

**SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES  
SKILLS STANDARDS FOR  
EXECUTIVE HOUSEKEEPER/DIRECTOR OF HOUSEKEEPING**

**Occupation: Executive Housekeeper/Director of Housekeeping**

**Occupation Description:**

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

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

The Executive Housekeeper/Director of Housekeeping is responsible for hiring, developing and evaluating staff. He/She is able to fix problems and direct teams to meet the standards required by the hotel. He/She displays a high level of organisational awareness and leadership and works in a consultative manner with other departments or sections within the hotel.

**Important Points to Note about this Document**

This document is intended purely to provide general information to enable individuals, employers and training providers to be informed about the skills for career, training and education purposes. WDA provides no warranty whatsoever about the contents of this document, and does not warrant that the courses of action mentioned in this document will secure employment, promotion, or monetary benefits.

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

<b>Skill Category</b>	<b>Skill</b>
<b>Analytical, Conceptual and Evaluative</b>	1. Apply Systems Thinking in Problem Solving and Decision Making 2. Contribute to the Design and Development of a Productivity Framework
<b>Business Continuity Management</b>	3. Direct Management of Crisis Situations
<b>Business Negotiation</b>	4. Manage and Direct Negotiations
<b>Communications</b>	5. Conduct Presentation to Senior Management
<b>Customer Experience</b>	6. Drive Customer Loyalty for Service Excellence
<b>Finance</b>	7. Manage Budgeting and Forecasting Processes for the Business Unit 8. Prepare Budget for the Business Unit
<b>Infocomm Technology</b>	9. Analyse and Recommend Best Practices and Technology in Hospitality 10. Analyse Hospitality Data
<b>Information and Results</b>	11. Drive Service Quality and Customer Satisfaction 12. Manage Quality System and Processes
<b>Innovation</b>	13. Innovate the Customer Experience
<b>Leadership</b>	14. Lead Managers to Develop Organisational and Governance Strategies
<b>People and Relationship Management</b>	15. Manage Cross Functional and Culturally Diverse Teams
<b>People Management</b>	16. Manage Human Resource in the Department

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<b>Personal Management and Development</b>	17. Develop Self to Maintain Professional Competence at Senior Management Level
<b>Planning and Implementation</b>	18. Manage Asset and Inventory 19. Manage Resource Planning 20. Provide Information for Management Decision-Making

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<b>Skill Code</b>	ES-ACE-501G-1	<b>Skill Category</b>	Analytical, Conceptual and Evaluative
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Apply Systems Thinking in Problem Solving and Decision Making		
<b>Skill Description</b>	This skill describes the ability to apply systems thinking to assess organisational issues. It also includes formulating and implementing solutions to address issues typically encountered by one assuming a managerial role.		
<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>• Definitions of systems thinking</li> <li>• Benefits of systems thinking</li> <li>• Organisation from a systems perspective</li> <li>• Situations that can affect the achievement of desired goals and outcomes</li> <li>• Comparison of the various system thinking tools and their application</li> <li>• Comparison of the various systems thinking approaches and their application to problem-solving</li> <li>• Characteristics and application of the decision-making models</li> <li>• Limitations of appropriate evaluation process to assess effectiveness of chosen solutions</li> <li>• Possible success indicators of chosen solutions</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Analyse issues that affect the achievement of desired goals and outcomes in the macro context</li> <li>• Apply systems thinking approaches and processes to identify the root causes of non-achievement of desired goals and outcomes and the homeostasis of the organisation</li> <li>• Develop an implementation plan for the chosen solutions to resolve issues that affect the achievement of desired goals and outcomes in an organisation</li> <li>• Assess the effectiveness of the chosen solutions using an appropriate evaluation process</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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>• Use systems thinking tools to formulate possible solutions to resolve issues that affect the achievement of desired goals and outcomes</li> <li>• Select suitable solutions using established criteria to resolve issues that affect the achievement of desired goals and outcomes</li> <li>• Recommend corrective actions to improve chosen solutions</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><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>• Document the process of applying systems thinking in problem-solving and decision-making according to organisational guidelines and appropriate methods</li> </ul>
<p><b>Learning to Learn</b></p> <p><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 view problems from a holistic manner taking into account overall structures, patterns and cycles</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Definitions of systems thinking must include:</p> <ul style="list-style-type: none"> <li>• A way of helping a person to view systems from a holistic perspective that includes seeing overall structures, patterns and cycles in systems, rather than seeing only isolated events in the system</li> <li>• A way to identify the root causes of issues in organisations and to address them</li> <li>• A way of understanding that emphasises the relationships among a system's parts, rather than the parts themselves</li> </ul> <p>Systems thinking approaches and their application to problem-solving must include:</p> <ul style="list-style-type: none"> <li>• Soft Systems Methodology (SSM) which includes: <ul style="list-style-type: none"> <li>○ Identification of outputs, attributes, criteria, measurements scales and models</li> <li>○ Search for and generate different alternatives</li> <li>○ Designing interventions to various components</li> <li>○ Confirming system with relevant stakeholders</li> </ul> </li> <li>• Total Systems Intervention (TSI) which includes: <ul style="list-style-type: none"> <li>○ Creativity phase: Focuses on different aspects of the organisation's functioning</li> <li>○ Choice phase: Choosing a set of methodologies to suit particular characteristics of the organisation's situation</li> <li>○ Implementation phase: Generating specific proposal for change</li> </ul> </li> <li>• Systems design which includes: <ul style="list-style-type: none"> <li>○ Forecasting</li> <li>○ Model building and simulation</li> <li>○ Optimisation and control</li> </ul> </li> <li>• Strategic Assumption Surfacing and Testing (SAST) includes: <ul style="list-style-type: none"> <li>○ Group formation: A large group of people split into various groups</li> <li>○ Assumption surfacing and rating: Groups discuss and list all assumptions inherent in systems</li> <li>○ Within group dialectic debate: <ul style="list-style-type: none"> <li>▪ Eliminates irrelevant assumptions</li> <li>▪ Ensures that assumption is self-evident and significant in the outcome of the strategy chosen and implemented</li> </ul> </li> <li>○ Between groups dialectic debate: <ul style="list-style-type: none"> <li>▪ Extracts agreed assumptions</li> </ul> </li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Debates on contentious assumptions to achieve agreement</li> <li>• Final synthesis:             <ul style="list-style-type: none"> <li>○ Groups all come together to propose and resolve all outstanding controversies</li> <li>○ Policy decisions will be made then</li> </ul> </li> <li>• Critical Systems Heuristic (CSH) which includes:             <ul style="list-style-type: none"> <li>○ To identify boundary judgements systematically</li> <li>○ To analyse alternative reference systems for defining a problem or assessing a solution proposal</li> <li>○ To challenge in a compelling way any claims to knowledge or rationality or improvement that rely on hidden boundary judgments or take them for granted</li> </ul> </li> </ul>
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**Version Control**

