

Skills Framework for Hotel and Accommodation Services

A Guide to Occupations and Skills

An initiative of

SKILLSfuture

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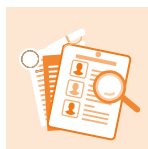
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About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Developed by SkillsFuture Singapore (SSG), Singapore Tourism Board (STB) and Workforce Singapore (WSG), together with employers, industry associations, education and training providers, the Skills Framework for Hotel and Accommodation Services (HAS) provides useful information on:



With the Skills Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.



Assess Career Interests



Prepare for Desired Jobs



Find Avenues to Close Skills Gap



Renew, Upgrade and Deepen Skills

- Understand career pathways
- Recognise personal attributes required

- Understand skills and competencies required

- Identify relevant training programmes to equip oneself with the required skills and competencies
- Participate in on-the-job training opportunities provided by companies

- Plan for career development/transition
- Recognise skills and competencies required for the intended job role
- Identify training programmes to upgrade and deepen skills

Hotel and Accommodation Services Sector: Room to Realise Your Aspirations



The HAS sector is a key pillar of Singapore's tourism industry. It supports Singapore's well-established position as a business hub and fuels growth in related industries such as Retail, Food and Services, Meetings, Incentives, Conventions and Exhibitions (MICE), Attractions as well as Tours and Travel Services.

As a global hub for business and leisure, Singapore welcomed 18.5 million international visitors and registered S\$27.1 billion in tourism receipts in 2018. The HAS sector, which comprises around 400 establishments, contributed to more than 20% of the total tourism receipts.

As Singapore's workforce growth slows down, and the needs and expectations of leisure and business travellers constantly evolve amidst a growing global hotel industry, hotels need to innovate and transform for sustainable growth in an increasingly competitive landscape. To help hotels accelerate business transformation that is supported by a future ready workforce, the Hotel Industry Transformation Map (ITM) has identified four key strategies for implementation across the HAS sector:

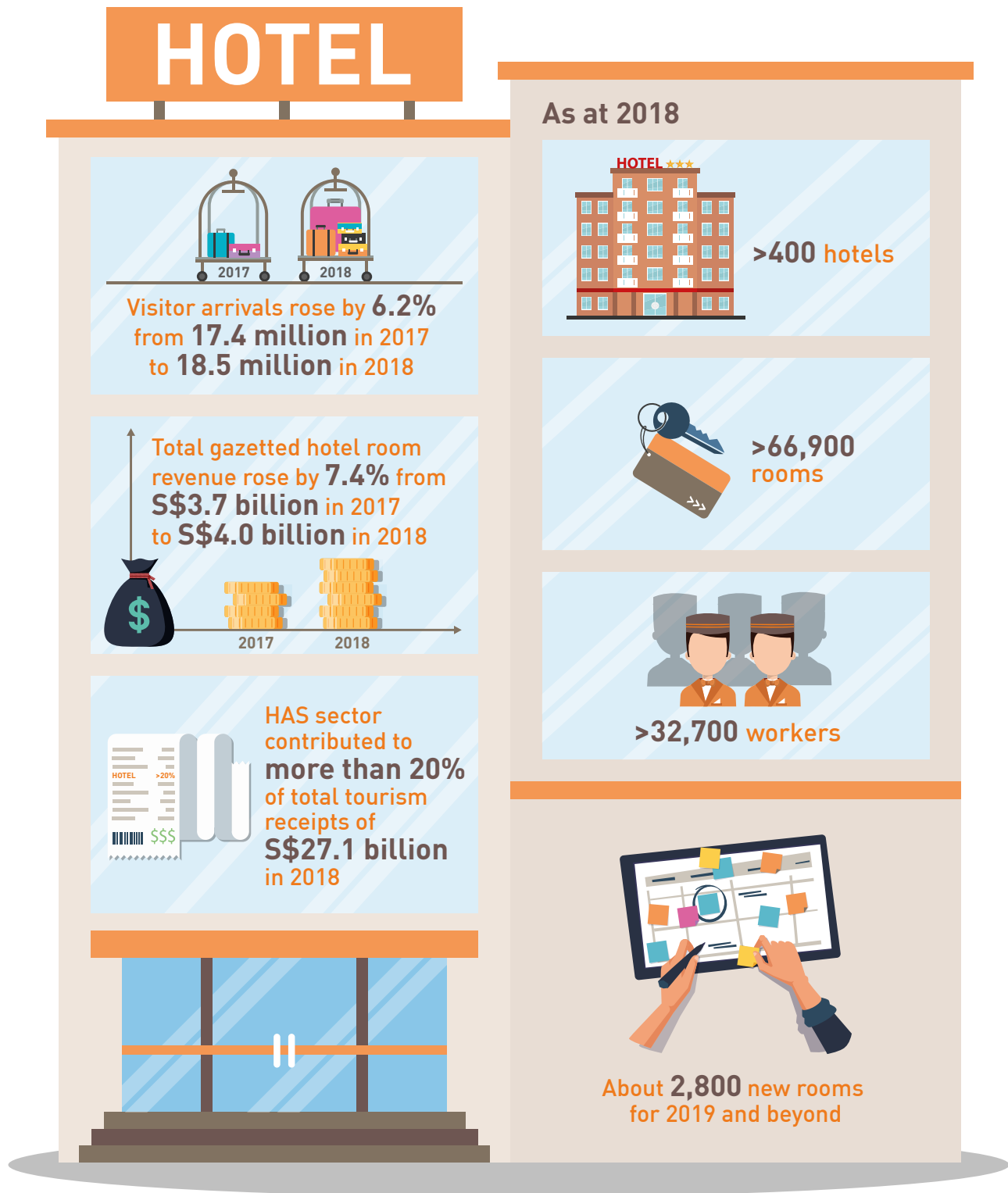
- Adopt lean business models through productivity
- Enhance guest experiences and business processes through innovation
- Build a strong pipeline of talent and deep-skilled workforce
- Achieve further business growth through internationalisation

To succeed in achieving business transformation and sustainable growth, hotels need to optimise manpower usage and improve productivity. This can be done by adopting technology, redesigning jobs and nurturing a strong pipeline of quality talent through skills training and lifelong learning. Through such transformations, hotels can equip employees with new skills and expose them to higher value-added job roles as part of their career development. It will also ensure the HAS sector is well positioned to offer attractive jobs with good opportunities for career progression.

As the sector changes, those aspiring for a career in HAS should acquire new skill sets and deepen their knowledge to meet the growing needs of the sector. They should also gain clarity on the possible career pathways, as well as the skills and competencies required for each job role, to achieve a fulfilling career in the sector.

Source: Singapore Tourism Board

Key Statistics



Sources:

- Singapore Tourism Board 2018 Year-in-Review Report
- Administrative Records, Manpower Research & Statistics Department, Ministry of Manpower
- Urban Redevelopment Authority's Supply in the Pipeline for Office and Retail Space and Hotel Rooms as at end Q4, 2018

Desired Attributes

A career in the HAS sector provides opportunities for individuals seeking rewarding and enriching careers. If you have the following attributes and enjoy working in a dynamic and people-oriented environment, the HAS sector offers you excellent opportunities to develop your passion and grow your career.



Committed and Passionate

Strong work ethic and uncompromising integrity. Proactive and take initiative to learn and stay up-to-date with industry trends and knowledge.



Team Player

Ability to work with colleagues from different functional areas to provide exceptional service that surpass guests' expectations.



Eye for Detail

Meticulous and good organisational and multitasking skills to help stay on top of daily challenges.



Well Groomed and Professional

A smart and polished dress style reflects one's attention to details, and communicates professionalism.



Service Mindset

Strong service mindset to provide guests from different countries and diverse cultural backgrounds with a memorable stay in Singapore.

Skills in Demand

As the sector continues to transform, these are some examples of skills in demand. Those seeking successful careers in the HAS sector can set themselves apart by acquiring these skills.

TECHNOLOGY ADOPTION AND BUSINESS PROCESS REDESIGN



Technology adoption and business process redesign helps to transform hotels for operational efficiency and service innovation. Hotels are increasingly adopting new technologies and workflows to improve processes. Integrated automation in daily operations such as the use of service robots helps to improve productivity and cost efficiency.

Skills in Demand

- Change Management
- Innovation Management
- Productivity Improvement
- Technology Adoption and Innovation

DATA ANALYTICS AND DIGITAL MARKETING



Data analytics enables hotels to make better decisions by anticipating and proactively meeting the needs of guests. Hotels are turning to data analytics and digital solutions to help uncover guest behaviours and actions to improve guests experiences, and to capture global markets and enhance company branding.

Skills in Demand

- Data Analytics
- Digital Marketing
- Hospitality Data Collection and Analysis
- Social Media Marketing

REVENUE MANAGEMENT



Revenue management has grown exponentially in recent years to become a strategic and imperative function as hotels strive to optimise profits. With the advancement in information technology capability and the increasing reliance on data, automation and analytics, the importance of revenue management is set to rise further in a growing global hotel industry.

Skills in Demand

- Revenue Optimisation
- Room Distribution Channel Management
- Room Revenue Management

CUSTOMER EXPERIENCE CURATION



Customer experience curation is shaping the future of hospitality marketing. The hospitality industry is a customer-focused sector creating and selling customer experience. With changing customer demands and expectations, innovative formats need to be adopted to better engage the customers.

Skills in Demand

- Customer Experience Management
- Environmental Sustainability Management
- Service Innovation
- Service Innovation Culture

Take Your Career Further



FOR INDIVIDUALS

MySkillsFuture

MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes. It is an integrated platform for users to access resources related to jobs, education and skills training.

SkillsFuture Credit

This initiative aims to encourage individuals to take ownership of skills development and lifelong learning. All Singaporeans aged 25 and above will receive an opening credit of \$500 which will not expire.

SkillsFuture Mid-Career Enhanced Subsidy

Singaporeans aged 40 years and above will receive higher subsidies of up to 90% of course fees for over 8,000 SSG-supported courses, and at least 90% of programme cost for Ministry of Education-subsidised full-time and part-time courses.

SkillsFuture Qualification Award

This award recognises the efforts of Singapore Citizens in attaining WSQ full qualifications, which equip them with comprehensive and robust sets of skills to perform their jobs competently, pursue career progression and explore new job opportunities.

SkillsFuture Study Awards

A monetary award for early to mid-career Singaporeans who are committed to developing and deepening their skills in key sectors and have relevant working experience in such sectors. Recipients are given \$5,000 which can be used to defray out-of-pocket expenses associated with the course they are taking. The SkillsFuture Study Awards for the Hotel sector is administered by the Singapore Tourism Board.

Initiatives and Schemes by:



SkillsFuture Singapore (SSG)

More information on schemes listed above can be found at www.skillsfuture.sg

Take Your Career Further



FOR EMPLOYERS

Productivity Solution Grant (PSG) – SkillsFuture Training Subsidy (SFTS)

Companies with approved PSG applications can apply for the SFTS. The subsidy, which is part of the enhanced PSG, allows companies to upskill employees and claim 70% of out-of-pocket expenses, capped at \$10,000 per eligible company. This is provided on top of existing government course fee subsidies, and in addition to the sector-specific grant cap for the PSG pre-approved productivity solutions.

Capability Transfer Programme (CTP)

This programme helps build deeper capabilities in the local workforce through the transfer of specialised knowledge and skills from foreign experts. Funding support from the CTP may include salary and training subsidy for the foreign specialist and local trainee, and for the Singaporean trainee who is on overseas attachment.

Hotel Job Redesign Initiative

The Hotel Job Redesign Initiative provides resources to help hotels embark on job redesign projects to achieve sustainable growth and a higher quality workforce amidst a tight labour market. It encourages and enables hotels to review, optimise and value-add existing jobs to create higher quality jobs. Employees are equipped with new skills to take on higher value-added job roles as part of their career development.

