a strong organisational base.		
<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, organisation policies and procedures, relevant professional or industry codes of practice and standards implications relating to succession planning, and organisational learning and development</li> <li>• Implications and impact on employees and the organisation resulting from succession management processes, learning and development processes, engagement activities and retention planning</li> <li>• Relationship between engagement, retention and performance</li> <li>• Concepts and theories of succession planning, employee engagement and retention planning</li> <li>• Market trends and developments in relation to succession management, employee engagement and learning and development</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>• Establish a succession management strategy in consultation with the human resources function and other relevant personnel to facilitate succession planning</li> <li>• Identify critical roles and feeder positions to establish opportunities to groom successors</li> <li>• Work with managers to create and implement development and retention plans for identified successors</li> <li>• Prioritise learning and development programmes to support employees in the development of their professional, technical and managerial competencies</li> <li>• Empower senior managers to demonstrate independence and responsibility for their personal development</li> <li>• Promote engagement and retention strategies to enhance organisational 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>• Review effectiveness of succession management approach to identify areas for improvement</li> <li>• Consult stakeholders to identify learning and development issues and review existing learning and development systems and processes to recognise areas for improvement</li> </ul>		

## General Manager

<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>• Evaluate the emotional climate of the organisation towards the learning and development programmes, succession management programs and exercise organisational awareness to address employees' concerns</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>• Keep abreast of succession planning management practices by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge and performance in managing succession planning</li> <li>• Consistently review programmes</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>

## General Manager

Skill Category	Planning and Implementation	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 13</b>	Develop and Drive Organisational Vision, Mission and Values		
<b>Skill Description</b>	This skill describes the ability to develop and drive organisational vision, mission and values. It also includes determining organisational competitive advantage, reviewing organisational strategic directions to meet organisational goals and 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>• Qualitative analysis and research techniques in developing organisational vision, mission and values</li> <li>• Characteristics of an effective vision statement</li> <li>• Characteristics of an effective mission statement</li> <li>• Objectives of cascading organisational vision, mission and values</li> <li>• Relevant stakeholders in formulating and communicating organisational vision, mission and values</li> <li>• Communication platforms and channels to disseminate vision, mission and values information</li> <li>• The need to actively review and evaluate existing vision, mission, values</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 organisational capabilities and review environmental scan findings to determine organisational brand and competitive positioning in consultation with relevant stakeholders</li> <li>• Benchmark organisational capabilities against industry counterparts to identify potential sources of competitive advantage</li> <li>• Review organisational strategic directions to ensure alignment to strategic needs of the organisation</li> <li>• Formulate organisational vision, mission and values taking into consideration organisational research information to enhance business competitiveness</li> <li>• Communicate, advocate and drive vision, mission and values to stakeholders</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 refine organisational vision, mission and values on a regular basis to cascade throughout the organisation</li> <li>• Consistent and interactive awareness campaigns and refreshers on vision, mission and values</li> </ul>		



## General Manager

<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>• Display empathy when articulating and communicating organisational vision, mission and values through individual actions to garner buy-in from the organisation</li> <li>• Be a role model against organisation's mission and vision</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>• Keep abreast of market trends and developments by subscribing to diverse information channels and participating in industry networking sessions to ensure organisational competitiveness</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>

## General Manager

Skill Category	Planning and Implementation	Skill Sub-Category (where applicable)	N/A
<b>Skill 14</b>	Direct Organisational Strategies and Set Targets		
<b>Skill Description</b>	This skill describes the ability to direct organisational strategies and set targets. It also includes identifying strategic needs of the organisation, setting organisational directions, goals and targets, ensuring alignment with organisational vision, mission and values, as well as reviewing and refining organisational strategies and targets for endorsement.		
<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>• Strategic objectives of the organisation</li> <li>• Performance drivers and indicators of the organisation</li> <li>• Objectives of strategic plans</li> <li>• Strategic Risks and benefits of strategic 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 strategic needs of organisation to enhance performance</li> <li>• Establish organisational directions, organisational goals and targets to contribute to performance</li> <li>• Facilitate alignment of organisational strategies and targets with organisational vision, mission and values to support achievement of strategic needs 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>• Review and refine organisational strategies and targets for endorsement purposes</li> </ul>		