Version	Date	Changes Made	Edited by
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		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Contribute to the Design and Development of a Productivity Framework		
<b>Skill Description</b>	This skill describes the ability to contribute effectively to the design and development of a productivity framework. It also includes conducting productivity diagnosis, recommending areas for improvement, establishing productivity goals and strategies, developing a productivity measurement system and performance management system to evaluate the effectiveness of the productivity framework.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Productivity concepts</li> <li>• Ways in which productivity plays an important role in the generation of wealth and value for the organisation, industry and the country</li> <li>• Components of a productivity management structure to facilitate productivity improvement in the organisation</li> <li>• Types of productivity to be measured</li> <li>• Methods to analyse the relationship between productivity measurements and factors that influence productivity</li> <li>• Factors that affect single factor and total factor productivity</li> <li>• Assessment of quantitative and qualitative factors that influence productivity</li> <li>• Quantitative and qualitative indicators commonly used in measuring organisation's productivity</li> <li>• Methods and tools used to measure productivity</li> <li>• Types of resources for productivity improvement</li> <li>• Types of motivation and incentive schemes for productivity improvements</li> </ul>		



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<p><b>Application and Adaptation</b></p> <p><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>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Establish own’s role and responsibilities in the productivity management structure in an organisation</li> <li>• Contribute to the development of a productivity road map and action plan based on findings from the productivity diagnosis</li> <li>• Contribute to the design and development of a productivity measurement system to measure productivity in an organisation</li> <li>• Contribute to the design and development of a performance management system that link performance appraisals, staff recognition and incentive schemes to productivity in an organisation</li> </ul>
<p><b>Innovation and Value Creation</b></p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Contribute to the design and development of a system to evaluate the effectiveness and efficiency of the productivity framework</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Establish and align productivity goals and strategies with business unit and organisation’s goals in consultation with relevant stakeholders to seek concurrence and endorsement</li> </ul>

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<p><b>Learning to Learn</b></p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Conduct productivity diagnosis to assess performance standards and current situation of the business unit and recommend areas for improvement in consultation with relevant stakeholders</li> </ul>
<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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<b>Skill Code</b>	BM-BCM-505E-1	<b>Skill Category</b>	Business Continuity Management
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Direct Management of Crisis Situations		
<b>Skill Description</b>	This skill describes the ability to direct crisis management plan to manage crisis situations. It also includes leading damage assessment, directing crisis response and recovery activities, and facilitating manpower involvement and communication to stakeholders.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Own role in management of crisis response and recovery activities</li> <li>• Relevant stakeholders in a disruptive event</li> <li>• Implications on business impact arising from disruptive events on the organisation</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Lead damage assessment in consultation with relevant stakeholders to determine the scale of impact</li> <li>• Direct implementation of crisis response and recovery activities in accordance with recovery strategies and business continuity strategies to ensure alignment in activities</li> <li>• Facilitate involvement of cross-functional teams to assist in crisis management</li> <li>• Activate 'return-to-normal' procedures in accordance with crisis management plan to ensure alignment in activities</li> <li>• Identify the business impact of disruptive events on the organisation to determine the extent of the impact</li> <li>• Activate stand down procedures in accordance with business continuity strategies and crisis management plan to ensure alignment in activities</li> <li>• Facilitate communication process during disruptive events to internal and external stakeholders in accordance with crisis communication plan to provide updates</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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 crisis management process to identify areas for improvement</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Manage own emotions to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation</li> <li>• Respond appropriately to emotional cues of cross-functional teams and organisation members during a crisis situation to manage negative emotional climate and provide reassurance</li> </ul>
<p><b>Learning to Learn</b></p> <p><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>• Augment own knowledge on crisis management by subscribing to diverse learning channels to ensure continuous learning for workplace application</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	BM-BN-501E-1	<b>Skill Category</b>	Business Negotiation
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Manage and Direct Negotiations		
<b>Skill Description</b>	This skill describes the ability to manage and direct negotiations to achieve organisation's desired outcomes. It also includes planning and preparing for negotiation, implementing negotiation guidelines and providing feedback for negotiation policy refinement.		
<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>• Negotiation styles</li> <li>• Results of effective negotiation</li> <li>• Conditions for successful negotiation</li> </ul>		
<b>Application and Adaptation</b> <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Plan and prepare for negotiation in accordance with negotiation strategies to achieve desired negotiation outcomes</li> <li>• Implement negotiation guidelines during negotiation process to achieve desired outcomes</li> </ul>		