WorkPro

WorkPro encourages employers to implement progressive employment practices through job redesign, age management practices and flexible work arrangements. Companies can receive funding to support the implementation of these initiatives and create an easier, safer and smarter workplace.

Business Improvement Fund (BIF)

The BIF aims to encourage technology innovation and adoption, as well as redesign of business models and processes in the tourism sector to improve productivity and competitiveness. This includes projects that relate to human capital development such as strengthening HR capabilities to attract, develop and retain talent.

Training Industry Professionals in Tourism (TIP-iT)

The TIP-iT scheme supports tourism companies in employee upgrading as well as talent and leadership development. This incentive covers training and course development to develop relevant and progressive skills that will enhance the capability and productivity of the tourism industry's workforce.

Initiatives and Schemes by:

SkillsFuture Singapore (SSG)

More information on schemes listed above can be found at www.skillsfuture.sg

Workforce Singapore (WSG)

More information on schemes listed above can be found at www.wsg.gov.sg

Singapore Tourism Board (STB)

More information on schemes listed above can be found at www.stb.gov.sg

Take Your Career Further



FOR INDIVIDUALS AND EMPLOYERS

SkillsFuture Work-Study Programmes

The SkillsFuture Work-Study Programmes offer various work-study opportunities for Singaporeans to gain a headstart in careers related to their discipline of study. These include Work-Study Diploma, Work-Study Post-Diploma, Work-Study Degree, Work-Study Post-Graduate and Work-Study Certificate.

SkillsFuture for Digital Workplace

SkillsFuture for Digital Workplace is structured as a two-day training programme that will equip Singaporeans with basic digital skills required at the workplace and in their daily lives.

SkillsFuture Series

The SkillsFuture Series is a curated list of short, industry-relevant training programmes that focus on emerging skills in eight* areas.

*Eight emerging areas are: Data Analytics, Cybersecurity, Advanced Manufacturing, Urban Solutions, Finance, Tech-enabled Services, Digital Media, and Entrepreneurship.

Career Matching Services

WSG's Career Connect and NTUC's e2i centres offer an expanded suite of career matching services tailored to jobseekers' needs. Jobseekers can seek advice from professionals to guide them in their job search, as well as in their career planning and development. Employers can receive recruitment advice to uncover new talent and find the right people for their business needs.

Career Support Programme (CSP)

The CSP is a salary support programme to encourage employers to hire eligible Singapore Citizen Professionals, Managers, Executives and Technicians (PMETs) who have been unemployed or made redundant for six months or more. Companies can receive salary support for up to 18 months when they hire eligible PMETs.

Initiatives and Schemes by:



SkillsFuture Singapore (SSG)

More information on schemes listed above can be found at www.skillsfuture.sg



Workforce Singapore (WSG)

More information on schemes listed above can be found at www.wsg.gov.sg

Take Your Career Further



FOR INDIVIDUALS AND EMPLOYERS

Career Trial

Career Trial helps individuals take on short term work trials to allow them to explore a new job in a different industry before committing to permanent employment, including part-time positions. Concurrently, it allows employers to assess the jobseekers' job fit. Job seekers can undertake short-term work stints in positions paying at least \$1,500 per month before deciding to take up the job and receive retention incentives.

MyCareersFuture.sg

MyCareersFuture.sg is a portal which aims to provide Singaporean jobseekers with a fast and smart search service to match them with relevant jobs, based on the jobseekers' skills and competencies. The portal enables Singaporeans to be more aware of the skills they possess, and connects them to relevant jobs based on their current skills and competencies. It also highlights jobs which are eligible for Government support through WSG's Adapt and Grow programmes.

P-Max

P-Max is a Place-and-Train programme which matches jobseeking PMETs to suitable positions in Small and Medium-sized Enterprises (SMEs) and assist SMEs to better recruit, train, manage and retain their newly-hired PMETs.

Professional Conversion Programme (PCP)

The PCP is a placement programme that assists PMETs in reskilling to switch careers, and take on new jobs that are in demand and in industries with good career prospects.

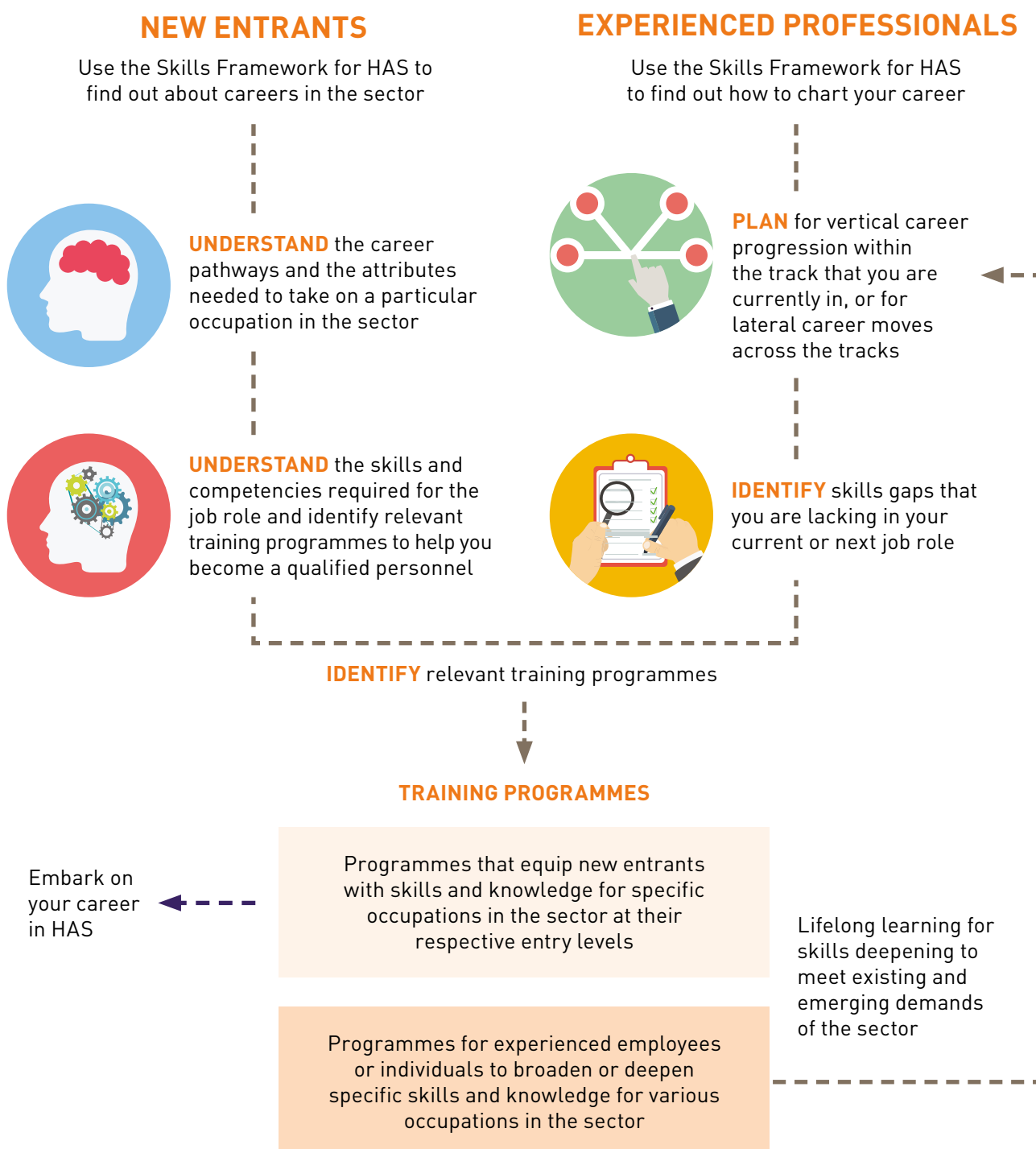
Initiatives and Schemes by:

Workforce Singapore (WSG)

More information on schemes listed above can be found at www.wsg.gov.sg

Realise Your Potential - Take the Next Step Forward

Now that you have some idea of what a career in the HAS sector can offer and the available government initiatives and schemes to support your career goals, you are ready to take the next step!



For a list of training programmes available for the HAS sector, please visit:
skillsfuture.sg/skills-framework/has

Hotel and Accommodation Services Career Tracks and Skills Map

Housekeeping

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The Housekeeping department is the heart of the property's operations. It plays a vital role in establishing its reputation for high standards and cleanliness. Many properties are investing in information technology and becoming eco-sensitive, thus transforming the jobs of the Housekeeping department. The Housekeeping track comprises housekeeping operations and laundry operations.



Front Office

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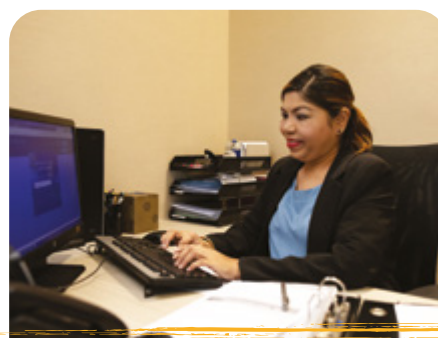
The Front Office department is the hub of the property and it is where guests form their first and last impressions. Employees are in constant contact with guests, and have diverse work exposure within the property. The Front Office track comprises concierge operations, front office operations and club floor operations.



Revenue and Distribution

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The Revenue and Distribution track comprises revenue management and reservation operations. Revenue management looks into maximising the property's profitability by analysing and identifying demand to optimise inventory sales using effective pricing strategies. Reservation operations looks into daily room bookings of the property. The Revenue and Distribution department works closely with the Sales and Marketing department to strategise sales and marketing plans.



Sales and Marketing

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The Sales and Marketing department develops and executes sales and marketing plans alongside the Revenue Management and Reservations departments to optimise sales and revenue for the property. The Sales and Marketing track comprises sales and catering, marketing communications and event services.



Housekeeping

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Senior Housekeeping Supervisor

Sarimah Bte Rahman
Park Avenue Changi

THE SEARCH FOR A PROGRESSION PATH

"The best part of the Skills Framework for Hotel and Accommodation Services (HAS) is how it provides a guide for one's career development. With it, there is clarity on where you can progress to, and how to do it," says Ms Sarimah Binte Rahman, Senior Housekeeping Supervisor at Park Avenue Changi.

Career progression is what she is looking forward to, having spent 16 years moving across different jobs, taking on roles as a part-time bartender, customer service officer and a production operator – just to name a few.

"I moved from one job to another as I could not see career prospects," she shares, explaining that she felt discouraged and her hard work seemed meaningless.

This changed when she joined Park Avenue Changi in 2013, after an advertisement for a room attendant caught her eye. Having been unemployed for four months at the age of 34, she felt she had nothing to lose and took a chance in this new line of work.

Sarimah encountered many challenges when she first started. The physical work was exceptionally demanding, and she was nervous handling guests from different parts of the world. She also found it difficult to communicate with her colleagues as many were fluent in Mandarin, but did not converse well in English. This miscommunication left her frustrated many times, and the thought of giving up crossed her mind.

However, amidst the dark clouds, she found a silver lining in the support of her supervisors. Her senior, who holds the position of Assistant Executive Housekeeper taught Sarimah to put herself in the guests' shoes

"I want to continue working in housekeeping, and use the Skills Framework to help me work towards becoming an Assistant Housekeeper, and eventually an Executive Housekeeper."

when coming up with solutions, and boosted her confidence by staying by her side the first few times she interacted with guests. Her department head, who holds the position of Executive Housekeeper, also provided her with emotional support and a listening ear. Most of all, they inspired Sarimah with their patience, approachability and genuine desire to see her grow.