## General Manager

<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>• Display empathy and organisational awareness in directing organisational strategies</li> <li>• Identify key implementers and support in organisation</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 identify own areas for improvement in organisational strategic planning to enhance workplace performance</li> <li>• Improve own strategic planning capability by subscribing to diverse learning 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>

## General Manager

Skill Category	Results Achievement	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 15</b>	Monitor Organisational Performance and Develop Reward Strategies to Lead Achievement of Results		
<b>Skill Description</b>	This skill describes the ability to establish business objectives and review organisational performance to meet business results. It also includes collaboration with stakeholders to identify performance management and remuneration strategies to manage and reward 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>• Legal and ethical implications relating to performance management</li> <li>• Relevant professional or industry codes of practice and standards that may influence setting of business objectives</li> <li>• Relevant professional or industry codes of practice and standards relating to performance management</li> <li>• The relationship between business objectives and the processes required to pursue these objectives at operational levels</li> <li>• Implications and impact on employees and the organisation arising from organisational performance measurement processes, and remuneration and performance management processes</li> <li>• Models and methods of business planning, including business planning cycles</li> <li>• Models and methods of performance 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>• Establish and prioritise organisational business objectives to support the achievement of organisational vision, mission and values</li> <li>• Provide support and resources needed to achieve business objectives</li> <li>• Develop strategy to measure organisation performance against business objectives</li> <li>• Monitor data and reports on organisation performance activities to provide support and resources as required</li> <li>• Monitor emerging and identified risks to assess their strategic impact to the organisation in accordance to organisational risk management framework</li> <li>• Work with human resources department and policies within the human resources framework to identify performance management and remuneration requirements to develop management and reward strategies</li> <li>• Delegate responsibility to implement performance management and reward strategies</li> </ul>		

## General Manager

<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 organisational performance with stakeholders to prepare strategies 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>• Communicate business objectives to stakeholders to obtain their support and buy-in</li> <li>• Assess the emotional climate of the organisation towards organisational reward policy and exercise organisational awareness to address employees' concerns</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>• Keep abreast of performance management systems and processes by subscribing to diverse learning channels and participating in peer's discussion platforms 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>

# General Manager

## 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 context. 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 problem solving 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 refers to 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 refers to 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 required to perform the work optimally and/or solve problems effectively.

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JOB DESCRIPTION

**Hotel Manager/  
Resident  
Manager/  
Executive  
Assistant  
Manager**

Skills & Training Required

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## Hotel Manager/Resident Manager/Executive Assistant Manager

### OCCUPATION DESCRIPTION:

The Hotel Manager/Resident Manager/Executive Assistant Manager is responsible for the day-to-day management of a property and its staff. They have commercial accountability over budgeting, finance management, and directing all property services; including but not limited to front-of-house, food and beverage operations and housekeeping. They are responsible for carrying out efficient operations, maximising standards of guest service, and driving occupancy rates and revenue goals. They conduct regular site inspections on the facilities and services of the property; while also resolving issues and ensuring that the property runs smoothly each day. They review the financial performance of the property and collaborate with the senior management team to set the overall business strategies and performance indicators; which may include sales, marketing and revenue management.

The Hotel Manager/Resident Manager/Executive Assistant Manager interacts with local and international audiences to promote the property; while also staying up-to-date with the latest trends concerning the field of hospitality. They aspire to innovate property operations to deliver an excellent experience for guests. As a champion of organisational excellence, they lead their staff by example in their goal of properly hosting guests. They also provide guidance to managers and colleagues to ensure that the property's core values and standards are upheld for the welfare of the property's staff and guests. They are good communicators; leaders who are eloquent when handling the media and promoting the brand image of the property.