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<p><b>Innovation and Value Creation</b>  <i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Provide feedback to relevant parties to refine negotiation policy</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>• Identify and address needs and concerns of negotiating team with regard to negotiation process, roles and responsibilities to maintain positive working relationships</li> </ul>
<p><b>Learning to Learn</b>  <i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Source for past negotiation plans to gain insights to develop current negotiation plan to achieve desired outcomes</li> </ul>
<p><b>Range of Application</b>  <i>(where applicable)</i>  <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>

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<b>Skill Code</b>	BM-COM-506E-1	<b>Skill Category</b>	Communications
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Conduct Presentation to Senior Management		
<b>Skill Description</b>	This skill describes the ability to conduct presentation to senior management. It also includes identifying presentation objectives and modes, preparing collaterals, delivering key messages and reviewing presentation outcomes to enhance future performance.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Presentation guidelines to present to senior management</li> <li>• Types of presentation collaterals</li> <li>• Techniques to engage target audience</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Establish objectives of presentation and identify appropriate presentation modes to meet organisational requirements</li> <li>• Determine deliverables for target audience to develop presentation collaterals</li> <li>• Use appropriate presentation modes to deliver appropriate messages to target audience</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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 presentation outcomes to enhance future performance</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Assess reactions of target audience towards the presentation to respond appropriately to address their concerns</li> </ul>
<p><b>Learning to Learn</b></p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Seek guidance and advice from peers and supervisors on past presentations to gain insights to plan the presentation</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	SVCF-CS-501C-1	<b>Skill Category</b>	Customer Experience
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Drive Customer Loyalty for Service Excellence		
<b>Skill Description</b>	This skill describes the ability to enhance customer loyalty. It also includes developing customer loyalty strategies, evaluating the impact of the strategies and recommending changes to service operations plans that may have an impact on customer loyalty.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Customer loyalty strategies</li> <li>• Strategies to improve customer loyalty</li> <li>• Components of customer loyalty strategy</li> <li>• Steps to design and implement customer loyalty strategy</li> <li>• Criteria to evaluate impact of customer loyalty strategies</li> <li>• Organisation's policies, procedures and guidelines addressing customer loyalty</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Develop strategies to improve customer loyalty</li> <li>• Evaluate impact of customer loyalty strategies to ascertain its effectiveness</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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>• Refine workflow processes and standard operating procedures for service delivery to enhance organisation's effectiveness</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>N/A</p>
<p><b>Learning to Learn</b></p> <p><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 best practices in customer loyalty strategies through industry platforms</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Steps to design and implement a customer loyalty strategy must include the following:</p> <ul style="list-style-type: none"> <li>• Identifying key customer interaction points</li> <li>• Understanding the customer needs and expectations of customer using tools or programmes such as Voice of Customer</li> <li>• Identifying desired business outcomes</li> <li>• Identifying key profitability drivers</li> <li>• Designing an integrated marketing strategy</li> <li>• Defining loyalty analytics requirements</li> <li>• Designing the incentive structure</li> <li>• Defining service partners strategy</li> <li>• Choosing appropriate output technologies</li> </ul> <p>A service operations plan is a roadmap for an organisation that charts out the key organisational functions and resources which are required in order to meet, or exceed, the expectations of customers.</p> <p>An organisation's service brand is the way an organization seeks to identify itself. Service brands:</p> <ul style="list-style-type: none"> <li>• Add depth and value to an organisation's product offerings</li> <li>• Display publicly the organisation's culture and values</li> </ul>
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EXECUTIVE HOUSEKEEPER/DIRECTOR OF HOUSEKEEPING**

<b>Skill Code</b>	BM-FIN-403E-1	<b>Skill Category</b>	Finance
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Manage Budgeting and Forecasting Processes for the Business Unit		
<b>Skill Description</b>	This skill describes the ability to prepare and analyse financial forecasts with a view to managing budgets. It also includes preparing, managing and monitoring budgets and outcomes for review and approval.		
<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>• Methods of analysing budget history and trends for business unit</li> <li>• Methods to forecast revenue, expenses and balance sheet for business unit</li> <li>• Considerations of conducting scenario analysis</li> <li>• Forecasting techniques</li> <li>• Types of budget controls and their purposes</li> <li>• Means to monitor financial operation of business unit against budget outcomes</li> <li>• Verifiable financial evidences of organisation</li> <li>• Need for verifiable financial evidences in budget planning and forecasting</li> <li>• Processes in communicating budget plans and performance to relevant stakeholders for endorsement</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>• Review organisational needs and market conditions to recommend parameters and assumptions for budget planning</li> <li>• Prepare and analyse financial forecasts to facilitate financial and business planning</li> <li>• Implement budget plans to manage resource allocation to business activities</li> <li>• Manage budget to enable the actual financial operation of organisation to be measured against forecast</li> <li>• Monitor budget outcomes to ensure that resources are used for their intended purposes and are properly accounted for in consultation with relevant stakeholders</li> <li>• Present financial forecasts, budgets and budget outcomes to immediate supervisors for review and approval</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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 opportunities for technological optimisation to enhance efficiency of the budgeting and forecasting processes for the business unit</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><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>• Adhere to organisational and professional code of conduct, values and ethics when managing budgeting and forecasting processes for the business unit to ensure fair and accurate reporting</li> </ul>
<p><b>Learning to Learn</b></p> <p><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 internal and external factors to determine impact on budget preparation by subscribing to diverse information channels and participating in discussion platforms with supervisors and peers</li> </ul>