Within three years, she rose to her current role, and attributed this to the nurturing work environment within the organisation that supported learning and development. Together with encouragement from her management, she decided to pursue a diploma, and worked closely with the Human Resources department to find suitable courses to advance her career.

In 2018, backed by the financial support offered through the SkillsFuture Study Award, Sarimah embarked on the Singapore Workforce Skills Qualifications Diploma in HAS. She completed it in 2019, equipping herself not just with new skills, but also a fresh perspective and renewed hope for the future.

"I want to continue working in housekeeping, and use the Skills Framework for HAS to help me progress even further in my career," she says.

"It helps me better understand the skills required for different housekeeping job roles, as well as for other departments," she continues, reiterating that she wishes she had the framework when she first entered the workforce in her youth.

Nonetheless, it is still not too late – if anything, she says, the framework shows her that learning never stops and there is still plenty more for her to achieve.

Housekeeping Attendant/Room Attendant/ Public Area Attendant

JOB ROLE DESCRIPTION

The Housekeeping Attendant/Room Attendant/Public Area Attendant is responsible for the cleanliness and orderly presentation of rooms and/or public areas to create a positive impression for guests and/or customers. He/She performs cleaning, replenishes amenities and supplies as well as checks and reports items in need of maintenance or replacement. He updates room cleaning status, turns over any lost and found items and maintains the housekeeping cart before and after each shift.

As a service operations staff, he projects a professional image and provides assistance to address guests' concerns and special requests at the floor. He complies with organisational and regulatory requirements to ensure hygiene, security and workplace safety and health when carrying out his duties.

He is a service-oriented individual who is able to interact with guests in a professional and respectful manner. He has an eye for detail and is able to work independently and as a team on shifts, including weekends and public holidays. To meet the physical demands of the job, he has to be physically fit to lift heavy loads such as mattresses.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage housekeeping operations	<ul style="list-style-type: none"> • Perform activities for shift duty check-in and check-out • Perform cleaning activities in rooms and/or public areas • Replenish amenities and supplies in rooms and/or public areas • Inspect rooms and/or public areas to report defects and missing items • Update room status on completion of housekeeping work activities • Report and turn over lost and found items • Restock and maintain cleanliness of cleaning carts
	Drive service and operational excellence	<ul style="list-style-type: none"> • Adhere to personal grooming and hygiene standards to project a professional image • Respond to guests' requests, concerns and feedback on the floor • Identify areas for work performance improvement
	Manage operational risks	<ul style="list-style-type: none"> • Comply with organisational and regulatory requirements on hygiene, and workplace safety and health when carrying out work • Report safety hazards and security threats in accordance with organisational guidelines • Respond to emergency situations in accordance with organisational standard operating procedures

Housekeeping Attendant/Room Attendant/ Public Area Attendant

TECHNICAL SKILLS AND COMPETENCIES			
Crisis Management	Level 1	Service Excellence	Level 1
Customer Challenges Management	Level 2	Service Planning and Implementation	Level 1
People and Relationship Management	Level 1	Technology Adoption and Innovation	Level 1
Productivity Improvement	Level 1	Threat Observation	Level 1
Public Areas Housekeeping Operations Management	Level 1	Workplace Safety and Health Performance Management	Level 1
Room Housekeeping Operations Management	Level 1, Level 2		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Teamwork	Basic
Problem Solving	Basic	Interpersonal Skills	Basic
Communication	Basic		

The information contained in this document serves as a guide.

Housekeeping Coordinator

JOB ROLE DESCRIPTION

The Housekeeping Coordinator coordinates and assists in the daily housekeeping operations and requirements, and performs administrative duties to ensure the smooth running of the Housekeeping department. He/She liaises with various departments to coordinate housekeeping activities, assists in allocating housekeeping assignments and updates room status for allocation. He also takes stock of inventories and administers maintenance works for rooms, public areas as well as housekeeping equipment and machines.

He responds to guests' requests and feedback, and handles lost and found items as part of his responsibilities to serve guests to their satisfaction. To ensure workplace safety and the security of the property, he assists to monitor the housekeeping team's compliance with hygiene and workplace safety and health requirements and reports safety hazards and security threats. His administrative role includes maintaining records, generating reports and coordinating meetings for the department. He provides suggestions for continuous improvement and may be required to take on other duties as assigned.

He is an effective communicator with good organisational and administrative skills. He is able to work independently and as a team. He may be required to work on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage housekeeping operations	<ul style="list-style-type: none"> • Assist in the assignment of housekeeping tasks and rooms to the housekeeping team • Coordinate daily housekeeping activities with other functional areas within the organisation • Monitor and update room status to facilitate coordination of housekeeping assignments • Conduct maintenance checks on housekeeping equipment and machines • Assist in the coordination of maintenance works for rooms, public areas and housekeeping equipment and machines • Record and perform safekeeping of lost and found items • Conduct inventory count on housekeeping supplies and equipment
	Drive service and operational excellence	<ul style="list-style-type: none"> • Coordinate and monitor follow-up on guest requests • Handle guests' concerns and feedback • Provide suggestions to improve housekeeping operations and enhance customer experience
	Manage operational risks	<ul style="list-style-type: none"> • Assist to monitor team's compliance with organisational and regulatory requirements on hygiene, and workplace safety and health • Report safety hazards and security threats in accordance with organisational guidelines • Assist in the execution of response and recovery actions during emergency situations
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Consolidate budget reports for the department • Maintain housekeeping records and generate reports for the department • Coordinate meetings for the department

Housekeeping Coordinator

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 2	Service Excellence	Level 2
Crisis Management	Level 2	Service Innovation	Level 1
Customer Challenges Management	Level 2	Service Planning and Implementation	Level 1
People and Relationship Management	Level 1	Technology Adoption and Innovation	Level 2
Productivity Improvement	Level 2	Threat Observation	Level 1
Room Housekeeping Operations Management	Level 2	Workplace Safety and Health Performance Management	Level 2
Service Challenges	Level 1		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Interpersonal Skills	Basic
Communication	Basic	Teamwork	Basic
Problem Solving	Basic		

The information contained in this document serves as a guide.

Assistant Housekeeper/Assistant Housekeeping Manager/Housekeeping Supervisor

JOB ROLE DESCRIPTION

The Assistant Housekeeper/Assistant Housekeeping Manager/Housekeeping Supervisor organises and supervises the day-to-day housekeeping operations to ensure rooms and public areas are well-maintained for the comfort of guests. He/She plans resources, allocates work assignments, supervises cleaning activities, inspects rooms and monitors the turnover of rooms to uphold the highest level of cleanliness and efficiency of the team.

To support service excellence and continuous improvement, he looks into escalated guest concerns and implements improvement, innovation and sustainability plans for the department. He monitors operational risks including security threats, emergency situations and the team's compliance with hygiene and workplace safety and health requirements. His supervisory role includes providing coaching to team members, and managing team development needs and performance.

He is an individual with strong communication and problem-solving skills. He works well under pressure in a fast-paced environment. He works on shifts, including on weekends and public holidays. To meet the physical demands of the job, he has to be physically fit to lift heavy loads such as mattresses.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage housekeeping operations	<ul style="list-style-type: none"> • Plan resources and allocate work assignments to team members • Organise work activities for shift commencement and completion • Supervise work performance to ensure cleaning and maintenance are carried out in accordance with organisational procedures and standards • Inspect rooms and public areas to ensure cleanliness level conforms to organisational standards • Monitor turnover of rooms to ensure housekeeping efficiency • Coordinate the maintenance of rooms, public areas and housekeeping equipment • Maintain inventory of housekeeping supplies and equipment
	Drive service and operational excellence	<ul style="list-style-type: none"> • Resolve guests' concerns and feedback • Propose improvements to enhance operational efficiency and guest experience • Implement innovation, improvement and sustainability plans for continuous improvement
	Manage operational risks	<ul style="list-style-type: none"> • Monitor team's compliance with organisational and regulatory requirements on hygiene, and workplace safety and health • Identify and monitor signs of potential security threats for appropriate follow-up • Execute response and recovery actions during emergency situations • Implement loss and risk prevention policies and procedures
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Generate and interpret operations reports for management reporting • Provide coaching and feedback to improve team performance • Identify training needs and implement training plans to enhance team capabilities • Monitor team performance and provide feedback for improvement

The information contained in this document serves as a guide.

Assistant Housekeeper/Assistant Housekeeping Manager/Housekeeping Supervisor

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 2, Level 3	Public Areas Housekeeping Operations Management	Level 3
Crisis Management	Level 3	Resource Management	Level 3
Customer Challenges Management	Level 3	Room Housekeeping Operations Management	Level 3
Customer Experience Management	Level 3	Service Coaching	Level 3
Environmental Sustainability Management	Level 3	Service Excellence	Level 3
Innovation Management	Level 3	Service Innovation	Level 3
Loss and Risk Prevention Management	Level 3	Service Planning and Implementation	Level 3
Organisational Relationship Building	Level 3	Staff Management	Level 3
People and Performance Management	Level 3	Technology Adoption and Innovation	Level 3
People and Relationship Management	Level 3	Threat Observation	Level 2
People Development	Level 3	Vendor Management	Level 3
Productivity Improvement	Level 3	Workplace Safety and Health Performance Management	Level 3
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Resource Management	Intermediate
Interpersonal Skills	Intermediate	Problem Solving	Intermediate
Service Orientation	Intermediate		

The information contained in this document serves as a guide.

Assistant Executive Housekeeper

JOB ROLE DESCRIPTION

The Assistant Executive Housekeeper manages the day-to-day housekeeping operations to ensure consistently high operating standards in every area of housekeeping. He/She develops operations plans, implements housekeeping operating procedures and service standards and monitors the department's adherence to these performance requirements.

To support service excellence and organisational continuous improvement, he takes on service recovery for escalated guest concerns and feedback as well as initiatives to bring about improvement, innovation and sustainability to housekeeping operations and service quality. He ensures workplace safety and security for staff and guests through compliance and prevention management. His role also includes providing coaching to staff, managing staff development and performance, as well as supporting budget forecasting and managing cost control for the department.

He is an effective communicator who is able to interact with all levels of staff as well as guests. He has a passion for delivering an exceptional level of guest service and is able to handle multiple tasks in a dynamic environment. He may be required to frequently move around the property and to work on some weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage housekeeping operations	<ul style="list-style-type: none">• Develop operations plans for the department• Review manpower allocation for work assignments• Implement operating procedures and service standards for housekeeping operations• Monitor housekeeping operations to ensure adherence to organisational standards and procedures• Monitor outsourced services and work quality of vendors• Monitor inventory of housekeeping supplies and equipment
	Drive service and operational excellence	<ul style="list-style-type: none">• Manage service recovery for escalated guests' concerns and feedback• Analyse service quality of housekeeping operations for continuous improvement• Review systems and processes for workflow and productivity improvement• Innovate new ideas on housekeeping services to enhance guest experience• Direct the implementation of sustainability programmes to drive organisational green initiatives
	Manage operational risks	<ul style="list-style-type: none">• Operationalise compliance management on hygiene, and workplace safety and health requirements• Manage loss and risk prevention policies and procedures to minimise loss and risk in business operations• Manage emergency situations

Assistant Executive Housekeeper

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Review housekeeping reports to monitor and report departmental performance • Support budget forecasting processes for the department • Manage cost control to keep departmental operating expenses within budget • Provide coaching and guidance to improve staff work performance • Establish learning and development plans and facilitate learning and development opportunities to enhance work performance • Manage team performance to achieve department goals

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 3	People Development	Level 4
Budgeting	Level 3	Productivity Improvement	Level 4
Business Continuity Planning	Level 4	Resource Management	Level 4
Business Planning	Level 4	Room Housekeeping Operations Management	Level 4
Business Presentation Delivery	Level 4	Service Challenges	Level 4
Business Relationship Building	Level 4	Service Coaching	Level 3
Change Management	Level 4	Service Excellence	Level 4
Crisis Management	Level 4	Service Information and Results	Level 4
Customer Experience Management	Level 4	Service Innovation	Level 4
Dispute Resolution	Level 4	Service Innovation Culture	Level 4
Environmental Sustainability Management	Level 4	Service Planning and Implementation	Level 4
Hospitality Data Collection and Analysis	Level 3	Staff Management	Level 4
Innovation Management	Level 4	Technology Adoption and Innovation	Level 4
Loss and Risk Prevention Management	Level 4	Vendor Management	Level 4
Organisational Relationship Building	Level 4	Vision Leadership	Level 4
People and Performance Management	Level 4	Workplace Safety and Health Performance Management	Level 4
People and Relationship Management	Level 4		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Intermediate	Problem Solving	Advanced
Decision Making	Advanced	Interpersonal Skills	Advanced
Sense-Making	Intermediate		

The information contained in this document serves as a guide.