The skills expected of the Hotel Manager/Resident Manager/Executive Assistant Manager are summarised as below:

SKILL CATEGORY	SKILL
<b>Business Continuity Management</b>	1. Endorse Business Continuity Framework, Strategies, Policies and Plans
<b>Infocomm Technology</b>	2. Capitalise on Opportunities Created through Digital and Technology advancement in the Hospitality Industry
<b>Leadership</b>	3. Adopt Modern Concepts in Business Ethics and Values Management 4. Adopt New Business Models for Productivity and Efficiency Maximisation 5. Manage Hotel Operations
<b>People and Relationship Management</b>	6. Build Positive Relationships with the Board (BOD/Owner) 7. Create Positive Work-life Harmony 8. Establish Organisational Relationships and Lead Organisational Diversity 9. Foster Business Relationships and Organisational Diversity 10. Promote Harmonious Tripartite Relations
<b>Personal Management and Development</b>	11. Develop Self to Maintain Professional Competence to Lead an Organisation



## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	Business Continuity Management	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 1</b>	Endorse Business Continuity Framework, Strategies, Policies and Plans		
<b>Skill Description</b>	This skill describes the ability to provide oversight on business continuity management. It also includes approving business continuity frameworks, policies, strategies and plans to align as well as monitoring and reviewing business continuity plans to cope with changes in the business environment.		
<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 scope of business continuity management</li> <li>• Awareness of business continuity management leading practices within the industry</li> <li>• Levels of maturity of business continuity management in organisations</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>• Ensure business continuity plans and crisis management plans are aligned to business continuity strategies to ensure organisational effectiveness in responding to disruptive events</li> <li>• Approve business continuity framework, policies, strategies and plans for implementation</li> <li>• Deliver oversight to business continuity management within the organisation to facilitate quick response during disruptive events</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>• Advocate regular review of business continuity frameworks, strategies, policies and plans to seek improvements to optimise organisational effectiveness in business continuity and crisis management</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### **Social Intelligence and Ethics**

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

The ability to:

- Drive communication of business continuity and crisis management plans to employees to obtain their support for implementation
- Drive economic, social and environmental initiatives to the benefit of environment and host communities

### **Learning to Learn**

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

The ability to:

- Integrate personal knowledge on business continuity management by subscribing to information and learning channels and participating in 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.*

## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	Infocomm Technology	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 2</b>	Capitalise on Opportunities Created through Digital and Technology advancement in the Hospitality Industry		
<b>Skill Description</b>	This skill describes the ability to adopt innovation and creative thinking skills to incorporate technology, process changes, efficiency 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 patterns of technology innovations for the hotel industry</li> <li>• Types of property management systems</li> <li>• Software operation and maintenance</li> <li>• Communication and IT 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 influence 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>• Suggest technology improvements strategies that may cause digital disruptions and changes</li> <li>• Recognise Digital and IT standard operating procedures (crisis management, digital security and threats)</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 conducive environments for supporting innovation through digital advancement, in accordance with organisation needs and requirements (including budgeting and financial capabilities)</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### Social Intelligence and Ethics

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

The ability to:

- Communicate benefits of innovation through digital and IT advancement
- Facilitate promotion and adoption of new technological innovations to stakeholders

### Learning to Learn

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

The ability to:

- Be updated on the new opportunities created through digital and IT advancement in the hospitality industry

### Range of Application

*(where applicable)*

N/A

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

## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	Leadership	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 3</b>	Adopt Modern Concepts in Business Ethics and Values Management		
<b>Skill Description</b>	This skill describes the ability to identify the impact of organisation values on organisation performance. It also includes the ability to establish, develop, implement, communicate and review value-oriented ethics programmes in the organisation.		
<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 organisation's core values and philosophy</li> <li>• Fundamental differences between 'right' and 'wrong'</li> <li>• Principles governing decision-making in relation to ethical behaviour in an organisation</li> <li>• Ethical frameworks in decision-making</li> <li>• Organisation's priorities in ethics- and values-based programmes</li> <li>• Societal norms pertaining to values-based ethical behaviours of organisation and organisation members</li> <li>• Guidelines for compliance to regulatory and legal frameworks for ethical behaviours</li> <li>• Principles of communicating ethics and values-based information and knowledge</li> <li>• Steps in reviewing ethics or values-based 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>• Differentiate positive and negative impact of organisation values on organisation performance</li> <li>• Establish values and ethics strategies, in accordance with organisation needs and requirements</li> <li>• Build value-oriented ethics programmes</li> <li>• Implement value-oriented ethics programmes</li> <li>• Conduct review of value-oriented ethics programmes</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		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### Social Intelligence and Ethics

