

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

TSC Category	Front Office Operations and Services					
TSC	Front Office Operations Management					
TSC Description	Provide reception and front desk services to guests, including guest registration and room check-in and check-out processes					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		HAS-HTO-2005-1.1	HAS-HTO-3005-1.1	HAS-HTO-4005-1.1	HAS-HTO-5005-1.1	
		Perform front office operations to meet guest needs	Supervise front office operations	Manage front office operations and handling guests' concerns and feedback	Lead front office operations to achieve key performance indicators	
Knowledge		<ul style="list-style-type: none"> Importance and guidelines for performing start-of-shift and end-of-shift activities Operational guidelines of the required property management system and operating consoles to facilitate front desk activities Guidelines on safekeeping cash float, cashier-related transactions and handling of foreign exchange transactions Importance of proper documentation and handling of cashier-related transactions and issues Assignment of rooms, processing of reservations, updating check-in and check-out records, and other activities to be performed prior to guests' arrivals and/or departures Guidelines for protecting guests' privacy, safety and security 	<ul style="list-style-type: none"> Importance of supervising and performing start-of-shift and end-of-shift activities and reviewing staff work assignments, cashier collections, remittances and other operational 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 reporting irregularities in operations and discrepancies in property status through appropriate channels Guests' personal particulars required by hotels licensing regulations Types of guests and services accorded with VIP status Techniques for suggestive selling and guidelines for 	<ul style="list-style-type: none"> Guidelines and procedures to prepare for start-of-shift and end-of-shift activities Importance of reviewing daily occupancy, inventory and guest activities from the property management system Guidelines for managing resources and work schedules Importance of responding to changes in business levels Types of master keys and communication devices, and their usage Guidelines and procedures for performing pre-arrival activities and room assignments for VIP guests Guests' personal particulars required by hotels licensing regulations Categories of properties, and types of amenities, facilities and 	<ul style="list-style-type: none"> Resource planning to support delivery of front office services Key performance indicators for evaluating effectiveness of front office operations Types of quality control tools Techniques of root cause analyses Service recovery techniques to manage unresolved and escalated guests' concerns Sources of operational results to determine front office's achievement of key performance indicators Techniques for evaluating operational results against organisational objectives Guidelines for implementing actions to meet organisational objectives Legal requirements for compliance 	

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		<ul style="list-style-type: none"> • Categories of properties, their amenities and facilities • Guidelines and techniques to perform upselling and suggestive selling • Importance of reporting irregularities within the work area to appropriate persons and departments • Guidelines on workplace safety and health 	<p>establishing methods of payment</p> <ul style="list-style-type: none"> • Guidelines for reporting guests' concerns and feedback to managers and documenting the feedback • Organisational guidelines on limits of authority • Strategies for service recovery and techniques to handle irate guests • Guidelines on workplace safety and health and organisation's duty of care to guests • Techniques for coaching 	<p>services entitled to VIP guests</p> <ul style="list-style-type: none"> • Techniques for suggestive selling and guidelines for establishing methods of payment • Techniques of root cause analyses • Strategies for resolving problems and feedback escalation related to front office operations • Strategies for handling service recovery and compensation policies for handling service breakdowns • Guidelines for documenting concerns, feedback escalation and problems related to front office operations 		
Abilities		<ul style="list-style-type: none"> • Perform start-of-shift activities and end-of-shift activities • Perform activities prior to guest arrivals and departures • Handle check-in and check-out activities • Handle cashier and foreign exchange transactions • Perform inter-departmental communications to address the needs of guests • Coordinate and prioritise resources to support contingency plans that arise in the course of work 	<ul style="list-style-type: none"> • Perform start-of-shift and end-of-shift activities • Supervise front office operations in accordance with organisational procedures • Attend to guest arrivals and departures • Handle and resolve irregularities and guest concerns and feedback related to front office operations • Record and follow up on work processes that compromise security of guests • Implement corrective actions on staff work assignments, check-in records and staff 	<ul style="list-style-type: none"> • Monitor and perform start-of-shift activities and end-of-shift activities • Monitor front office operations to ensure all functions are operating efficiently in accordance with organisational procedures • Manage VIP guest arrivals and departures • Resolve guests' concerns and feedback escalation • Anticipate the special needs and requests of guests and ensure guests' well-being is taken care of throughout their stay 	<ul style="list-style-type: none"> • Organise resources in accordance with resource plan and organisational requirements • Implement actions to meet organisational objectives • Oversee effectiveness of front office operations, in accordance with organisational policies and procedures • Oversee compliance with legal and finance requirements • Evaluate operational results against organisational objectives and key performance indicators 	

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			<p>interactions with guests to rectify problems and close performance gaps</p> <ul style="list-style-type: none"> • Adjust priorities to respond to the changing needs of guests in an accurate and timely manner 	<ul style="list-style-type: none"> • Recognise the concerns of guests and team members • Seek feedback from guests through informal platforms to enhance their experience at the property • Advocate feedback loops for continuous improvement to encourage a work environment where team members' feedback is valued • Provide guidance and encouragement to boost team morale and sense of belonging 	<ul style="list-style-type: none"> • Manage unresolved, escalated concerns from guests • Resolve front office performance issues • Recognise opportunities to apply new and evolving technologies • Provide necessary support and resources for team member to carry out their decisions 	
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