SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES
SKILLS STANDARDS FOR
DIRECTOR OF REVENUE MANAGEMENT

Occupation: Director of Revenue Management

Occupation Description:

The Director of Revenue Management drives revenue and profits for the property by implementing effective revenue management practices and strategies for all business sources of the property. The Director of Revenue Management determines daily pricing which are aligned with the overall objectives of the property to maximise revenues. He/She also analyses the external marketplace, customer demand and competitor offerings to ensure proper price competitiveness within the market and competitive set. He/She also evaluates the channel and intermediary opportunities in line with segmentation goals and corporate guidelines.

The Director of Revenue Management also develops guidelines for managing the property's inventory and pricing strategies to maximise the revenue received from each segment and distribution channel. He/She partners with the sales team on contracted, group and negotiated transient revenue generation and ensures alignment with overall pricing and promotional activities. He/She also manages the reservations department (if applicable) to ensure pricing strategies are implemented according to the revenue plan, and prepares and distributes accurate revenue forecasts for the General Manager.

The Director of Revenue Management may assist with the property's budgeting process and budget input in cooperation with the General Manager.

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The skills expected of the Director of Revenue Management are summarised as below:

Skill Category	Skill
Business Continuity Management	1. Direct Management of Crisis Situations
Change Management	2. Facilitate Innovation and Lead Managers to Manage Change
Finance	3. Develop and Establish Financial Budget and Plans
Infocomm Technology	4. Capitalise on Opportunities Created Through Digital Disruption in the Hospitality Industry
Innovation	5. Facilitate Innovation Process within the Organisation 6. Champion Service Innovation
Knowledge Management	7. Develop and Establish a Knowledge Management System
People Management	8. Develop Managers and High Potential Employees through Organisational Talent Capability Review 9. Develop Strategies for Talent Management
People Management and Development	10. Develop Self to Maintain Professional Competence to Lead an Organisation
People and Relationship Management	11. Establish Organisational Relationships and Lead Organisational Diversity
Results Achievement	12. Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results
Revenue Management	13. Manage Distribution Channel Challenges and Strategies

Skill Code	BM-BCM-505E-1	**Skill Category**	Business Continuity Management
		Skill Sub-Category *(where applicable)*	N/A

Skill	Direct Management of Crisis Situations

Skill Description	This skill describes the ability to direct crisis management plan to manage crisis situations. It also includes leading damage assessment, directing crisis response and recovery activities, and facilitating manpower involvement and communication to stakeholders.

Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Own role in management of crisis response and recovery activities • Relevant stakeholders in a disruptive event • Implications on business impact arising from disruptive events on the organisation

Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Lead damage assessment in consultation with relevant stakeholders to determine the scale of impact • Direct implementation of crisis response and recovery activities in accordance with recovery strategies and business continuity strategies to ensure alignment in activities • Facilitate involvement of cross-functional teams to assist in crisis management • Activate 'return-to-normal' procedures in accordance with crisis management plan to ensure alignment in activities • Identify the business impact of disruptive events on the organisation to determine the extent of the impact • Activate stand down procedures in accordance with business continuity strategies and crisis management plan to ensure alignment in activities

	• Facilitate communication process during disruptive events to internal and external stakeholders in accordance with crisis communication plan to provide updates
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Review crisis management process to identify areas for improvement
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage own emotions to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation • Respond appropriately to emotional cues of cross-functional teams and organisation members during a crisis situation to manage negative emotional climate and provide reassurance
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Augment own knowledge on crisis management by subscribing to diverse learning channels to ensure continuous learning for workplace application

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

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Skill Code	LPM-CHG-501C-0	Skill Category	Change Management
		Skill Sub-Category *(where applicable)*	N/A

Skill	Facilitate Innovation and Lead Managers to Manage Change

Skill Description	This skill describes the ability to facilitate change at senior levels within organisations. It also includes facilitating an environment conducive to taking risks, identifying opportunities for change and innovation, and applying systems thinking to facilitate change and innovation.

Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: - Legal and ethical considerations relating to change initiatives - Organisational policies and procedures relating to change management - Relevant professional or industry codes of practice and standards relating to change management - The relationship between high level strategy and the development and implementation of change management plans and processes at the divisional level - Key concepts and importance of a learning organisation in relation to organisational change - The differences between and attributes of positive and negative risks - Theories and principles of change management - Systems thinking concepts, methods and tools to support implementation of programmes for change and innovation - Relationships between sponsors, champions of change and innovation activities

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Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop systems and processes to support enterprising behaviours and risk taking • Provide opportunities for individuals within the business unit and division to explore ideas and opportunities for change and innovation • Analyse performance data, systems and behaviours that may affect the achievement of organisational goals to identify and communicate opportunities for growth or improvement • Prioritise opportunities to implement change activities in accordance to potential impact or benefits to the organisation • Define performance standards to lead the change management activities towards established organisational outcomes • Identify and acquire resources required to successfully implement programmes for change and innovation
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Monitor and review progress of change and innovation activities to identify areas for improvement
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate with stakeholders to design processes to support achievement of objectives of change and innovation programmes • Apply emotional intelligence to guide own thinking and actions to influence and persuade stakeholders to embrace change and innovation

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Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in regular self-reflection to identify areas for improvement in leading change management • Keep abreast of change management systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Code	BM-FIN-503E-1	Skill Category	Finance
		Skill Sub-Category *(where applicable)*	N/A

Skill	Develop and Establish Financial Budget and Plans

Skill Description	This skill describes the ability to develop financial plans and budgets in line with the organisational strategies. It also includes formulating and reviewing financial plans, reviewing and monitoring budgets and presenting findings and recommendations to relevant stakeholders for review.

Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of financial milestones and performance indicators • Methods of identifying factors that may impact financial plans or budgets • Assumptions and parameters of financial forecasts • Means of communication of budget plans • Stakeholders to discuss and negotiate cost allocation and targets with • Significant issues pertaining to budgets

Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Determine short and long-term financial needs to assess current financial situation • Formulate financial plans aligned to overall organisational strategies to guide budget preparation • Establish allocation of resources to meet organisational financial plans • Review financial forecasts to anticipate changes in circumstances • Review draft budgets in accordance with organisational guidelines to ensure currency • Report findings, recommendations and options to relevant stakeholders for review in accordance with organisational policies

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Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Monitor and evaluate actual figures against budgets to identify and address variances
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Adhere to organisational and professional code of conduct, values and ethics when developing and establishing financial budgets and plans to ensure fair and accurate reporting
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of internal and external factors to determine impact on budget preparation and required response by subscribing to diverse information channels and participating in discussion platforms with supervisors and peers
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Code	HAS-ICT-7001-1.1	Skill Category	Infocomm Technology
		Skill Sub-Category *(where applicable)*	N/A

Skill	Capitalise on Opportunities Created Through Digital Disruption in the Hospitality Industry
Skill Description	This skill describes the ability to adopt innovation and creative thinking skills to incorporate technology, process changes, and productivity goals into service work environments for hotels and serviced apartments.
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Trends and uses of technology innovations for the hotel industry • Types of computer operating systems • Software installation and maintenance • Communication systems • Organisation policies and procedures on adoption of new technological innovations
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Recognise digital disruptions resulting from advent of new technology developments and their impact on the organisation's work and business environment • Analyse factors affecting implementation of innovations in technology and operating systems for guest/customer service improvements • Review operational standards and workplace efficiency in implementing innovations in technology and operating systems for guest/customer service improvements • Perform technology improvements strategies that may cause digital disruptions

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: • Establish conducive environments for encouraging innovation through digital disruption, in accordance with organisation needs and requirements
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate benefits of innovation through digital disruption • Facilitate promotion 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: • Keep abreast of new opportunities created through digital disruption in the hospitality industry
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Code	BM-IM-501E-1	Skill Category	Innovation
		Skill Sub-Category *(where applicable)*	N/A

Skill	Facilitate Innovation Process within the Organisation

Skill Description	This skill describes the ability to facilitate innovation process within the organisation to improve organisational performance. It also includes establishing systems to support innovation, identifying, reviewing and implementing innovation initiatives and engaging employees for feedback on innovation.

Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Barriers to innovation that can occur within the organisation • Business environment issues and impacts to be considered in developing innovation concept • Issues and requirements to commercialise innovation concept • Broad practical and operational issues that determine whether an innovation initiative can be implemented • Considerations in generating and translating innovative ideas into workable concepts • Communication and facilitation methods for encouraging innovation within the organisation
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Establish systems to support innovation within the organisation in consultation with relevant stakeholders • Review pilot testing and prototyping results to determine feasibility of innovation initiatives across the organisation • Filter and select suitable innovation initiatives to translate to organisational levels • Present organisational-wide implementation specifications to management for approval • Provide opportunities for all employees to provide feedback and explore ideas and opportunities for change and innovation for further refinement

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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: • Research and evaluate existing information to identify and evaluate needs and opportunities for innovation initiatives within organisation
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Demonstrate empathy and appreciation of others' views to influence and persuade stakeholders to embrace change and innovation
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in regular self-reflection to identify own areas for improvement in facilitating innovation process • Improve own innovation management capability by subscribing to diverse learning channels and discussion platforms to ensure continuous learning for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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		Skill Category	Innovation
Skill Code	SVCF-LS-501C-1	**Skill Sub-Category** (where applicable)	N/A
Skill	Champion Service Innovation		
Skill Description	This skill describes the ability to champion a service innovation culture within the organisation. It also includes establishing a service innovation strategy to provide directions that initiate the development of operating systems, policies and processes to support service excellence and innovation and evaluating the service innovation strategy and its impact on the organisation's internal and external key performance indicators.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Organisation's vision, mission and values • Components of a service innovation framework • Components of innovation audit • Methods to establish a service innovation culture • Methods to evaluate service innovation framework		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop a service innovation framework that is in line with the organisation's vision, mission and values • Conduct innovation audit to gather data on newly proposed or implemented service plans against established benchmarks • Evaluate service innovation framework to analyse impact on organisation's key performance indicators		

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Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Identify and validate service innovation processes and procedures that best suit the organisation
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: • Solicit feedback from customers on implemented service innovation ideas • Establish a culture that promotes service innovation
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Review service innovation practices within and across industries through industry networks to update own knowledge of latest practices • Share industry leading practices and research on service innovation with staff

| **Range of Application**

(where applicable)

It refers to the critical circumstances and contexts that the skill may be demonstrated. | Service innovation is defined as changes in the product or service offering that is aimed at transforming the customer's experience.

Types of service innovation must include:

• Products
• People
• Place
• Processes

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

Components of service innovation framework must include:
• Process of idea generation
• Process and procedures for communicating ideas
• Evaluation criteria for service innovation ideas generated
• Process and procedures for implementing service innovation
• Process and procedures for evaluating implemented service innovation ideas
• Evaluation criteria for service innovation ideas implemented
• Methods to champion service innovation throughout the organisation

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

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Skill Code	BM-KM-501E-1	Skill Category	Knowledge Management
		Skill Sub-Category *(where applicable)*	N/A
Skill	Develop and Establish a Knowledge Management System		
Skill Description	This skill describes the ability to develop and establish a knowledge management system. It also includes determining organisational information needs, recommending systems for implementation, developing knowledge management strategies and policies as well as establishing procedures for system refinement.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Objectives and components of knowledge management system • Knowledge management strategies and policies • Business processes and relevant information required • Considerations for information management • Evaluation criteria of knowledge management systems • Applicable information management systems and software • System users • Components for knowledge management practice in the organisation • Knowledge management process		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Determine organisational information required and research on available knowledge management systems to identify suitable system for the organisation • Recommend knowledge management systems appropriate for meeting organisational needs, goals and expected outcomes in consultation with relevant stakeholders • Develop knowledge management strategies and policies in accordance with organisational guidelines and policies and taking into account available resources to guide knowledge management • Develop implementation strategies for knowledge management system		

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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: • Establish procedures to evaluate and refine knowledge management system
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Demonstrate empathy and appreciation of stakeholders' views when recommending knowledge management systems for implementation to gather support and buy-in
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of new knowledge management systems available in the market by subscribing to diverse learning and information channels 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