Linen Room Attendant/Laundry Valet Attendant

JOB ROLE DESCRIPTION

The Linen Room Attendant/Laundry Valet Attendant performs daily assigned duties to support the day-to-day laundry, linen and uniform room operations, ensuring the delivery of clean garments, uniforms, towels and linens to all internal and external customers. He/She collects and delivers guest laundry, performs laundry cleaning, sorts and issues linens and uniforms, and assists in inventory count. He also cleans and maintains laundry equipment and the work area.

As part of service delivery, he has to handle guests' requests and respond to their concerns and feedback in a professional and courteous manner. He complies with organisational guidelines and regulations on hygiene and workplace safety and health, and reports safety hazards observed to ensure workplace safety and security.

He is a team player with a high level of attentiveness to details and good communication skills to interact with guests and all levels of staff. He works on shifts, including weekends and public holidays. He is physically fit to meet the physical demands of the job which may involve constant standing, walking and lifting of heavy laundry and linen loads during a shift.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage housekeeping operations	<ul style="list-style-type: none">• Perform activities for shift duty check-in and check-out• Collect and deliver guests' laundry• Perform laundry cleaning in accordance with organisational procedures• Perform sorting, storage and issuance of linens and uniforms• Assist to conduct inventory count• Clean and maintain equipment and work areas• Document and maintain records on work activities and inventory tracking
	Drive service and operational excellence	<ul style="list-style-type: none">• Adhere to personal grooming and hygiene standards to project a professional image• Respond to guests' requests, concerns and feedback on the floor• Identify areas for work performance improvement
	Manage operational risks	<ul style="list-style-type: none">• Comply with organisational and regulatory requirements on hygiene, and workplace safety and health when carrying out work• Report safety hazards and security threats in accordance with organisational guidelines• Respond to emergency situations in accordance with organisational standard operating procedures

Linen Room Attendant/Laundry Valet Attendant

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 2	Productivity Improvement	Level 1
Crisis Management	Level 1	Service Excellence	Level 1
Customer Challenges Management	Level 2	Service Planning and Implementation	Level 1
Laundry Operations Management	Level 1	Technology Adoption and Innovation	Level 1
Linen and Uniform Room Operations Management	Level 1	Workplace Safety and Health Performance Management	Level 1
People and Relationship Management	Level 1		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Teamwork	Basic
Problem Solving	Basic	Interpersonal Skills	Basic
Communication	Basic		

The information contained in this document serves as a guide.

Linen Room Supervisor

JOB ROLE DESCRIPTION

The Linen Room Supervisor supervises the daily operations of the laundry, linen and uniform room to ensure adherence to organisational procedures and standards. He/She plans resources, allocates work assignments, oversees laundry, linen and uniform room workflow and supervises work performance and quality control. He also maintains an inventory of assets and supplies and coordinates equipment and facilities maintenance.

He monitors guests' requests and follow-up actions, and responds to their concerns and feedback to uphold service standards. He implements improvement, innovation and sustainability plans for the department for continuous improvement. To ensure workplace safety, he monitors the team's compliance with hygiene and workplace safety and health requirements, and executes response and recovery actions during emergency situations. He provides coaching to team members and manages team development and performance.

He is an individual with strong communication and problem-solving skills who can work well under pressure in a fast-paced environment. He works on shifts, including weekends and public holidays. He is physically fit to meet the physical demands of the job which may involve standing, walking and lifting of heavy laundry and linen loads during a shift.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage housekeeping operations	<ul style="list-style-type: none"> • Plan resources and allocate work assignments to team members • Organise work activities for shift commencement and completion • Supervise work performance to ensure laundry, linen and uniform room processes are carried out in accordance with organisational procedures and standards • Oversee workflow on collection and delivery of laundry and linen • Inspect processed laundry and linen to ensure quality control • Maintain inventory of laundry, linen and uniform room supplies and equipment • Coordinate maintenance of laundry, linen and uniform room equipment and facilities
	Drive service and operational excellence	<ul style="list-style-type: none"> • Monitor guests' requests and follow-up actions • Resolve guests' concerns and feedback • Propose improvements to enhance operational efficiency and guest experience • Implement innovation, improvement and sustainability plans for continuous improvement
	Manage operational risks	<ul style="list-style-type: none"> • Monitor team's compliance with organisational and regulatory requirements on hygiene, and workplace safety and health • Execute response and recovery actions during emergency situations
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Generate and verify operations reports for management updates • Provide coaching and feedback to improve team performance • Identify training needs and implement training plans to enhance team capabilities • Monitor team performance and provide feedback for improvement

Linen Room Supervisor

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 2, Level 3	People Development	Level 3
Crisis Management	Level 3	Productivity Improvement	Level 3
Customer Challenges Management	Level 3	Resource Management	Level 3
Customer Experience Management	Level 3	Service Coaching	Level 3
Environmental Sustainability Management	Level 3	Service Excellence	Level 3
Innovation Management	Level 3	Service Planning and Implementation	Level 3
Laundry Operations Management	Level 3	Staff Management	Level 3
Linen and Uniform Room Operations Management	Level 3	Technology Adoption and Innovation	Level 3
Organisational Relationship Building	Level 3	Vendor Management	Level 3
People and Performance Management	Level 3	Workplace Safety and Health Performance Management	Level 3
People and Relationship Management	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Resource Management	Intermediate
Service Orientation	Intermediate	Problem Solving	Intermediate
Interpersonal Skills	Intermediate		

The information contained in this document serves as a guide.

Laundry Manager

JOB ROLE DESCRIPTION

The Laundry Manager oversees the laundry, linen and uniform room operations to ensure maximum efficiency in the functioning of the housekeeping department. He/She develops operations plans, implements operating procedures and service standards and monitors the department's adherence to these performance requirements. He oversees the distribution of linens and laundry, inventory management, outsourced services as well as maintenance work.

To ensure service excellence and continuous improvement, he monitors service quality, manages service recovery and implements initiatives to bring about improvement, innovation and sustainability to the operations of the laundry, linen and uniform room. He operationalises compliance management, loss and risk prevention and manages emergency situations to control operational risks. His role also includes providing coaching, overseeing staff development plans and performance, as well as supporting budget forecasting and cost control for the department.

He is a well-organised individual with good communication and problem-solving skills. He is able to work effectively with other departments to ensure the smooth running of daily operations. He is physically fit to meet the physical demands of the job which may involve standing, walking and lifting of heavy laundry and linen loads at times. He may be required to work on some weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage housekeeping operations	<ul style="list-style-type: none"> • Develop operations plans for the department • Review manpower allocation for work assignments • Implement operating procedures and service standards for laundry, linen and uniform room operations • Monitor laundry, linen and uniform room operations to ensure adherence to organisational standards and procedures • Monitor distribution of linens and laundry to guest rooms and other departments • Monitor inventory of laundry, linen and uniform room supplies and equipment • Monitor outsourced services and work quality of vendors
	Drive service and operational excellence	<ul style="list-style-type: none"> • Manage service recovery for escalated guests' concerns and feedback • Monitor service quality to uphold organisational service standards • Review systems and processes for workflow and productivity improvement • Innovate new ideas on laundry, linen and uniform room services to enhance operations efficiency and guest satisfaction • Direct the implementation of sustainability programmes to drive organisational green initiatives
	Manage operational risks	<ul style="list-style-type: none"> • Operationalise compliance management on hygiene, and workplace safety and health requirements • Manage loss and risk prevention policies and procedures to minimise loss and risk in business operations • Manage emergency situations

Laundry Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Review operations reports to monitor and report departmental performance • Support budget forecasting processes for the department • Manage cost control to keep departmental operating expenses within budget • Provide coaching and guidance to improve staff work performance • Establish learning and development plans and facilitate learning and development opportunities to enhance staff work performance • Manage staff performance to achieve department goals

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 3	Organisational Relationship Building	Level 4
Budgeting	Level 3	People and Performance Management	Level 4
Business Continuity Planning	Level 4	People and Relationship Management	Level 4
Business Planning	Level 4	People Development	Level 4
Business Presentation Delivery	Level 4	Productivity Improvement	Level 4
Business Relationship Building	Level 4	Resource Management	Level 4
Change Management	Level 4	Service Challenges	Level 4
Crisis Management	Level 4	Service Coaching	Level 3
Customer Experience Management	Level 4	Service Excellence	Level 4
Dispute Resolution	Level 4	Service Information and Results	Level 4
Environmental Sustainability Management	Level 4	Service Planning and Implementation	Level 4
Hospitality Data Collection and Analysis	Level 3	Staff Management	Level 4
Innovation Management	Level 4	Technology Adoption and Innovation	Level 4
Laundry Operations Management	Level 4	Vendor Management	Level 4
Linen and Uniform Room Operations Management	Level 4	Vision Leadership	Level 4
Loss and Risk Prevention Management	Level 4	Workplace Safety and Health Performance Management	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Advanced	Decision Making	Advanced
Interpersonal Skills	Advanced	Problem Solving	Advanced
Resource Management	Advanced		

The information contained in this document serves as a guide.

Executive Housekeeper/Director of Housekeeping

JOB ROLE DESCRIPTION

The Executive Housekeeper/Director of Housekeeping is the head of department. He/She leads the housekeeping department to provide the highest level of comfort and hospitality to guests to achieve guest satisfaction and organisational profitability. He leads the development and implementation of the department's operational strategies and plans, operating procedures and service standards, and oversees the department's adherence to these performance requirements. He oversees outsourced services, asset and inventory control and knowledge management for the department.

As a head of department, he drives improvement, innovation and sustainability initiatives and adopts best practices and new technology applications as part of the organisation's continuous improvement efforts. He minimises operational risks through compliance management and crisis management. He also oversees budgeting, cost control as well as staff performance and development.

Analytical and well-organised, he is able to make decisions and manage priorities under time and resource pressure. With strong leadership and interpersonal skills, he is able to lead staff and work with other departments in a consultative manner. He may be required to move around the property as he performs his duties and responsibilities.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage housekeeping operations	<ul style="list-style-type: none"> • Lead the development and implementation of operations strategies and plans for the housekeeping department • Develop and review operating procedures and service standards for housekeeping operations • Oversee housekeeping operations to ensure adherence to organisational standards and procedures • Oversee partnerships and quality of outsourced services • Manage asset and inventory control • Lead knowledge management to facilitate housekeeping operations
	Drive service and operational excellence	<ul style="list-style-type: none"> • Lead the development and evaluation of service recovery strategies for addressing service gaps • Lead improvement initiatives and service innovation to enhance service quality and operational efficiency • Lead sustainable operations using green initiatives • Evaluate industry best practices and new technology applications for organisation's adoption
	Manage operational risks	<ul style="list-style-type: none"> • Review compliance management on organisational guidelines and regulatory requirements for housekeeping operations • Develop crisis management, business continuity and recovery plans for the housekeeping department
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Present housekeeping reports and recommendations for management update and decision-making • Lead budget forecasting processes for the department • Manage departmental budgets to ensure proper utilisation and accounting of resources • Oversee the implementation of capability development plans for staff • Lead the management of staff performance to achieve department goals

The information contained in this document serves as a guide.