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

The ability to:

- Facilitate communication of ethical behaviour to stakeholders

### Learning to Learn

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

The ability to:

- Be aligned with the advances of modern concepts in business ethics and values management

### Range of Application

*(where applicable)*

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

N/A

## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	Leadership	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 4</b>	Adopt New Business Models for Productivity and Efficiency Maximisation		
<b>Skill Description</b>	This skill describes the ability to identify issues arising from unproductive and inefficient operations. It also includes recognising, developing, implementing and reviewing productivity strategies, communicating changes in processes and procedures, and forming communities of practice (task force) to ensure continuing efforts in driving the organisation's productivity.		
<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>• Methods of evaluating staff behaviours and actions as they perform tasks for service delivery</li> <li>• Cost and benefit analysis and fundamentals of financial budgeting</li> <li>• Types of digital/mobile applications which measures productivity effectiveness</li> <li>• Principles of communicating productivity initiatives and change processes</li> <li>• Trends and issues of productivity measurements, issues and initiatives</li> <li>• Communication systems applicable for communities of practice (task force)</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 arising from unproductive and inefficient operations</li> <li>• Recognise benefits of improved productivity and efficient operations on organisational performance</li> <li>• Develop productivity strategies for improved product and service delivery</li> <li>• Create processes for improving staff performance efficiency</li> <li>• Implement operational productivity strategies for improved product and service delivery</li> <li>• Review procedures for establishing operational standards and workplace efficiency</li> <li>• Suggest productivity initiatives for each operational department</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>• Encourage innovation and technology changes for optimised productivity</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### Social Intelligence and Ethics

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

The ability to:

- Facilitate communication of productivity action plans to stakeholders

### Learning to Learn

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

The ability to:

- Keep abreast of new business models for productivity and efficiency maximisation

### Range of Application

*(where applicable)*

N/A

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



## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	Leadership	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 5</b>	Manage Hotel Operations		
<b>Skill Description</b>	This skill describes the ability to provide day-to-day management of the hotel and staff. It also includes managing financial budgets, resources and facilities, controlling expenditure and establishing quality standards and 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>• 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 industrial codes of practice and standards</li> <li>• Communication techniques and channels for disseminating information on (human resource and industrial methods and etc.)</li> <li>• Facilities management</li> <li>• Safety and security (ERT, OSHA)</li> <li>• Guest engagement and its techniques and 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>• Review daily hotel operations with heads of departments, to achieve organisational objectives</li> <li>• Determine financial budgets and control expenditures</li> <li>• Evaluate service operation standards (including guest reviews)</li> <li>• Implement quality standards and procedures, in accordance to organisation needs and requirements</li> <li>• Develop strategies and action plans to improve operational efficiency</li> <li>• Manage staff performance and expectations</li> <li>• Conduct regular checks with relevant personnel on facilities maintenance</li> <li>• Engage with guest on regular basis</li> <li>• Problem solving (guest complaints, service recovery, crisis management)</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 methods for managing hotel operational efficiency</li> <li>• To promote ideas and innovative approaches through employee and team engagement</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### **Social Intelligence and Ethics**

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

The ability to:

- Acknowledge professional development of staff for effectiveness in their roles
- Support communities of practice (task force) that can collaborate together and support professional and personal development needs