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Skill Code	LPM-DEV-501C-0	Skill Category	People Management
		Skill Sub-Category *(where applicable)*	N/A
Skill	Develop Managers and High Potential Employees through Organisational Talent Capability Review		
Skill Description	This skill describes the ability to review organisational talent capability and develop high potential employees to meet organisational requirements. It also includes engaging and supporting line managers in their capability development.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical considerations relating to organisational talent capability management • Organisational policies and procedures relating to organisational talent capability management activities • Models, methods and tools used to develop high potential employees • Market trends and developments in relation to talent management and employee engagement • Concepts and theories of employee engagement • The importance of employee engagement • Relationship between employee engagement and performance		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify critical positions in the organisation and assess their vacancy risk for capability development planning • Assess the capability and capacity of existing talent and identify and categorise high potential employees for critical positions • Work with managers and identified successors to develop development and career plans • Support managers in the development of their professional, technical and managerial competencies to improve performance • Empower managers to demonstrate independence and take responsibility for their personal development		

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

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Skill Code	HAS-DEV-5001-1.1	Skill Category	People Management
		Skill Sub-Category *(where applicable)*	N/A
Skill	Develop Strategies for Talent Management		
Skill Description	This skill describes the ability to develop a talent management programme for high performers and/or high potential employees within organisations. It also includes the systems and processes facilitating talent identification and assessment.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Models, methods and tools for identifying, assessing and managing talent • Talent management and its links to other human resource and organisational strategies • The relationship between talent management strategies and the development and implementation of business plans and processes to support its implementation • Facilitation and negotiation techniques for consulting with stakeholders • Professional or industry codes of practice and standards relating to talent management • Market trends and developments in relation to talent management • Communication and facilitation skills applied in working with stakeholders to review implementation processes and provide support		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop a talent management strategy • Determine organisational talent capability		

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: • Integrate talent management programmes with human resource and business functions
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate the talent management programmes and objectives to stakeholders to gain their buy-in and support
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in self-reflection after implementing talent management programmes to fine-tune the strategies. • Update own learning in developing strategies for talent management by subscribing to diverse learning channels and participating in peer review platforms.
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Code	LPM-PER-601C-0	**Skill Category**	Personal Management and Development
		Skill Sub-Category *(where applicable)*	N/A
Skill	Develop Self to Maintain Professional Competence to Lead an Organisation		
Skill Description	This skill describes the ability to lead organisational communications and decision-making as one of the most senior members of an organisation. It also includes influencing stakeholders and maintaining integrity in one's role as a key decision maker.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical considerations relating to organisational communications • Relevant professional or industry codes of practice and standards guiding the definition of values and behaviours • The relationship between high level organisational strategy and the development and implementation of business plans and processes at lower levels within the organisation • Implications and impact of organisational communication processes on stakeholders • Implications and impact of decision-making processes on employees and the organisation • Market trends and developments in relation to communication techniques and channels • Underlying issues and trends that may affect stakeholders' decision-making		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Lead stakeholders to develop strategic priorities for organisational communications • Promote the organisation using appropriate communication channels • Communicate decisions and ensure they are implemented accordingly to meet intended business outcomes		

Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Review effectiveness of organisational communications to identify areas for improvement • Seek and encourage inputs from senior management and technical experts to develop innovative approaches and responses to emerging issues
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: • 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

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Skill Code	LPM-RLT-601C-0	Skill Category	People and Relationship Management
		Skill Sub-Category *(where applicable)*	N/A
Skill	Establish Organisational Relationships and Lead Organisational Diversity		
Skill Description	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.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: - Legal and ethical considerations relating to organisational participation in networking and opportunities for collaboration, and workplace diversity - Organisational policies and procedures relating to business networking, organisational diversity and team building - Relevant professional or industry codes of practice and standards relating to business networking and team building - The implication and impact of strategies to encourage diversity on employees and the organisation - Relevant local, regional and international networks - Common barriers to developing a diverse and cooperative workplace - Team dynamics and group behaviours		

Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify and prioritise networks which may provide strategic value to the organisation or the individual to facilitate networking decisions • Identify and review the constraints that may affect participation in networks to develop appropriate responses • Pursue collaborative opportunities to support mutually beneficial outcomes • Lead the development of strategies to support diversity and cooperation at all levels of the organisation • Communicate expectations of cross cultural awareness throughout organisation to promote organisational diversity • Encourage and support senior management to build stronger teams across the organisation
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Identify innovative approaches to support team building
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: • Keep abreast 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)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Version Control

Version	Date	Changes Made	Edited by
LPM-RLT-601C-0	1-Sep-16	Initial Version	WDA and STB