Executive Housekeeper/Director of Housekeeping

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 4	People and Performance Management	Level 4
Budgeting	Level 4	People Development	Level 4
Business Continuity Planning	Level 5	Productivity Improvement	Level 5
Business Negotiation	Level 5	Resource Management	Level 4
Business Planning	Level 5	Service Challenges	Level 4
Business Presentation Delivery	Level 5	Service Excellence	Level 5
Business Relationship Building	Level 5	Service Information and Results	Level 5
Change Management	Level 5	Service Innovation	Level 5
Crisis Management	Level 5	Service Innovation Culture	Level 4
Dispute Resolution	Level 5	Service Planning and Implementation	Level 4, Level 5
Environmental Sustainability Management	Level 5	Staff Management	Level 5
Hospitality Data Collection and Analysis	Level 4	Technology Adoption and Innovation	Level 4
Innovation Management	Level 4	Vendor Management	Level 5
Knowledge Management	Level 4	Vision Leadership	Level 5
Organisational Relationship Building	Level 5	Workplace Safety and Health Performance Management	Level 5
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Developing People	Advanced
Interpersonal Skills	Advanced	Sense-Making	Advanced
Decision Making	Advanced		

The information contained in this document serves as a guide.

Rooms Division Manager/Director of Rooms

JOB ROLE DESCRIPTION

The Rooms Division Manager/Director of Rooms oversees the operations and performance of the front office and housekeeping departments including the front desk, concierge, bell service, club floor, laundry, and linen and uniform rooms. He/She leads the strategic planning for the rooms division to develop operational strategies and performance indicators as well as review operating procedures and service standards. To grow revenue and maximise the financial performance of the rooms division, he leads the division to maximise room occupancy and foster customer loyalty and retention.

He works towards achieving high levels of guest satisfaction through the consistent execution of the property's standards, operational leadership and hands-on interaction with guests and team members. He provides solutions and leads corrective measures on problem areas and drives improvement initiatives. He is also responsible for knowledge management and operational risks management through compliance management, corporate governance and crisis management. His senior management role includes managing financial plans and budgets as well as overseeing talent capability development and performance management for the rooms division.

Analytical and articulate, he is able to make challenging decisions and communicate effectively to a diverse group of stakeholders. He possesses strong leadership skills to lead a big team and influence others towards achieving common goals. He has the ability to work under pressure in a fast-paced environment and is able to relate to guests and employees at all levels.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage rooms division operations	<ul style="list-style-type: none"> • Lead the development of operations strategies and performance indicators for the rooms division • Lead the review of operating procedures and service standards for the rooms division • Lead the rooms division in strategies to maximise room occupancy and revenue • Drive customer relationship strategies and programmes to foster customer loyalty and retention • Lead the front office department and housekeeping department to manage daily operations • Manage partnerships to enhance relationships and collaboration efforts • Oversee knowledge management and data needs for the rooms division to achieve operational efficiency
	Drive service and operational excellence	<ul style="list-style-type: none"> • Direct the resolution of guest issues for service recovery • Review and improve guest experience satisfaction metrics • Facilitate innovation and productivity processes for the rooms division • Lead change management activities to achieve divisional goals • Drive adoption of technology for productivity and innovation
	Manage operational risks	<ul style="list-style-type: none"> • Oversee implementation of compliance management and corporate governance • Oversee the development of crisis management, business continuity and recovery plans for the rooms division

Rooms Division Manager/Director of Rooms

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Present reports and recommendations for management updates and decision-making • Establish financial plans and budget requirements for the rooms division • Review expenditure reports and statements to address budget variances • Review talent capability and develop high potential employees for the rooms division • Oversee performance management for the rooms division to achieve key performance indicators

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 5	People and Performance Management	Level 5
Business Continuity Planning	Level 5	People Development	Level 5
Business Negotiation	Level 6	Productivity Improvement	Level 5
Business Presentation Delivery	Level 5	Resource Management	Level 5
Business Relationship Building	Level 5	Room Revenue Management	Level 4
Change Management	Level 5	Service Challenges	Level 5
Corporate Governance	Level 4	Service Information and Results	Level 5
Crisis Management	Level 5	Service Innovation	Level 5
Customer Feedback and Relationship Management	Level 5	Service Innovation Culture	Level 4
Dispute Resolution	Level 5	Service Leadership	Level 4
Hospitality Data Collection and Analysis	Level 5	Service Planning and Implementation	Level 5
Innovation Management	Level 5	Staff Management	Level 6
Knowledge Management	Level 5	Technology Adoption and Innovation	Level 5
Legal Compliance Management	Level 5	Vision Leadership	Level 5
Organisational Relationship Building	Level 5	Workplace Safety and Health Performance Management	Level 5
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Developing People	Advanced
Decision Making	Advanced	Problem Solving	Advanced
Interpersonal Skills	Advanced		

The information contained in this document serves as a guide.

Hotel Manager/Resident Manager/Executive Assistant Manager

JOB ROLE DESCRIPTION

The Hotel Manager/Resident Manager/Executive Assistant Manager is responsible for the strategic planning and day-to-day operations management of the property. He/She works with the senior management team to set business operations strategies and performance indicators, leads the review of operating procedures and service standards and directs all property services including front office, housekeeping and food and beverage operations to ensure that the property runs smoothly each day. He resolves operational and guest-related issues, oversees property maintenance and establishes organisational networks and relationships for business growth. He also acts as a brand ambassador to promote the property.

As a champion for organisational excellence, he drives innovative and productivity efforts as well as technology adoption to enhance property operations and service delivery. He also oversees operational risk management for the property and holds accountability for financial and people management which includes budgeting, cost control, organisational capability development, performance management as well as staff discipline and wellness. As a leader, he advocates and upholds organisational core values and standards through organisational culture building and programmes.

He is an individual with strong interpersonal, organisational and problem-solving skills to handle guests and various operations within the property. He is also a good communicator who is eloquent when managing media and promoting the brand image of the property. He may be required to frequently move around the property and work on some weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive business strategies and operations	<ul style="list-style-type: none"> • Lead the development of business operations strategies and performance indicators for the property • Lead the review of operating procedures and service standards for the property • Lead operations teams to manage the day-to-day property operations • Oversee operational and guest issues to ensure service continuity and excellence • Oversee property facilities and maintenance processes to maintain property value • Establish organisational networks to provide strategic value to the organisation • Foster tripartite relationships for harmonious work collaboration • Act as a brand ambassador to promote the property to various target audiences
	Drive service and operational excellence	<ul style="list-style-type: none"> • Establish systems to support innovation within the organisation • Drive productivity strategies to improve operational efficiency • Direct change management initiatives for property operations • Lead technology adoption for productivity improvement and innovation • Fosters staff commitment to providing excellent service

Hotel Manager/Resident Manager/Executive Assistant Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Lead risk management	<ul style="list-style-type: none"> • Review organisational corporate governance and compliance management for the operations departments • Establish organisational risk management framework and policy • Lead the development and management of business continuity strategies and plans • Oversee management of emergency situations
	Lead financial performance and reporting	<ul style="list-style-type: none"> • Formulate financial plans and budgets to maintain property operations • Oversee cost control to manage operational expenditures and improve financial performance • Present operational and performance reports to key stakeholders • Build relationships with the board
	Lead people management	<ul style="list-style-type: none"> • Review organisational talent capability and develop high potential employees • Oversee performance management for the operations teams to achieve key performance indicators • Manage disciplinary and human resource related issues • Advocate diversity and an inclusive organisational culture • Lead staff performance and wellness programmes to achieve people excellence • Drive business ethics and values management programmes to guide code of conduct for employees

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 5	Organisational Vision, Mission and Values Formulation	Level 5
Business Continuity Planning	Level 6	People and Performance Management	Level 5
Business Ethics and Values Management	Level 6	People Development	Level 5
Business Presentation Delivery	Level 5	Productivity Improvement	Level 5
Business Relationship Building	Level 5	Property Operations Management	Level 6
Change Management	Level 6	Resource Management	Level 5
Corporate Governance	Level 5	Service Information and Results	Level 5
Crisis Management	Level 6	Service Innovation Culture	Level 5
Dispute Resolution	Level 6	Service Leadership	Level 5
Enterprise Risk Management	Level 5	Service Planning and Implementation	Level 5
Innovation Management	Level 5	Technology Adoption and Innovation	Level 6
Legal Compliance Management	Level 5	Vision Leadership	Level 5
Organisation Representative	Level 6	Work-Life Harmony	Level 6
Organisational Relationship Building	Level 6	Workplace Safety and Health Performance Management	Level 5

The information contained in this document serves as a guide.

Hotel Manager/Resident Manager/Executive Assistant Manager

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Sense-Making	Advanced
Decision Making	Advanced	Developing People	Advanced
Interpersonal Skills	Advanced		

General Manager

JOB ROLE DESCRIPTION

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.

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.

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.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive business strategies and growth	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

The information contained in this document serves as a guide.

General Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Lead financial performance and reporting	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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			
Budgeting	Level 6	Knowledge Management	Level 6
Business Opportunities Development	Level 6	Legal Compliance Management	Level 6
Business Planning	Level 6	Marketing Strategy Development and Implementation	Level 6
Business Presentation Delivery	Level 5	Organisation and Board Relationship	Level 6
Business Relationship Building	Level 6	Organisation Representative	Level 6
Corporate Governance	Level 6	Organisational Vision, Mission and Values Formulation	Level 6
Crisis Management	Level 6	People and Performance Management	Level 6
Enterprise Risk Management	Level 6	People Development	Level 6
Effective Board Member	Level 6	Productivity Improvement	Level 6
Hotel Asset Valuation and Acquisition	Level 6	Property Operations Management	Level 6
Innovation Management	Level 6	Vision Leadership	Level 6
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Global Mindset	Advanced	Decision Making	Advanced
Leadership	Advanced	Interpersonal Skills	Advanced
Transdisciplinary Thinking	Advanced		

The information contained in this document serves as a guide.

Notes

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Front Office

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Front Office Executive/Guest Services Executive/Guest Relations Executive/Front Office Supervisor/Guest Services Supervisor/ Guest Relations Supervisor	53
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Reception Manager

Charles Ding

Four Seasons Hotel Singapore

A CLEAR GUIDE AND A GOLDEN RULE TO SUCCEED

When Mr Charles Ding, a Reception Manager, found out a guest was unhappy about the noise from renovation works nearby, he placed himself in the guest's shoes to understand their situation. Seeking to make the family comfortable, he arranged for the family to be moved further away from the areas undergoing renovation, provided toys for the children, and arranged a welcome party to greet the family upon their return from their short-stay in Sentosa.

This "golden rule" of treating people how he would want to be treated is something Charles has held close to his heart since joining Four Seasons Hotel Singapore 12 years ago, and it has not failed him. "To be successful in this sector, you need to possess a strong passion for service excellence," he says.

The numerous compliments from guests and the multiple times he has been awarded employee of the month are testament to how Charles goes above and beyond to connect with and serve his hotel guests. The same sincerity and dedication also earned him the recognition of his superiors, enabling him to rise through the ranks from working at the gift shop, to areas in the front office and guest services, before managing a team of reception staff today.