### **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 developing strategies for talent management

### **Range of Application**

*(where applicable)*

N/A

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

## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	People and Relationship Management	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 6</b>	Build Positive Relationships with the Board (BOD/Owner)		
<b>Skill Description</b>	This skill describes 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 and facilitating 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 stakeholders</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, financial goals to achieve organisational objectives</li> <li>• Work with senior management team to implement organisational strategies developed by the board to achieve organisational objectives</li> <li>• Report on outcomes and key issues to the board in accordance to organisational agreed performance indicators, communication protocols and channels to provide updates and seek decision-making and advice</li> <li>• Facilitate board communications with senior management team in accordance to organisational practices 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 appropriate communication channels to provide timely and relevant information to the board</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

<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>• Practice 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>N/A</p>
<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>

## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	People and Relationship Management	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 7</b>	Create Positive Work-life Harmony		
<b>Skill Description</b>	This skill describes the ability to apply measures to motivate team members to be productive. It also incorporates the ability to integrate wellness programmes and activities into corporate or organisational structures to benefit from increased productivity and employee morale.		
<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 lifestyle expectations</li> <li>• Negative reactions arising from lifestyle expectations</li> <li>• Methods of identifying satisfaction levels of team members' work-life harmony</li> <li>• Organisational guidelines for work-life harmony programmes and initiatives</li> <li>• Project management and types of efficiency tools available for ease of operations</li> <li>• Benefits and costs of wellness programmes</li> <li>• Communication systems applicable for community of practice (task force)</li> <li>• Organisation's establishment requirements in terms of work goals, manpower availability and capability, as well as productivity goals</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 work life balance expectations</li> <li>• Evaluate operational standards and workplace efficiency</li> <li>• Create value structure that incorporates work-life harmony programmes and projects</li> <li>• Create programmes for streamlining communications, increasing productivity, and reducing stress</li> <li>• Execute and monitor work-life harmony action programmes that acknowledges success and rewards positive behaviour</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		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### **Social Intelligence and Ethics**

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

The ability to:

- Facilitate communities of practice (task force) that can collaborate together and support professional and personal needs

### **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 satisfaction levels of team members' work-life harmony through employee engagement survey/program

### **Range of Application**

*(where applicable)*

N/A

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

## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	People and Relationship Management	Skill Sub-Category (where applicable)	N/A
<b>Skill 8</b>	Establish Organisational Relationships and Lead Organisational Diversity		
<b>Skill Description</b>	This skill describes the ability to create and foster strong organisational relationships 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 foster 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 to develop appropriate 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 and organisational diversity</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### Social Intelligence and Ethics

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

The ability to:

- Manage relationships 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 to meet the requirements of the social and cultural business context
- Participate in team building activities with senior management team 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:

- Update own self of organisational diversity management practices by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application

### Range of Application

*(where applicable)*

N/A

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



## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	People and Relationship Management	Skill Sub-Category (where applicable)	N/A
<b>Skill 9</b>	Foster Business Relationships and Organisational Diversity		
<b>Skill Description</b>	This skill describes the ability to develop effective working relationships and networks to provide strategic value to the organisation. It also includes developing and maintaining business and professional networks and encouraging workforce diversity and cooperation through strategies and conflict 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>• Legal and ethical considerations relating to organisational participation in networking and opportunities for collaboration, workplace diversity and conflict management</li> <li>• Organisational policies and procedures relating to business networking, organisational diversity and conflict management</li> <li>• Relevant professional or industry codes of practice and standards for managing organisational diversity and business networking</li> <li>• Relevant local, regional and international networks</li> <li>• Common barriers to developing a diverse and cooperative 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>• Identify and prioritise networks which may provide strategic value to the organisation or the individuals to facilitate networking decisions</li> <li>• Identify and review the constraints that may affect participation in networks to develop appropriate responses</li> <li>• Pursue collaborative opportunities to support mutually beneficial outcomes</li> <li>• Develop strategies to support diversity and cooperation at all levels of the organisation</li> <li>• Identify sources of conflict and negotiate issues to target acceptable 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>• Evaluate the effectiveness of conflict management strategies and take action to prevent recurrence of conflict</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### **Social Intelligence and Ethics**