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

Version	Date	Changes Made	Edited by
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<b>Skill Code</b>	BM-FIN-303E-1	<b>Skill Category</b>	Finance
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Prepare Budget for the Business Unit		
<b>Skill Description</b>	This skill describes the ability to prepare budget and cash flow requirements for the business unit based on business functional objectives and operational plans. It also includes reporting budget calculations and discrepancies to stakeholders for decision-making and ensuring adherence to financial controls in accordance with policies and regulations.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Objectives of budgets</li> <li>• Parameters of budgets</li> <li>• Types of budgets</li> <li>• Key principles of accounting and financial systems</li> <li>• Types of data sources and data required to prepare a budget</li> <li>• Accounting principles and practices that are related to budget preparation</li> <li>• Key principles of budgetary control and budget plans</li> <li>• Budgetary control techniques</li> <li>• Requirements of Singapore’s taxation policies</li> <li>• Functional objectives and key requirements</li> <li>• Organisational financial data</li> <li>• Financial analytical techniques and methodology</li> <li>• Relevant stakeholders to consult on budget calculations</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Analyse business function strategies, functional objectives and operational plans to facilitate accurate forecasting and budgeting for the financial year</li> <li>• Calculate cash flow requirements of business unit to establish financing needs for the financial year</li> <li>• Compare previous actual data with estimations made by management to highlight discrepancies</li> <li>• Report budget calculations and discrepancies to relevant stakeholders to facilitate prompt management decision-making on budget allocation</li> <li>• Ensure adherence to financial controls to meet requirements of relevant organisational corporate governance and financial</li> </ul>		

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	policies, legislation and regulations
<p><b>Innovation and Value Creation</b></p> <p><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>Identify opportunities for technological optimisation to enhance efficiency of the budget preparation process</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><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>Adhere to organisational code of conduct, values and ethics when preparing budget for the business unit to ensure fair and accurate reporting</li> </ul>
<p><b>Learning to Learn</b></p> <p><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>Improve own budget planning competency by subscribing to various learning and peer discussion platforms to enhance workplace performance</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Legislation and regulations must include:</p> <ul style="list-style-type: none"> <li>• Financial Reporting Standards (FRS), as issued by the Accounting Standards Council (ASC)</li> <li>• General Accepted Accounting Principles</li> <li>• Companies' Act</li> <li>• Sarbanes and Oxley Act</li> <li>• Internal control policies</li> <li>• Taxation periods and timing</li> </ul>
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<b>Skill Code</b>	HAS-ICT-6001-1.1	<b>Skill Category</b>	Infocomm Technology
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Analyse and Recommend Best Practices and Technology in Hospitality		
<b>Skill Description</b>	This skill describes the ability to perform environmental scanning for trends on best practices and technology in hospitality. It also includes comparing and determining gaps between the organisation's current and the industry's benchmarks of best practices and technology.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Environmental scanning</li> <li>• Data collection and collation techniques</li> <li>• Best practices and technology in hospitality</li> <li>• Organisation's products and services</li> <li>• Methods of comparative analysis</li> <li>• Gap analysis</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Perform environmental scanning for industry trends in best practices and technology</li> <li>• Identify best practices and technology</li> <li>• Compare current practices and technology with industry benchmarks of best practices and technology, in accordance with organisational requirements</li> <li>• Determine gaps between current organisational practices and industry benchmarks on best practices and technology</li> <li>• Propose recommendations to bridge gaps between organisational current practices and industry benchmarks of best practices and technology</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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>• Seek new technological applications, in consideration of workplace productivity</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Create a work culture that supports best practices and technology</li> </ul>
<p><b>Learning to Learn</b></p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Analyse own ability to use new digital technologies for workplace productivity</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	HAS-ICT-5001-1.1	<b>Skill Category</b>	Infocomm Technology
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Analyse Hospitality Data		
<b>Skill Description</b>	This skill describes the ability to identify statistics from departments and perform data collection. It also includes organising and analysing data, using appropriate statistical techniques, for presentation to 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>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Uses of statistics in hospitality</li> <li>• Survey questionnaire design</li> <li>• Methods of data collection and sampling</li> <li>• Methods for organising data and data storage</li> <li>• Statistical techniques and calculations for hospitality data analysis</li> <li>• Components of time-based data</li> <li>• Types and methods of effective data presentations</li> <li>• Different graphs for different categories of data</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Identify statistics from departments, in accordance with business operations and requirements</li> <li>• Collect data from departments, using methods of data collection and sampling methods</li> <li>• Organise and analyse data, in accordance with business operations and requirements</li> <li>• Apply appropriate methods of data presentation to present findings</li> </ul>		
<b>Innovation and Value Creation</b>  <i>It refers to the ability to generate purposive ideas to improve work</i>	N/A		



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<p><i>performance and/or enhance business values that are aligned to organisational goals.</i></p>	
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Create a work culture that supports proficient use of analytical and business intelligence tools</li> </ul>
<p><b>Learning to Learn</b></p> <p><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>• Review the effectiveness of own research skills to keep the organisation informed of developments in hospitality hardware and software innovations</li> </ul>
<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	N/A