Besides hard work, he also credits his career progression to the support of Four Seasons Hotel Singapore. The hotel's mentorship programme ensured there were seniors he could reach out to, and it was with the company's encouragement that he upgraded his skills through the Singapore Workforce Skills Qualifications (WSQ) Certificate in Hotel and Accommodation Services and the WSQ Implement Incident Management course. Both courses have been

"Career mapping makes the various possible career progressions in the sector clearer so people will be able to identify and select courses to bridge the gap to their goals"

extremely relevant in helping him perform his work functions and handle challenging situations.

Aspiring to progress further, Charles shares that he is using the Skills Framework for Hotel and Accommodation Services to plan his route forward. "The framework shows the various skills and competencies required, and allows me to identify relevant training programmes to close the skills gap," he explains.

He appreciates how the "career mapping makes the various possible career progressions in the sector clearer, so people will be able to identify and select courses to acquire the skills necessary to achieve their career goals". In addition, the sheer breadth and depth means "the framework will also help people from outside the hospitality sector have a clearer picture of the possibilities in the sector" – therefore possibly encouraging new entrants.

It is also useful for those currently working in the sector, as they are able to make reference to the framework to develop their careers not just vertically, but also laterally, across occupations. This provides a sense of freedom and choice, as "one can greatly widen their career options in the sector," he enthuses. Charles personally feels that the opportunity to have rotated among multiple job roles within the Rooms Division helped to develop his career, which led to him finding his calling in the front office division.

Ultimately, Charles feels that opportunities are abound, as long as one does not stop learning. "Do not limit yourself to just your own department, keep an open mind and learn as much as you can," he recommends.

Bellhop/Bell Attendant

JOB ROLE DESCRIPTION

The Bellhop/Bell Attendant creates the first impression to arriving property guests. He/She directs vehicular flow at the driveway, greets guests and directs them to the check-in desk. He provides luggage and item delivery assistance, escorts guests to their designated rooms, explains the use of room amenities and facilities, as well as addresses guests' queries and requests.

As a service ambassador, he maintains a professional image at all times and possesses a wealth of knowledge of the tourist areas and attractions around the property to provide general direction and tourist information to guests. He assists guests with physical disabilities or special needs at the entrance or lobby. He complies with organisational and regulatory requirements as he carries out his duties and stays vigilant to report any suspicious characters, activities and items to ensure workplace safety and the security of the property.

He is well-groomed, confident and passionate in delivering excellent guest service and possesses strong communication skills. He is physically fit to lift heavy pieces of luggage and to stand or walk for an extended period of time or for an entire work shift. He works on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none"> • Direct vehicular flow at driveways and assist guests in and out of vehicles • Greet guests and assist with directions and other enquiries • Provide luggage assistance to arriving and departing guests • Escort guests to their rooms and explain the use of room amenities and facilities • Assist guests with ground transportation in a timely manner • Deliver incoming items to guest rooms • Maintain the tidiness and cleanliness of the luggage rooms and trolleys • Update records on completed work tasks and work items for handover
	Drive service and operational excellence	<ul style="list-style-type: none"> • Adhere to personal grooming and hygiene standards to project a professional image • Attend to guests' enquiries on tourist and related information • Provide assistance to guests with physical disabilities or special needs • Provide assistance to meet guests' requests • Identify areas for work improvement
	Manage operational risks	<ul style="list-style-type: none"> • Comply with organisational and regulatory requirements on workplace safety and health when carrying out work duties • Identify and report suspicious characters, activities and items to safeguard property security • Respond to emergency situations in accordance with organisational standard operating procedures

Bellhop/Bell Attendant

TECHNICAL SKILLS AND COMPETENCIES			
Bell Service Delivery	Level 1	Service Excellence	Level 1
Crisis Management	Level 1	Service Planning and Implementation	Level 1
Customer Challenges Management	Level 1	Technology Adoption and Innovation	Level 1
Legal Compliance Management	Level 1	Threat Observation	Level 1
People and Relationship Management	Level 1	Tourism Promotion	Level 2
Productivity Improvement	Level 1	Workplace Safety and Health Performance Management	Level 1
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Interpersonal Skills	Basic
Communication	Basic	Problem Solving	Basic
Teamwork	Basic		

The information contained in this document serves as a guide.

Bell Captain

JOB ROLE DESCRIPTION

The Bell Captain orchestrates a professional and memorable service experience for all guests and customers. Apart from providing bell services to guests, addressing their concerns and feedback and recommending them tourism products and services, he/she also performs the role of a team leader, allocating work duties, coordinating and supervising bell service operations to ensure service standards are met or exceeded. As a key service ambassador, he oversees the grooming of the bell staff and acts as a role model to drive service culture within the team.

To ensure workplace safety and the security of the property, he monitors the bell team's compliance with organisational and regulatory requirements as they carry out their duties and keeps an eye on lobby activities to identify security threats. He also assists in the execution of crisis management plans during emergency situations. As a senior member of the team, he trains and guides team members on their work performance.

He is a service-oriented individual who possesses excellent guest relations and communication skills to interact with guests from diverse cultural backgrounds. He is physically fit to lift heavy pieces of luggage and to stand or walk for an extended period of time or for an entire work shift. He works shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none"> • Allocate work duties for the bell team • Coordinate day-to-day bell service operations • Supervise bell team in providing guest services • Conduct periodic checks of lobbies and driveways • Organise storage of guests' luggage and belongings in a secure and systematic way • Perform bell duties to support the team • Verify records and document bell service activities
	Drive service and operational excellence	<ul style="list-style-type: none"> • Monitor personal grooming of bell staff • Recommend tourism products and services to guests • Handle guests' concerns and feedback • Act as a role model for service excellence to drive service culture • Provide suggestions to improve bell services and enhance guest experience
	Manage operational risks	<ul style="list-style-type: none"> • Assist to monitor team's compliance with organisational and regulatory requirements on workplace safety and health • Monitor activities in the lobby to identify and report suspicious characters, items and activities for appropriate follow-up • Assist in the execution of response and recovery actions during emergency situations
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Assist in the training of team members • Provide feedback to team members to improve work performance

Bell Captain

TECHNICAL SKILLS AND COMPETENCIES			
Bell Service Delivery	Level 1, Level 2	Service Innovation	Level 1
Crisis Management	Level 2	Service Leadership	Level 3
Customer Challenges Management	Level 2	Service Planning and Implementation	Level 1
Legal Compliance Management	Level 1	Technology Adoption and Innovation	Level 1, Level 2
People and Relationship Management	Level 1	Threat Observation	Level 2
People Development	Level 2	Tourism Promotion	Level 2
Productivity Improvement	Level 2	Workplace Safety and Health Performance Management	Level 2
Service Excellence	Level 2		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Teamwork	Basic
Communication	Basic	Interpersonal Skills	Basic
Problem Solving	Basic		

The information contained in this document serves as a guide.

Assistant Concierge

JOB ROLE DESCRIPTION

The Assistant Concierge provides assistance and information guidance to guests during their stay at the property. He/She proactively anticipates and meets the needs of guests by assisting them on their queries and requests. His responsibilities include assisting guests to make reservations, providing information and recommending local features such as shopping, dining, and entertainment activities and delivering guest luggage and items as needed.

To uphold the property brand image and service standards, he maintains a professional image at all times and assists guests on their special requests, and resolves their concerns and feedback. He complies with organisational and regulatory requirements as he carries out his duties and monitors lobby activities to identify security threats to ensure the safety and security of the property. He may be required to support bell service operations when needed. As a senior team member, he provides guidance and assists in the training of team members.

He is a service-oriented individual with excellent communication and interpersonal skills. He can work well in a fast-paced environment, observe strict deadlines and handle varied and diverse needs of guests with empathy. He is also physically fit to stand for long hours and works on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none">• Greet guests and assist with their enquiries and requests• Provide information to guests pertaining to property amenities and tourist-related information• Recommend entertainment, dining and other engagements appropriate to guests• Assist guests to make reservations at local establishments• Liaise with other functional areas within the organisation to address guests' needs and concerns• Update records on completed work tasks and work items for handover
	Drive service and operational excellence	<ul style="list-style-type: none">• Adhere to personal grooming and hygiene standards to project a professional image• Resolve guests' concerns and feedback to ensure guest satisfaction• Assist with special requests from guests• Seek guests' feedback on service performance for improvement• Provide suggestions to improve concierge services and enhance guest experience• Act as a role model for service excellence to drive service culture
	Manage operational risks	<ul style="list-style-type: none">• Comply with organisational and regulatory requirements on workplace safety and health, and data protection when carrying out work duties• Monitor activities in the lobby to identify and report suspicious characters, items and activities for appropriate follow-up• Assist in the execution of response and recovery actions during emergency situations
	Manage human resources, finance and report management	<ul style="list-style-type: none">• Guide team members in the conduct of work activities• Assist in the training of team members• Provide feedback to team members to improve work performance

The information contained in this document serves as a guide.

Assistant Concierge

TECHNICAL SKILLS AND COMPETENCIES			
Concierge and Uniformed Service Delivery	Level 2	Service Excellence	Level 3
Crisis Management	Level 2	Service Information and Results	Level 1
Customer Challenges Management	Level 3	Service Innovation	Level 1
Customer Experience Management	Level 3	Service Leadership	Level 3
Customer Feedback and Relationship Management	Level 2	Service Planning and Implementation	Level 3
Legal Compliance Management	Level 1	Technology Adoption and Innovation	Level 2
People and Relationship Management	Level 3	Threat Observation	Level 2
People Development	Level 2	Tourism Promotion	Level 2
Productivity Improvement	Level 2	Workplace Safety and Health Performance Management	Level 2
Service Coaching	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Interpersonal Skills	Basic
Communication	Basic	Teamwork	Basic
Problem Solving	Basic		

The information contained in this document serves as a guide.

Concierge

JOB ROLE DESCRIPTION

The Concierge coordinates and supervises the day-to-day concierge operations to ensure the highest level of service delivery to guests. He/She plans resources and allocates work assignments, coordinates concierge activities, handles operational irregularities and takes on concierge duties as needed.

He acts as a role model to drive service culture within the team. He monitors service quality and guest satisfaction, resolves guests' concerns and feedback and implements innovation and improvement plans for continuous improvement. To ensure workplace safety and security, he monitors the team's compliance with organisational and regulatory requirements, identifies potential security threats within the property premises and executes response plans during emergency situations. As part of his supervisory role, he reviews the team's training needs, implements training plans and monitors team performance.

He is a personable and friendly individual with excellent communication and interpersonal skills. He thrives in a fast-paced environment and is able to work collaboratively with others and handle varied and diverse needs of guests with empathy. He is able to stand for long hours and works on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none"> • Coordinate day-to-day concierge service operations to ensure operational efficiency • Supervise concierge team in providing guest service to ensure adherence to organisational standards and procedures • Plan resources and allocate work assignments to team members • Coordinate concierge activities to support functions and events • Handle irregularities related to the delivery of concierge services • Perform concierge duties to support the team
	Drive service and operational excellence	<ul style="list-style-type: none"> • Monitor personal grooming of concierge staff to ensure a professional image at all times • Monitor and facilitate service responses to guests' requests to ensure timely and appropriate follow up • Resolve guests' concerns and feedback to ensure guest satisfaction • Monitor guest satisfaction levels and feedback for service improvement • Propose improvements to enhance operational efficiency and guest experience • Implement innovation, improvement and sustainability plans for continuous improvement • Act as a role model for service excellence to drive service culture
	Manage operational risks	<ul style="list-style-type: none"> • Monitor team's compliance with organisational and regulatory requirements on workplace safety and health, and data protection • Manage and scan crowd to identify and analyse signs of potential security threat for appropriate follow-up • Execute response and recovery actions during emergency situations • Implement loss and risk prevention policies and procedures

Concierge

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Verify concierge activity records and generate reports for management updates • Identify training needs and implement training plans to enhance team capabilities • Provide coaching and feedback to improve team performance • Monitor team performance and provide feedback for improvement

TECHNICAL SKILLS AND COMPETENCIES			
Concierge and Uniformed Service Delivery	Level 3	People Development	Level 3
Crisis Management	Level 3	Productivity Improvement	Level 3
Customer Challenges Management	Level 3	Service Coaching	Level 3
Customer Experience Management	Level 3	Service Information and Results	Level 3
Customer Feedback and Relationship Management	Level 3	Service Innovation	Level 3
Environmental Sustainability Management	Level 3	Service Leadership	Level 3
Innovation Management	Level 3	Service Planning and Implementation	Level 3
Legal Compliance Management	Level 3	Staff Management	Level 3
Loss and Risk Prevention Management	Level 3	Technology Adoption and Innovation	Level 3
Organisational Relationship Building	Level 3	Threat Observation	Level 2, Level 3
People and Performance Management	Level 3	Workplace Safety and Health Performance Management	Level 3
People and Relationship Management	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Intermediate	Interpersonal Skills	Intermediate
Communication	Intermediate	Teamwork	Intermediate
Problem Solving	Intermediate		

The information contained in this document serves as a guide.

