

**SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Front Office Operations and Services					
TSC	Club Floor Operations Management					
TSC Description	Manage daily operations of the club floor and lounge to meet the needs of club guests					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		HAS-HTO-2003-1.1	HAS-HTO-3003-1.1	HAS-HTO-4003-1.1		
		Perform club floor operations to meet guest needs	Supervise club floor operations and handle guests' concerns and feedback	Manage club floor services and maintain service standards		
Knowledge		<ul style="list-style-type: none"> Importance and guidelines for performing start-of-shift and end-of-shift activities Guidelines on handling different methods of payment and managing cash float Importance of and procedures for guest pre-arrival preparations, and coordination with other departments on reservations and other related requests for club floor Personal particulars of guests required by hotels licensing regulations Procedures for performing assignment of rooms for guests Techniques of upselling, cross selling and/or suggestive selling Guidelines for handling discrepancies or problems related to guests Guidelines for updating guest occupancy records and accounts 	<ul style="list-style-type: none"> Importance of supervising and performing start-of-shift and end-of-shift activities Guidelines on reviewing property information in property management system Strategies for managing property inventory in full-house or near full-house situations Importance of and procedures for reviewing staff work assignments, conducting checks of club floor lounge, cashier collections and remittance, and other club floor operations Importance of and guidelines for reporting and resolving irregularities related to club floor operations, and reporting guests' concerns and feedback to managers and documenting the feedback Types of guests' personal particulars 	<ul style="list-style-type: none"> Guidelines on reviewing property's activity levels in property management system Guidelines for conducting staff briefings and advocating workplace professionalism in the team Methods of monitoring the delivery of club floor services and interactions with guests Guidelines for managing resources, work schedule and responding to changes in business levels Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act Strategies for resolving guests' concerns and feedback, and irregularities in operations related to club floor services Guidelines for handling service recovery and documenting irregularities, concerns 		

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		<p>and types of forms used to record guest requests</p> <ul style="list-style-type: none"> • Importance of having adequate food and beverage supplies and ensuring lounge facilities and equipment are in working condition for daily operations • Guidelines on protecting guest privacy, safety and security and adhering to workplace safety and health 	<p>required by hotels licensing regulations</p> <ul style="list-style-type: none"> • Types of guests and services accorded with VIP status • Organisation's product offerings, services and benefits and techniques of cross and suggestive selling • Guidelines for establishing methods of payment • Organisational guidelines on limits of authority • Strategies and techniques for service recovery, including managing irate guests • Guidelines on workplace safety and health and organisation's duty of care to guests • Techniques for coaching 	<p>and feedback related to club floor services</p> <ul style="list-style-type: none"> • Techniques of root cause analyses • Compensation policies for handling service breakdowns • Types of resources required to support improvement initiatives of club floor services 		
Abilities		<ul style="list-style-type: none"> • Perform start-of-shift and end-of-shift activities • Perform activities prior to guest arrivals and departures • Handle check-in and check-out activities for guests • Perform prescribed food and beverage activities related to club floor • Perform ad-hoc services to meet guest needs on the club floor • Respond to unexpected situations in a timely manner, using the available resources for appropriate solutions 	<ul style="list-style-type: none"> • Perform start-of-shift and end-of-shift activities • Supervise club floor operations in accordance with organisational procedures • Attend to guest arrivals • Handle and resolve irregularities and guests' concerns and feedback related to club floor operations • Adjust priorities to respond to the changing needs of the guests in an accurate and timely manner 	<ul style="list-style-type: none"> • Prepare start-of-shift and end-of-shift activities to manage club floor services • Monitor club floor services to ensure the resources are well managed to maintain discipline and quality of service • Identify deviations and irregularities in delivery of club floor services • Perform follow-up actions and manage guests' concerns and feedback escalation to achieve guest satisfaction • Review club floor operations and 		

		<ul style="list-style-type: none"> • Be conscious to guest preferences, and delight them with suitable alternative arrangements when their requests cannot be met • Perform tasks in an environmentally-conscious manner, to minimise wastage of resources, in the course of work 		<p>implement modifications to enhance the delivery of club floor services and team performance</p> <ul style="list-style-type: none"> • Initiate conversations with guests to collate feedback for improvement initiatives on club floor services • Maintain complete and accessible data records of all stakeholders' feedback, concerns and irregularities for effective club floor operations and future reference • Advocate feedback loops for continuous improvement to encourage a work environment where team members' feedback is valued • Adapt and respond to changing business levels by maximising the potential of resources for club floor services 		
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