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<b>Skill Code</b>	SVCF-IR-501C-1	<b>Skill Category</b>	Information and Results
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Drive Service Quality and Customer Satisfaction		
<b>Skill Description</b>	This skill describes the ability to assess the service quality and customer satisfaction levels within an organisation. It also includes identifying relevant benchmark criteria and key performance indicators to monitor and manage customer information for service excellence.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Components of service quality and customer satisfaction framework</li> <li>• Types of benchmarking criteria and key performance indicators to evaluate service quality and customer satisfaction</li> <li>• Types of improvements in service quality and customer satisfaction</li> <li>• Methods for communicating service quality and customer satisfaction performance to 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>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Develop service quality and customer satisfaction framework in accordance with organisation's business strategy</li> <li>• Identify strategic needs and priorities of the organisation to develop the organisation's key performance indicators in service quality and customer satisfaction</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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>• Recommend improvements to address service performance gaps</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><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 service quality and customer satisfaction performance to stakeholders</li> </ul>
<p><b>Learning to Learn</b></p> <p><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 competitor's service quality and customer satisfaction through industry platforms and forums and by subscribing to data reports</li> <li>• Share service performance gaps to enhance team's learning and to bridge service performance gaps</li> </ul>

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<p><b>Range of Application</b>  <i>(where applicable)</i>  <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>A service quality and customer satisfaction framework must include:</p> <ul style="list-style-type: none"> <li>• Process of assessing service quality and customer satisfaction</li> <li>• Establishing data collection methods</li> <li>• Benchmarks to assess service quality and customer satisfaction through methods such as: <ul style="list-style-type: none"> <li>○ Internal benchmarking: comparing one function with that of another function</li> <li>○ Competitive benchmarking: comparing with competitors who are considered best in class or world class</li> <li>○ Functional benchmarking: comparing processes to companies with similar processes (could be outside the organisation’s industry)</li> <li>○ Generic benchmarking: finding organisations with “best in class” (or “world class” if applicable) processes from which lessons could be learned and translated into the organisation</li> </ul> </li> <li>• Frequency of monitoring service quality and customer satisfaction such as: <ul style="list-style-type: none"> <li>○ Monthly</li> <li>○ Quarterly</li> <li>○ Half yearly</li> <li>○ Yearly</li> </ul> </li> </ul> <p>Benchmarking is a method of organisational improvement that involves continuous, systematic evaluation (and understanding) of the products, services and processes of organisations that are recognised as representing best practice.</p> <p>Indicators typically used to measure service excellence can be categorised into service quality measurements as well as customer satisfaction measurements.</p> <p>Service quality measurements must include:</p> <ul style="list-style-type: none"> <li>• Service response time</li> <li>• Customer retention rate, volume of repeat orders</li> <li>• Service recovery rate / turnaround time</li> <li>• Mystery audits</li> <li>• Issue resolution rate</li> <li>• Turnaround time for resolving issues</li> </ul> <p>SERVQUAL dimensions that should include:</p> <ul style="list-style-type: none"> <li>• Tangibles</li> </ul>
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	<ul style="list-style-type: none"><li>• Reliability</li><li>• Responsiveness</li><li>• Assurance</li><li>• Empathy</li></ul> <p>Customer satisfaction measurements must include:</p> <ul style="list-style-type: none"><li>• Customer satisfaction levels – number and/or frequency of customer complaints and/or compliments, intensity (subjective) of customer complaints</li><li>• Customer equity</li><li>• Customer assets</li><li>• Customer retention</li><li>• Perceived quality</li><li>• Perceived reliability</li><li>• Extent of customer needs fulfilled</li></ul>
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<b>Skill Code</b>	HAS-INR-6001-1.1	<b>Skill Category</b>	Information and Results
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Manage Quality System and Processes		
<b>Skill Description</b>	This skill describes the ability to familiarise with national and international quality management standards and quality services adopted by organisations. It also includes managing customer expectations, monitoring the cost of quality and assuring work processes are performing in an acceptable manner, using statistical techniques.		
<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>• National and international quality standards</li> <li>• Workplace quality system requirements</li> <li>• Scopes of quality system and processes</li> <li>• Customer expectations</li> <li>• Dimension of quality</li> <li>• Costs of quality</li> <li>• Communication means</li> <li>• Statistical process control tools for measuring and tracking quality performance</li> <li>• Resolution processes for quality issues</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>• Determine quality system requirements at the workplace, based on the adopted national and/or international quality standards</li> <li>• Collate customers' expectations on quality aspects of products and services, in accordance with organisational established dimensions of quality</li> <li>• Perform statistical evaluations on work processes related to products' and services' quality performance, using appropriate measurement and statistical analysis, and disseminate the outcomes to relevant stakeholders within the organisation for decision-making</li> <li>• Plan quality cost savings and improvement activities, to manage costs of quality at the workplace, in accordance with organisational procedures</li> <li>• Track quality performance of products and services, in accordance with organisational quality system requirements</li> </ul>		