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES
SKILLS STANDARDS FOR
DIRECTOR OF REVENUE MANAGEMENT

Skill Code	LPM-RES-501C-0	Skill Category	Results Achievement
		Skill Sub-Category *(where applicable)*	N/A
Skill	Monitor Divisional Performance and Develop Reward Strategies to Facilitate Achievement of Results		
Skill Description	This skill describes the ability to develop business plans and monitor divisional performance to meet business results. It also includes working with management team to develop performance management strategies to manage and reward performance to achieve business results.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical considerations relating to performance management • Organisational policies and procedures relating to the measurement of organisational performance • Relevant professional or industry codes of practice and standards relating to performance and remuneration management • The relationship between business objectives and the development and implementation of plans and processes at the business unit or divisional level • Implications and impact on employees and the organisation arising from performance measurement processes, performance management and remuneration processes • Concepts, models and methods of business planning, including business planning processes and cycles • Market trends and developments in relation to measures of organisational performance		

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES
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Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Consult stakeholders to gather inputs to develop business plans • Develop divisional business plan to specify the deliverables and expectations of each department, business unit or team and allocate resources required for implementation • Identify the success criteria to evaluate divisional performance • Identify trends and potential risks to assess their strategic impact to the organisation in accordance to organisational risk management framework • Identify appropriate methods to gather data and measure divisional performance • Establish reporting mechanisms and timelines to support effectiveness of measurement • Work with management team and human resource specialists to define performance management and remuneration requirements in line with departmental operations and roles • Facilitate the development of a policy framework to support implementation of performance management and reward strategies
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Analyse reports and related measures to take appropriate actions to enhance future performance
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Apply emotional intelligence to guide own thinking and actions when working with others to develop policy frameworks

Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Keep abreast of performance management processes and remuneration by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own competence in managing performance management
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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**SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES
SKILLS STANDARDS FOR
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<table>
<tr>
<td rowspan="2">Skill Code</td>
<td rowspan="2">HAS-REV-7001-1.1</td>
<td>Skill Category</td>
<td>Revenue Management</td>
</tr>
<tr>
<td>Skill Sub-Category
(where applicable)</td>
<td>N/A</td>
</tr>
<tr>
<td>Skill</td>
<td colspan="3">Manage Distribution Channel Challenges and Strategies</td>
</tr>
<tr>
<td>Skill Description</td>
<td colspan="3">This skill describes the ability to recognise the benefits of integrating a property's central reservation offices with Global Distribution Systems, property websites, online travel agents, and other third-party websites. It also includes evaluating and reviewing existing systems, and recognising opportunities for improved performance by implementing strategic reservation distribution channels.</td>
</tr>
<tr>
<td>Knowledge and Analysis
It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.</td>
<td colspan="3">The ability to understand:

Global Distribution Systems and their interactions with third-party travel sites, search engines and travel agent websites
Booking technology partners in linking property management systems with Global Distribution Systems and other systems
Benefits of targeted meeting planner and group travel websites that focus on MICE travel, and integrating them with the organisation's meeting and conference facilities
Integration of search engines, non-traditional and metasearch sites in conjunction with the organisation's reservation systems in integrated distribution channels
Trends and importance of mobile applications for linkages to reservation systems
Customer experience management and property management systems by the organisation
</td>
</tr>
<tr>
<td>Application and Adaptation
It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.</td>
<td colspan="3">The ability to:

Recognise benefits of adopting global distribution channels, in accordance with organisation needs and requirements
Evaluate property management and central reservation systems for ability to integrate with Global Distribution Systems and intermediaries, in accordance with organisation needs and requirements
Identify third-party travel sites and tour operators and travel agent distribution channels websites, which provide media distribution networks for customer reservation options, in accordance with organisation needs and requirements
</td>
</tr>
</table>

	• Establish systems and processes for integrated distribution reservation channel system, in accordance to organisation needs and requirements
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Implement techniques to optimise revenue and profits through integrated distribution channels, in accordance with organisation needs and requirements • Develop opportunities for improved performance with implementation of integrated distribution reservation channel system
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: • Present to stakeholders, with confidence, action plans for implementing integrated distribution reservation channel system, in accordance with organisation guidelines and procedures
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Review own methods in managing and evaluating suitable distribution channels for revenue optimisation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES
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Definitions of the Five (5) Domains

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