Chef Concierge/Assistant Chef Concierge

JOB ROLE DESCRIPTION

The Chef Concierge/Assistant Chef Concierge ensures the concierge team offers the best service, knowledge and assistance to guests during their stay at the property. He/She manages all aspects of concierge operations to ensure that the team is functioning at its peak efficiency in accordance with the department's operating procedures and standards. He develops operations plans, monitors concierge operations and service performance, and resolves irregularities in concierge service and escalated cases of guests' feedback.

He is well-informed of the latest tourist attractions, hospitality trends and is able to come up with new ideas to promote the property's services and facilities. He drives continuous improvements through innovation, productivity and sustainability initiatives and manages operational risks through compliance management, crisis management and loss and risk prevention. His role at the management level includes overseeing staff development and performance management, as well as managing departmental budget forecast and utilisation.

He is able to communicate effectively and interact with guests, as well as all levels of staff. He possesses excellent guest service skills to deal with exceptional requests and culturally-diverse guests. He is able to stand for long hours and may work on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none"> • Implement operating procedures and service standards for concierge operations • Monitor concierge operations to ensure adherence to organisational standards and procedures • Develop operations plans for the department • Review manpower allocation for concierge operations • Inspect lobbies and driveways to ensure operational efficiency in bell and concierge services • Identify and resolve deviations and irregularities related to concierge and bell service operations
	Drive service and operational excellence	<ul style="list-style-type: none"> • Manage team's service performance in response to guests' needs and requests to ensure guest satisfaction • Manage service recovery for escalated guests' concerns and feedback • Review service performance standards of the department • Review systems and processes for workflow and productivity improvement • Innovate new ideas on concierge services to enhance guest experience • Direct the implementation of sustainability programmes to drive organisational green initiatives
	Manage operational risks	<ul style="list-style-type: none"> • Operationalise compliance management of organisational and regulatory requirements on workplace safety and health, and data protection • Manage emergency situations • Manage loss and risk prevention policies and procedures to minimise loss and risk in business operations

Chef Concierge/Assistant Chef Concierge

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Review activity reports on concierge operations to monitor and report departmental performance • Support budget forecasting processes for the department • Manage cost control to keep departmental operating expenses within budget • Establish learning and development plans and facilitate learning and development opportunities to enhance staff work performance • Provide coaching and guidance to improve staff work performance • Manage staff performance to achieve department goals

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 3	Organisational Relationship Building	Level 4
Business Continuity Planning	Level 4	People and Performance Management	Level 4
Business Planning	Level 4	People and Relationship Management	Level 4
Business Presentation Delivery	Level 4	People Development	Level 4
Change Management	Level 4	Productivity Improvement	Level 4
Concierge and Uniformed Service Delivery	Level 4	Service Challenges	Level 4
Crisis Management	Level 4	Service Coaching	Level 3
Customer Challenges Management	Level 4	Service Information and Results	Level 4
Customer Experience Management	Level 4, Level 5	Service Innovation	Level 4
Customer Feedback and Relationship Management	Level 4	Service Innovation Culture	Level 4
Dispute Resolution	Level 4	Service Leadership	Level 4
Environmental Sustainability Management	Level 4	Service Planning and Implementation	Level 4
Hospitality Data Collection and Analysis	Level 3	Staff Management	Level 4
Innovation Management	Level 4	Technology Adoption and Innovation	Level 4
Legal Compliance Management	Level 4	Vision Leadership	Level 4
Loss and Risk Prevention Management	Level 4	Workplace Safety and Health Performance Management	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Advanced	Problem Solving	Advanced
Decision Making	Advanced	Service Orientation	Advanced
Interpersonal Skills	Advanced		

The information contained in this document serves as a guide.

Front Office Officer/Guest Services Officer/ Guest Relations Officer/Front Office Agent/ Guest Services Agent/Guest Relations Agent

JOB ROLE DESCRIPTION

The Front Office Officer/Guest Services Officer/Guest Relations Officer/Front Office Agent/Guest Services Agent/Guest Relations Agent addresses the needs of all guests and ensures an exceptional guest experience. He/She performs room check-ins and check-outs for guests, handles room reservation requests, and attends to guests' enquiries, requests, as well as concerns and feedback with professionalism to promote a positive first impression. He works closely with the housekeeping department to keep room status reports up-to-date and performs cashier-related functions and guest account billing.

As a frontline service ambassador, he maintains a professional image at all times and is well-versed in the property's services and promotions to promote service offerings to guests. He also gathers guest feedback and provides ideas for operational and service improvement. To ensure guest safety, he maintains confidentiality of guest information and stays vigilant in reporting suspicious characters, items and activities within the property's premises. He may be required to handle incoming calls to address guests' requests or route calls to the relevant channels for follow up.

He is a service-oriented individual with excellent communication skills and is able to create a memorable experience for guests. He is able to work independently and effectively handle multiple and concurrent tasks. He works on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none"> • Perform room check-ins and check-outs for guests • Handle room reservation requests for call-in or walk-in guests • Coordinate with housekeeping function to track and maintain accurate room status information • Promote accommodation packages, loyalty programmes and food and services offerings to guests • Perform cashier-related functions and guest account billing • Generate and check reports for accuracy • Handle incoming calls to address guests' requests or route calls to the relevant channels for follow-up
	Drive service and operational excellence	<ul style="list-style-type: none"> • Adhere to personal grooming and hygiene standards to project a professional image • Attend to guests' enquiries and requests to address their needs • Handle guests' concerns and feedback to ensure guest satisfaction • Gather guest satisfaction levels and feedback on front office services for continuous improvement • Provide feedback and ideas to improve front office operations and enhance guest experience
	Manage operational risks	<ul style="list-style-type: none"> • Comply with data protection regulation and organisational security procedures for guest registration and credit and cash transactions • Monitor activities in the lobby to identify and report suspicious characters, items and activities for appropriate follow up • Assist in the execution of response and recovery actions during emergency situations

Front Office Officer/Guest Services Officer/ Guest Relations Officer/Front Office Agent/ Guest Services Agent/Guest Relations Agent

TECHNICAL SKILLS AND COMPETENCIES			
Crisis Management	Level 2	Sales Delivery	Level 1, Level 2
Customer Challenges Management	Level 2	Service Excellence	Level 1, Level 2
Customer Feedback and Relationship Management	Level 1, Level 2	Service Information and Results	Level 1
Front Office Operations Management	Level 2	Service Innovation	Level 1
Legal Compliance Management	Level 1	Service Planning and Implementation	Level 1
One-Stop Service Delivery	Level 2	Switchboard Operations Management	Level 2
People and Relationship Management	Level 1	Technology Adoption and Innovation	Level 2
Productivity Improvement	Level 2	Threat Observation	Level 1
Room Reservation Operations Management	Level 2	Tourism Promotion	Level 2
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Problem Solving	Basic
Communication	Basic	Interpersonal Skills	Basic
Teamwork	Basic		

The information contained in this document serves as a guide.

Front Office Executive/Guest Services Executive/ Guest Relations Executive/Front Office Supervisor/ Guest Services Supervisor/Guest Relations Supervisor

JOB ROLE DESCRIPTION

The Front Office Executive/Guest Services Executive/Guest Relations Executive/Front Office Supervisor/Guest Services Supervisor/Guest Relations Supervisor supervises and coordinates the daily operations of the front office department to ensure the smooth delivery of guest service in accordance with the department's service standards and procedures. He/She plans resources, allocates work assignments, maintains accurate room status information and handles operational irregularities. He also assists in the check-ins and check-outs of VIP guests and large groups and his responsibilities may include supervising switchboard services and related call services.

To uphold service excellence, he monitors service responses, provides information and recommendations to guests, resolves guest concerns and feedback and builds rapport. He also tracks guest satisfaction and implements service innovation, improvement and sustainability plans for continuous improvement. To support operational risk management, he monitors the team's compliance with regulations and security procedures for front office transactions, scans the crowd to identify potential security threats, implements loss and risk prevention and executes response actions during emergency situations. His supervisory role includes reviewing the team's training needs, implementing training plans and monitoring team performance.

He is a customer-oriented and well-organised individual with excellent communication and problem-solving skills. He can work well under pressure in a fast-paced environment and is able to interact with culturally diverse guests. He works on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none"> • Supervise team's delivery of guest services to ensure adherence to organisational standards and procedures • Coordinate daily front office activities to ensure operational efficiency • Plan resources and allocate work assignments to team members • Maintain accurate room status information • Handle irregularities related to the delivery of front office service • Supervise upselling procedures to maximise room revenue • Assist in the check-ins and check-outs of VIP guests and large groups • Supervise switchboard services and related call services
	Drive service and operational excellence	<ul style="list-style-type: none"> • Monitor and facilitate service responses to guests' requests to ensure timely and appropriate follow-up • Provide information and recommendations to guests on property's amenities, services and tourism-related activities • Resolve guests' concerns and feedback to ensure guest satisfaction • Build rapport with guests to enhance service experience • Monitor guest satisfaction levels and feedback for service improvement • Propose improvements to enhance operational efficiency and guest experience • Implement innovation, improvement and sustainability plans for continuous improvement • Act as a role model for service excellence to drive service culture

Front Office Executive/Guest Services Executive/ Guest Relations Executive/Front Office Supervisor/ Guest Services Supervisor/Guest Relations Supervisor

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage operational risks	<ul style="list-style-type: none"> • Monitor team's compliance with data protection regulation and organisational security procedures for guest registration and credit and cash transactions • Manage and scan crowd to identify and analyse signs of potential security threat for appropriate follow-up • Execute response and recovery actions during emergency situations • Implement loss and risk prevention policies and procedures
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Verify and analyse operations reports and guest statistics for management updates • Identify training needs and implement training plans to enhance team capabilities • Provide coaching and feedback to improve team performance • Monitor team performance and provide feedback for improvement

TECHNICAL SKILLS AND COMPETENCIES			
Crisis Management	Level 3	People Development	Level 3
Customer Challenges Management	Level 3	Productivity Improvement	Level 3
Customer Experience Management	Level 3	Sales Delivery	Level 2
Customer Feedback and Relationship Management	Level 3	Service Coaching	Level 3
Environmental Sustainability Management	Level 3	Service Excellence	Level 3
Front Office Operations Management	Level 3	Service Information and Results	Level 3
Innovation Management	Level 3	Service Innovation	Level 3
Legal Compliance Management	Level 3	Service Leadership	Level 3
Loss and Risk Prevention Management	Level 3	Service Planning and Implementation	Level 3
One-Stop Service Delivery	Level 3	Staff Management	Level 3
Organisational Relationship Building	Level 3	Switchboard Operations Management	Level 3
People and Performance Management	Level 3	Technology Adoption and Innovation	Level 3
People and Relationship Management	Level 3	Threat Observation	Level 2, Level 3
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Interpersonal Skills	Intermediate
Communication	Intermediate	Teamwork	Intermediate
Problem Solving	Intermediate		

The information contained in this document serves as a guide.