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	<ul style="list-style-type: none"> <li>• Resolve issues associated with non-conformity to quality standards, in accordance with organisational procedures</li> <li>• Prepare quality performance reports for products and services, to fulfil the quality system requirements, in accordance with organisational procedures</li> </ul>
<p><b>Innovation and Value Creation</b></p> <p><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>• Conduct analyses on costs of quality related to products and services, and identify areas for improvement, in accordance with organisational quality system requirements</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><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 appropriate means to communicate customers' expectations on quality aspects of products and services to relevant stakeholders within the organisation, in accordance with organisational procedures</li> <li>• Lead and manage co-workers and staff, to achieve the desired results on costs of quality at the workplace</li> </ul>
<p><b>Learning to Learn</b></p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Engage in self-reflection on the effectiveness of the quality system and processes, after its implementation</li> <li>• Update own learning in managing quality systems and processes by subscribing to diverse learning channels and participating in peer review platforms</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	SVCF-SI-502C-1	<b>Skill Category</b>	Innovation
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Innovate the Customer Experience		
<b>Skill Description</b>	This skill describes the ability to identify the elements that forms customer expectations so as to provide the desired customer experience that is line with the organisation’s vision, mission and values. It also includes various methods to design, innovate and translate the desired customer experience into a service operations plan.		
<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>• Organisation’s vision, mission and values</li> <li>• Methods to collect customer intelligence</li> <li>• Components of desired customer experience</li> <li>• Methods to innovate the desired customer experience</li> <li>• Components of a service operations plan</li> <li>• Methods to evaluate the impact of the desired customer experience</li> <li>• Code of ethics and relevant regulatory requirements in collecting customer intelligence data</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Interpret customer intelligence to determine desired customer experience</li> <li>• Define operational objectives, service levels and service standards based on the desired customer experience</li> <li>• Formulate support necessary for service delivery to meet the desired customer experience</li> <li>• Evaluate impact of desired customer experience</li> </ul>		
<b>Innovation and Value Creation</b>  <i>It refers to the ability to generate purposive ideas to</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Innovate the desired customer experience by identifying changes required in processes and policies, in line with the organisation’s vision, mission and value</li> </ul>		

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<p><i>improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	
<p><b>Social Intelligence and Ethics</b></p> <p><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>• Adhere to code of ethics and relevant regulatory requirements when collecting customer intelligence data</li> </ul>
<p><b>Learning to Learn</b></p> <p><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>• Stay abreast of customer intelligence by subscribing to customer attitudinal reports to ascertain customer's perceptions of the organisation</li> </ul>
<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>Customer needs must include:</p> <ul style="list-style-type: none"> <li>• Quality of products and services</li> <li>• Safety of products and services</li> <li>• Superior performance of products and services</li> <li>• Aesthetic appearance of products and services</li> <li>• Comfort of products and services</li> <li>• Durability of products and services</li> <li>• Perceived value of products and services</li> </ul> <p>Customer expectations must include:</p> <ul style="list-style-type: none"> <li>• Reliability</li> <li>• Responsiveness to customers' requests</li> <li>• Efficient and accurate service</li> </ul>

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	<ul style="list-style-type: none"> <li>• Friendly and helpful service</li> <li>• Prompt response to enquiries</li> <li>• Empathy and support</li> <li>• Comfort</li> </ul> <p>The desired customer experience is the defined level and quality of service that an organisation wants to offer based on its service vision, mission, values and strategy. Defining the desired customer experience and consistently meeting and exceeding it will create an intimate relationship with customers that result in increased customer satisfaction and loyalty.</p> <p>The desired customer experience must include:</p> <ul style="list-style-type: none"> <li>• Interpreting customer intelligence data</li> <li>• Physical elements that are more permanent or long-term, that cannot be changed</li> <li>• Controllable setting created daily which communicates a message about what the organisation provides customers which could include elements of sight, sound, smell, touch, and taste</li> <li>• Functional elements such as return policies and hours of operations</li> <li>• Technical elements such as staff’s level of expertise in their particular skills and in the organisation’s systems and equipment, product and role knowledge</li> <li>• Experiential elements that delight customers such as personalization of service and anticipating customer’s needs</li> </ul> <p>The service operations plan must include:</p> <ul style="list-style-type: none"> <li>• Preparation for service operations</li> <li>• Execution of service operations to customer</li> <li>• Service standards set by the organisation</li> <li>• On-going monitoring for adherence to organisation’s service standards</li> </ul>
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**Version Control**

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<b>Skill Code</b>	LPM-VIS-501C-0	<b>Skill Category</b>	Leadership
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Lead Managers to Develop Organisational and Governance Strategies		
<b>Skill Description</b>	This skill describes the ability to lead managers to develop organisational strategies and review corporate governance management to meet organisational needs. It also includes modelling of leadership and providing direction and guidance to line managers.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation</li> <li>• The relationship between high level organisational strategy and the development and implementation of business systems and processes to support corporate governance and social responsibility requirements</li> <li>• Legal and ethical considerations relating to organisational strategy development, corporate governance and social responsibility</li> <li>• Organisational policies and procedures relating to organisational strategy development, corporate governance, social responsibility management and organisational expectations and performance of managers</li> <li>• Relevant professional or industry codes of practice and standards relating to corporate governance, social responsibility, and leadership roles</li> <li>• Implications and impact on employees and the organisation arising from organisational strategic planning process and corporate governance management process</li> </ul>		

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<p><b>Application and Adaptation</b></p> <p><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>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Research and report on trends and factors of strategic value to the organisation or business unit to support strategic planning</li> <li>• Consult with stakeholders to define mission and objectives for the organisation or business unit to support strategic planning</li> <li>• Facilitate management team involvement in the development of organisational or business unit strategies to ensure alignment to business goals</li> <li>• Communicate organisation’s corporate governance and social responsibility requirements to facilitate organisational compliance</li> <li>• Engage employees to guide the implementation of organisational plans to achieve business goals</li> <li>• Model leadership and behaviours to demonstrate application of organisational values, behaviours and governance priorities in all actions</li> </ul>
<p><b>Innovation and Value Creation</b></p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Review systems and processes to identify required changes to improve compliance management on corporate governance and social responsibility requirements</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Communicate clear, inspiring organisational goals, strategies and plans to garner stakeholder support and buy-in</li> <li>• Apply emotional intelligence to guide own thinking and actions and to influence and persuade stakeholders towards the achievement of business goals</li> </ul>

