

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES SKILLS MAP - GENERAL MANAGER				
Sector	Hotel and Accommodation Services			
Track	-			
Sub-Track	-			
Occupation	Management Executive			
Job Role	General Manager			
Job Role Description	<p>The General Manager sets the vision, mission and strategic priorities for the property and directs organisational strategies to achieve business growth and operational excellence. He/She endorses service and quality standards and leads the management team to effectively manage the various functional areas to maximise guest experiences and uphold the property's brand image. To achieve business growth, he develops strategic business relationships and partnerships, leads property refurbishments and asset enhancements and advocates the organisation's interest at key events.</p> <p>Innovative and transformative, he drives a culture to encourage innovation, productivity and continuous improvement and leads organisation change management initiatives and knowledge management. He oversees risk management for the organisation and is also accountable for financial and treasury management and represents the organisation as a board member. As a leader in a pinnacle role, he drives organisational vision and values to foster a committed and competent workforce and endorses human resource strategies for performance and reward management, capability development and succession planning. He oversees disciplinary and human resource-related issues as well.</p> <p>He is a good communicator and a leader who is able to motivate and empathise with staff while enforcing high standards of service in the property. He possesses strong financial acumen and critical thinking skills to make strategic decisions and solve problems in a fast-paced environment. He may be required to frequently move around the property.</p>			
Critical Work Functions and Key Tasks	Critical Work Functions	Key Tasks		
	Drive business strategies and growth	Develop organisational vision, mission and strategic priorities Direct development of organisational strategies for business development and operational excellence Endorse organisational service and quality standards and procedures to establish brand image Develop strategic business partnerships for growth opportunities Lead property refurbishments and asset enhancements Represent and advocate organisation's interest at key events		
	Drive service and operational excellence	Drive a culture to encourage innovation, productivity and continuous improvement for the organisation Lead change management initiatives for the organisation Drive knowledge management for the property to maintain business information and facilitate operational efficiency		
	Lead risk management	Lead organisational compliance with licensing laws and regulatory requirements and guidelines Lead organisational corporate governance and social responsibility Formulate organisation's risk management philosophy and strategies in alignment with organisational strategic objectives Lead strategic decisions during emergency situations		
	Lead financial performance and reporting	Endorse organisational financial and treasury management policies, plans and budgets Drive financial performance and profitability of the property Lead property valuation to meet organisational objective Represent the organisation as a board member Present financial and performance reports to the Board and key stakeholders		
	Lead people management	Drive organisational vision and values to foster a committed and competent workforce Develop performance management strategies and review organisational performance to meet business results Oversee organisational capability development and reward strategies to drive organisational performance Manage succession planning to identify and groom successors Oversee disciplinary and human resource related issues for the organisation		
	Technical Skills and Competencies		Generic Skills and Competencies (Top 5)	
	Budgeting	Level 6	Global Mindset	Advanced

Skills and Competencies	Business Opportunities Development	Level 6	Leadership	Advanced
	Business Planning	Level 6	Transdisciplinary Thinking	Advanced
	Business Presentation Delivery	Level 5	Decision Making	Advanced
	Business Relationship Building	Level 6	Interpersonal Skills	Advanced
	Corporate Governance	Level 6		
	Crisis Management	Level 6		
	Enterprise Risk Management	Level 6		
	Effective Board Member	Level 6		
	Hotel Asset Valuation and Acquisition	Level 6		
	Innovation Management	Level 6		
	Knowledge Management	Level 6		
	Legal Compliance Management	Level 6		
	Marketing Strategy Development and Implementation	Level 6		
	Organisation and Board Relationship	Level 6		
	Organisation Representative	Level 6		
	Organisational Vision, Mission and Values Formulation	Level 6		
	People and Performance Management	Level 6		
	People Development	Level 6		
	Productivity Improvement	Level 6		
	Property Operations Management	Level 6		
Vision Leadership	Level 6			
Programme Listing	For a list of Training Programmes available for the Hotel and Accommodation Services sector, please visit www.skillsfuture.sg/skills-framework/has			

The information contained in this document serves as a guide.