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

The ability to:

- Manage relationships to achieve cross-cultural cooperation and positive outcomes for individuals, teams and the organisation
- Support individuals to obtain respect and address instances of unfairness or discrimination to promote a positive working environment
- Adjust interpersonal style and respond appropriately to emotional cues when interacting with others to meet the requirements of the social and cultural business context

### **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 organisational diversity management strategies by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application

### **Range of Application**

*(where applicable)*

N/A

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

## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	People and Relationship Management	Skill Sub-Category <i>(where applicable)</i>	N/A
<b>Skill 10</b>	Promote Harmonious Tripartite Relations		
<b>Skill Description</b>	This skill describes the ability to promote harmonious tripartite relations within the Malaysian industrial relations system. It also includes leading collective bargaining processes.		
<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 which provide clarification, or assistance, in identifying or implementing legislative requirements and guidelines</li> <li>• Models and methods for engaging, negotiating and communicating with key stakeholders</li> <li>• Standards or codes of practice relating to industrial practices, collective agreements, and terms and conditions of employment and service</li> <li>• Market trends and developments, in relation to human resource and industrial practices</li> <li>• Roles of each tripartite party in the Malaysian industrial relations system</li> <li>• Characteristics and motivation of employees in the industrial relations system</li> <li>• Unions' roles, organisational structures, relationships and affiliations (where applicable)</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 legislative requirements and guidelines regarding labour management relations, industrial practices and compliance requirements appropriate to the organisational context</li> <li>• Establish effective working relationships with representatives of government, unions and employers to maintain synergy between tripartite parties, within the Malaysian industrial relations system</li> <li>• Develop organisational policies and processes to strengthen labour and management relations, by engaging unions, government representatives and organisational management in forums and dialogues</li> <li>• Identify the organisation's position to prepare for collective bargaining and examine possible causes and sources of conflict (where applicable)</li> <li>• Lead bargaining processes to achieve agreement and mutually acceptable outcomes</li> <li>• Document outcomes of collective bargaining processes to safeguard the interests of stakeholders</li> <li>• Direct the development of systems and processes to ensure agreed outcomes are implemented</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### **Innovation and Value Creation**

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

The ability to:

- Review the effectiveness of the bargaining process to enhance harmonious tripartite relations

### **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 agreed outcomes, under collective bargaining, to stakeholders and shareholders (BOD) to get their support in the implementation

### **Learning to Learn**

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

- Conduct self-reflection, after collective bargaining processes, to refine the strategies for promoting harmonious tripartite relations
- Update own learning in promoting harmonious tripartite relations by subscribing to diverse learning channels and gathering feedback from stakeholders

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

N/A

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

## Hotel Manager/Resident Manager/Executive Assistant Manager

Skill Category	Personal Management and Development	Skill Sub-Category (where applicable)	N/A
<b>Skill 11</b>	Develop Self to Maintain Professional Competence to Lead an Organisation		
<b>Skill Description</b>	This skill describes the ability to lead organisational communications and decision-making as one of the most senior members of an organisation. It also includes influencing stakeholders 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 stakeholders</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 stakeholders' 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 stakeholders to develop strategic priorities for organisational communications</li> <li>• Promote the organisation using appropriate 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 to identify areas for improvement</li> <li>• Obtain and encourage inputs from senior management and technical experts to develop innovative approaches and responses to emerging issues</li> <li>• Encourage inputs from employees to develop innovative approaches and responses to emerging issues</li> </ul>		

## Hotel Manager/Resident Manager/Executive Assistant Manager

### Social Intelligence and Ethics

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

The ability to:

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

### Learning to Learn

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

The ability to:

- Seek and maintain awareness of market trends and organisational environment to lead appropriate strategic responses

### Range of Application

*(where applicable)*

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

N/A

## Hotel Manager/Resident Manager/Executive Assistant Manager

### Definitions of the Five (5) Domains

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