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<i>of ethics.</i>	
<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>• Engage in regular self-reflection to identify own areas for improvement in leading strategic planning</li> <li>• Improve own strategic planning skills by subscribing to diverse learning channels and participating in peer discussion platforms to enhance workplace performance</li> </ul>
<b>Range of Application</b>  <i>(where applicable)</i>  <i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i>	N/A

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<b>Skill Code</b>	ES-IP-501G-1	<b>Skill Category</b>	People and Relationship Management
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Manage Cross Functional and Culturally Diverse Teams		
<b>Skill Description</b>	This skill describes the ability to manage workplace diversity and manage a diverse work team to achieve an organisation's goals. It also includes creating a positive work environment for diverse teams and establishing effective communication systems and strategies in communication and conflict resolution.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Types of diversity markers and their implications in a work team</li> <li>• Characteristics of major cultural dimensions</li> <li>• Common cultural diversity issues at the workplace</li> <li>• Team management strategies</li> <li>• Designing common goals and objectives</li> <li>• Maximizing team effectiveness and synergy</li> <li>• Ways in which diversity issues affect interpersonal relationships</li> <li>• Components of a communication system to facilitate communication among members of a diverse work team</li> <li>• Application of social competence in the context of diversity</li> <li>• Impact of cultural taboos on the effectiveness of a diverse work team</li> <li>• Strategies to convey negative news or performance to members of diverse cultures</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>• Examine the differences among the background of members in a diverse work team and their implications on maximizing team effectiveness and synergy to achieve common goals and objectives</li> <li>• Establish a system to facilitate communication among members within a diverse work team by applying effective communication techniques and social competence</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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>• Assess diversity issues that have implications on a work team working towards common goals and objectives</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><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>• Align diverse work teams towards common goals and objectives</li> <li>• Establish a positive work culture in a diverse work team</li> <li>• Moderate diverse perspectives and opinions across team members from different disciplines and cultures</li> </ul>
<p><b>Learning to Learn</b></p> <p><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>• Appreciate and empathise with the diverse needs, thoughts and feelings of team members in achieving desired outcomes</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	HAS-DEV-6001-1.1	<b>Skill Category</b>	People Management
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Manage Human Resources in the Department		
<b>Skill Description</b>	This skill describes the ability to identify and develop human resource requirements, resource plans and manage staff recruitment, termination and resignation. It also includes overseeing daily human resource activities, monitoring performance outcomes, reviewing processes and systems and implementing follow-up actions.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Guidelines for identifying human resource requirements, in accordance with organisational requirements</li> <li>• Guidelines for screening applicants and conducting exit interviews</li> <li>• Regulations and guidelines for employee terminations and resignations</li> <li>• Organisational procedures for performance monitoring</li> <li>• Guidelines for reviewing processes and systems supporting human resource management</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Identify human resource requirements to meet department goals and objectives</li> <li>• Develop department human resource plans</li> <li>• Manage recruitments, terminations and resignations</li> <li>• Oversee daily human resource activities</li> <li>• Monitor performance outcomes</li> <li>• Review processes and systems</li> <li>• Implement follow up actions</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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>• Develop human resource talents within each operational unit for improved outcomes</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Respect privacy and confidentiality of staff information and disclosures</li> </ul>
<p><b>Learning to Learn</b></p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Reflect on effectiveness of alternative human resource management best practices, in consideration of changing needs of organisation</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	LPM-PER-501C-0	<b>Skill Category</b>	Personal Management and Development
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Develop Self to Maintain Professional Competence at Senior Management Level		
<b>Skill Description</b>	This skill describes the ability to improve organisational communications and influence decision-making as a senior member of a business unit or division. It also includes developing own leadership style and capability.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to organisational communications, decision-making and personal conduct at the workplace</li> <li>• Organisational policies and procedures relating to organisational communications and development of professional competence</li> <li>• Implications and impact of organisational communication processes on stakeholders</li> <li>• Implications and impact of own leadership style and capability on employees and the organisation</li> <li>• The relationship between high level organisational strategy and the development and implementation of business plans and processes at business unit or divisional level</li> <li>• Underlying issues and trends that may affect decision-making by stakeholders</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Use appropriate methods of communication to promote the organisation</li> <li>• Encourage and display effective communication techniques and behaviours to demonstrate the organisation's values and ethics</li> <li>• Work with the leadership team to develop plans to achieve strategic priorities and directions of the organisation</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><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>• Collaborate with stakeholders to develop communication channels and enhance organisational communications</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Influence stakeholders to pursue actions which support the achievement of the organisation’s strategic priorities and directions</li> <li>• Maintain integrity of self throughout the decision-making process to meet requirements on organisational code of conduct</li> <li>• Apply emotional intelligence to guide own thinking and actions when interacting with stakeholders</li> <li>• Demonstrate alignment between personal ethics and values and those of the organisation to develop own leadership style</li> </ul>
<p><b>Learning to Learn</b></p> <p><i>It refers to the ability to develop and improve one’s self within and outside of one’s area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Use opportunities to self-reflect on own work performance and leadership style to identify areas for improvement</li> <li>• Maintain awareness and understanding of the skills and knowledge of colleagues and competitors to identify professional development opportunities for self</li> </ul>



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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	HAS-PNI-6001-1.1	<b>Skill Category</b>	Planning and Implementation
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Manage Asset and Inventory		
<b>Skill Description</b>	This skill describes the ability to assess asset and inventory items, evaluate asset and inventory control processes and procedures, review workplace practices adopted in managing asset and inventory controls and confirm roles and responsibilities of relevant stakeholders. It also includes monitoring compliance of asset and inventory controls practices, identifying and reporting any actual or potential non-compliance and facilitating corrective, preventive or improvement actions.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Types of asset and inventory items in hotel and accommodation sectors</li> <li>• Key factors to consider when identifying deviations in asset and inventory controls from requirements, relevant to workplace practices of the organisation and workplace practices in the hospitality sector</li> <li>• Roles and responsibilities of various key personnel managing asset and inventory controls</li> <li>• Non-compliance in asset and inventory control practices</li> <li>• Legal and other organisational requirements on asset and inventory controls</li> <li>• Guidelines to facilitate corrective, preventive and improvement action plans to address non-compliance in asset and inventory controls</li> <li>• Process of monitoring corrective and preventive actions</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Assess asset and inventory items are managed in accordance with organisational procedures</li> <li>• Evaluate asset and inventory control processes and procedures</li> <li>• Review workplace practices adopted to manage asset and inventory controls</li> <li>• Confirm roles and responsibilities of relevant stakeholders for asset and inventory controls</li> <li>• Identify and report any actual or potential non-compliance to</li> </ul>		

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	<p>asset and inventory control practices, and roles and responsibilities of relevant stakeholders</p> <ul style="list-style-type: none"> <li>• Facilitate corrective, preventive or improvement actions for asset and inventory controls</li> <li>• Monitor compliance of asset and inventory controls practices</li> </ul>
<p><b>Innovation and Value Creation</b></p> <p><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>N/A</p>
<p><b>Social Intelligence and Ethics</b></p> <p><i>It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Manage expectations of colleagues by establishing individual responsibilities and timelines</li> </ul>
<p><b>Learning to Learn</b></p> <p><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 review discussions on alternative asset and inventory control measures, to meet organisation's compliance with regulatory guidelines</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	BM-SPI-406E-1	<b>Skill Category</b>	Planning and Implementation
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Manage Resource Planning		
<b>Skill Description</b>	This skill describes the ability to manage resource planning to meet business function requirements. It also includes identifying resource needs, acquiring and allocating resources, reviewing resource utilisation and assessing resource allocation outcomes with a view to achieve optimal resource allocation.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Types of resources</li> <li>• Outcomes of effective resource allocation</li> <li>• Relevant stakeholders to consider during resource planning</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Determine resource needs to ensure successful implementation of business function strategy</li> <li>• Acquire and allocate resources to support execution of business function strategy</li> </ul>		

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<p><b>Innovation and Value Creation</b></p> <p><i>It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Monitor and review resource usage to determine sufficiency and optimal utilisation of resources</li> <li>• Assess resource allocation outcomes and reallocate resources to meet business function strategy requirements</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><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>• Adhere to organisational code of conduct, values and ethics to ensure appropriate and optimal utilisation of resources to support business function strategy</li> </ul>
<p><b>Learning to Learn</b></p> <p><i>It refers to the ability to develop and improve one's self within and outside of one's area of work.</i></p>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Engage in regular reflective practice to assess how the utilisation resources can be further improved to ensure optimal use</li> </ul>

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<p><b>Range of Application</b></p> <p><i>(where applicable)</i></p> <p><i>It refers to the critical circumstances and contexts that the skill may be demonstrated.</i></p>	<p>N/A</p>
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<b>Skill Code</b>	BM-SPI-401E-1	<b>Skill Category</b>	Planning and Implementation
		<b>Skill Sub-Category</b> <i>(where applicable)</i>	N/A
<b>Skill</b>	Provide Information for Management Decision Making		
<b>Skill Description</b>	This skill describes the ability to provide information to management to facilitate decision-making. It also includes identifying and analysing information, updating management on issues requiring decision-making and making recommendations to facilitate decision-making.		
<b>Knowledge and Analysis</b>  <i>It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</i>	<p>The ability to understand:</p> <ul style="list-style-type: none"> <li>• Types of management decisions</li> <li>• Sources of information</li> <li>• Relevant stakeholders affected by management decisions</li> </ul>		
<b>Application and Adaptation</b>  <i>It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</i>	<p>The ability to:</p> <ul style="list-style-type: none"> <li>• Identify information needed for management decision-making to facilitate decision-making process</li> <li>• Find and analyse necessary information to seek management inputs</li> <li>• Determine relevant measures to monitor outcomes of management decisions</li> <li>• Update and inform management on business issues that require management decisions to seek management's direction</li> </ul>		



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<p><b>Innovation and Value Creation</b></p> <p><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>• Substantiate and make recommendations on business issues to management to facilitate decision-making</li> </ul>
<p><b>Social Intelligence and Ethics</b></p> <p><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>• Acknowledge management's views and focus to influence management in their decision making to attain the intended objective</li> </ul>
<p><b>Learning to Learn</b></p> <p><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>• Improve own capability in information gathering and analysis by subscribing to diverse learning channels to enhance workplace performance</li> </ul>

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

Version	Date	Changes Made	Edited by
BM-SPI-401E-1	1-Sep-16	Initial Version	WDA and STB

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**Definitions of the Five (5) Domains**

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

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