Assistant Front Office Manager/Assistant Operations Manager/Duty Manager/Guest Services Manager/Guest Relations Manager

JOB ROLE DESCRIPTION

The Assistant Front Office Manager/Assistant Operations Manager/Duty Manager/Guest Relations Manager/Guest Services Manager manages the daily operations of the front office to ensure efficient functioning of the team in accordance with the department's operating procedures and service standards. He/She develops operations plans, monitors room inventory and collaborates with other departments on special guest arrangements. He also manages personalised reception services for VIP guests, implements loyalty programmes and identifies and resolves deviations and irregularities in service operations.

To drive service excellence, he manages the team's service performance, oversees service recovery and interacts with guests to build guest relationships and gather service feedback. He also reviews systems and processes, comes up with new ideas and implements sustainability programmes. He manages operational risks through compliance management, crisis management and loss and risk prevention. His role at the management level includes overseeing staff development and performance management, as well as supporting budget forecasting process and monitoring departmental expenses.

He possesses exceptional interpersonal and communication skills and is able to interact with culturally diverse guests. He has strong organisational skills and is able to deliver consistent quality guest service in a fast-paced environment. He works on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none"> • Implement operating procedures and service standards for front office operations • Monitor front office operations to ensure adherence to organisational standards and procedures • Develop operations plans for front office operations • Review manpower allocation for front office operations • Monitor room inventory levels and reconcile discrepancies • Collaborate with various departments on guests' special requirements and requests • Manage personalised reception services for VIP guests' arrivals and departures • Implement loyalty programmes for guest retention and growth • Identify and resolve deviations and irregularities related to front office services
	Drive service and operational excellence	<ul style="list-style-type: none"> • Manage team's service performance in response to guests' needs and requests to ensure guest satisfaction • Manage service recovery for escalated guests' concerns and feedback • Build guest relationships to enhance return visits • Interact with guests to gather feedback on service quality • Analyse guest satisfaction levels and feedback for service improvement and relationship management • Review systems and processes for workflow and productivity improvement • Innovate new ideas to enhance guest experience and revenue generation • Direct the implementation of sustainability programmes to drive organisational green initiatives

The information contained in this document serves as a guide.

Assistant Front Office Manager/Assistant Operations Manager/Duty Manager/Guest Services Manager/Guest Relations Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage operational risks	<ul style="list-style-type: none"> Operationalise compliance management on data protection regulations and organisational security procedures for guest registration and credit and cash transactions Manage emergency situations Manage loss and risk prevention policies and procedures to minimise loss and risk in business operations
	Manage human resources, finance and report management	<ul style="list-style-type: none"> Review operations reports and statistics to monitor and report departmental performance Support budget forecasting processes for the department Manage cost control to keep departmental operating expenses within budget Establish learning and development plans and facilitate learning and development opportunities to enhance staff work performance Provide coaching and guidance to improve staff work performance Manage staff performance to achieve department goals

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 3	One-Stop Service Delivery	Level 4
Business Continuity Planning	Level 4	Organisational Relationship Building	Level 4
Business Planning	Level 4	People and Performance Management	Level 4
Business Presentation Delivery	Level 4	People and Relationship Management	Level 4
Change Management	Level 4	People Development	Level 4
Crisis Management	Level 4	Productivity Improvement	Level 4
Customer Challenges Management	Level 4	Service Challenges	Level 4
Customer Experience Management	Level 4, Level 5	Service Coaching	Level 3
Customer Feedback and Relationship Management	Level 4	Service Information and Results	Level 4
Dispute Resolution	Level 4	Service Innovation	Level 4
Environmental Sustainability Management	Level 4	Service Innovation Culture	Level 4
Front Office Operations Management	Level 4	Service Leadership	Level 4
Hospitality Data Collection and Analysis	Level 3	Service Planning and Implementation	Level 4
Innovation Management	Level 4	Staff Management	Level 4
Legal Compliance Management	Level 4	Technology Adoption and Innovation	Level 4
Loss and Risk Prevention Management	Level 4		

The information contained in this document serves as a guide.

Assistant Front Office Manager/Assistant Operations Manager/Duty Manager/Guest Services Manager/Guest Relations Manager

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Resource Management	Intermediate
Interpersonal Skills	Intermediate	Decision Making	Intermediate
Problem Solving	Intermediate		

Butler/Club Floor Officer/Club Floor Agent

JOB ROLE DESCRIPTION

The Butler/Club Floor Officer/Club Floor Agent coordinates the daily operations of the suites, club floor rooms and club lounge to provide a warm and personalised guest service to club floor guests during their stay. He/She conducts room checks, distributes guest amenities, performs room check-in and check-out processes and conducts property tours and room orientations for club floor guests. His responsibilities as a Butler includes performing household management, ad-hoc services, personal errands as well as food and beverage related duties. He also assists in stock count and supports club floor events and functions.

He handles guests' requests, concerns and feedback to provide a holistic guest service experience. To support service and operational excellence, he gathers guests' feedback and contribute ideas for operations improvement and guest experience enhancement. He is expected to comply with organisational and regulatory requirements as he carries out his duties and keep vigilant in reporting suspicious characters, activities and items to safeguard the security of the property.

He possesses exceptional guest relations and service skills and is resourceful in managing ad-hoc requests from guests and resolving challenges. He is a professional, well-groomed and pro-active individual who strives to exceed guest expectations. He is able to stand for long hours and works on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage club floor operations	<ul style="list-style-type: none"> • Perform room checks and distribution of guest amenities • Perform meet-and-greet for guest arrivals and send-off for guest departures • Perform personalised room check-ins and check-outs for guests • Conduct property tours and room orientations to introduce facilities, amenities and services • Perform household management in luxurious suites • Perform ad-hoc services and personal errands as requested by guests • Perform food and beverage-related duties in guest rooms and/or club lounge • Assist to conduct stock count on guest room and club lounge inventories and supplies • Support club floor functions and events • Generate and check reports for accuracy
	Drive service and operational excellence	<ul style="list-style-type: none"> • Adhere to personal grooming and hygiene standards to project a professional image • Handle general requests and enquiries from guests • Handle guests' concerns and feedback • Gather guest satisfaction levels and feedback on club floor and/or butler services for continuous improvement • Provide feedback and ideas to improve club floor and/or butler service operations and enhance guest experience • Collect and update guest personal information, preferences and pertinent data in guest database

The information contained in this document serves as a guide.

Butler/Club Floor Officer/Club Floor Agent

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage operational risks	<ul style="list-style-type: none"> • Comply with organisational and regulatory requirements on hygiene, workplace safety and health, and data protection when carrying out work duties • Comply with organisational security procedures for guest registration and credit and cash transactions • Monitor activities on the club floor to identify and report suspicious characters, items and activities for appropriate follow-up • Assist in the execution of response and recovery actions during emergency situations

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 2	Sales Delivery	Level 1, Level 2
Butler Service Delivery	Level 2	Service Excellence	Level 1, Level 2
Club Floor Operations Management	Level 2	Service Information and Results	Level 1
Crisis Management	Level 2	Service Innovation	Level 1
Customer Challenges Management	Level 2, Level 3	Service Planning and Implementation	Level 1
Customer Experience Management	Level 3	Technology Adoption and Innovation	Level 2
Customer Feedback and Relationship Management	Level 1, Level 2	Threat Observation	Level 1
Legal Compliance Management	Level 1	Tourism Promotion	Level 2
People and Relationship Management	Level 1	Workplace Safety and Health Performance Management	Level 1, Level 2
Productivity Improvement	Level 2		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Teamwork	Basic
Communication	Basic	Interpersonal Skills	Basic
Problem Solving	Basic		

The information contained in this document serves as a guide.

Butler Supervisor/Club Floor Executive/ Club Floor Supervisor

JOB ROLE DESCRIPTION

The Butler Supervisor/Club Floor Executive/Club Floor Supervisor supervises and coordinates the daily operations of the club floor and/or butler services to ensure that caring, thoughtful and dedicated personalised service is provided to guests at all times in accordance with organisational standards and procedures. He/She plans resources, allocates work assignments to team members, handles operational irregularities and assists in providing personalised room check-ins and check-outs for club floor VIP guests. He also conducts regular checks on club floor lounge, facilities and equipment and maintains the stock level of club floor supplies.

To uphold service excellence, he welcomes guests to build rapport, monitors their feedback and satisfaction levels and resolves their concerns and feedback. He also monitors the team's service response and implements innovation, improvement and sustainability plans for continuous improvement. He supervises the team's compliance with organisational and regulatory requirements, executes response action plans during emergency situations and implements loss and risk prevention to support operational risk management. His supervisory role includes providing coaching to the team, reviewing the team's training needs, implementing training plans and monitoring team performance.

Diplomatic and pro-active with outstanding problem-solving skills, he is able to attend to challenging situations and meet the needs of guests. He possesses excellent communication skills and is able to multi-task and work under pressure. He is able to stand for long hours and works on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage club floor operations	<ul style="list-style-type: none"> • Supervise the daily operations of club floor and/or butler services to ensure adherence to organisational standards and procedures • Coordinate day-to-day club floor operations and/or butler tasks to ensure operational efficiency • Plan resources and allocate work assignments to team members • Assist in providing personalised room check-ins and check-outs for club floor VIP guests • Handle irregularities related to the delivery of club floor and/or butler services • Maintain stock level of supplies for guest rooms and club lounge • Conduct checks on club floor lounge, facilities and equipment
	Drive service and operational excellence	<ul style="list-style-type: none"> • Welcome and acknowledge all club floor guests upon arrival to build rapport • Monitor service responses to guests' requests to ensure timely and appropriate follow up • Resolve guests' concerns and feedback to ensure guest satisfaction • Monitor guest satisfaction levels and feedback for service improvement • Propose improvements to enhance operational efficiency and guest experience • Implement innovation, improvement and sustainability plans for continuous improvement • Act as a role model for service excellence to drive service culture

The information contained in this document serves as a guide.

Butler Supervisor/Club Floor Executive/ Club Floor Supervisor

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage operational risks	<ul style="list-style-type: none"> • Monitor team's compliance with organisational and regulatory requirements on hygiene, workplace safety and health, and data protection • Monitor team's compliance with organisational security procedures for guest registration and credit and cash transactions • Manage and scan crowd to identify and analyse signs of potential security threat for appropriate follow-up • Execute response and recovery actions during emergency situations • Implement loss and risk prevention policies and procedures
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Verify and compile operations reports and guest statistics for management updates • Identify training needs and implement training plans to enhance team capabilities • Provide coaching and feedback to improve team performance • Monitor team performance and provide feedback for improvement

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 3	People Development	Level 3
Butler Service Delivery	Level 3	Productivity Improvement	Level 3
Club Floor Operations Management	Level 3	Sales Delivery	Level 2
Crisis Management	Level 3	Service Coaching	Level 3
Customer Challenges Management	Level 3	Service Excellence	Level 3
Customer Experience Management	Level 3	Service Information and Results	Level 3
Customer Feedback and Relationship Management	Level 3	Service Innovation	Level 3
Environmental Sustainability Management	Level 3	Service Leadership	Level 3
Innovation Management	Level 3	Service Planning and Implementation	Level 3
Legal Compliance Management	Level 3	Staff Management	Level 3
Loss and Risk Prevention Management	Level 3	Technology Adoption and Innovation	Level 3
Organisational Relationship Building	Level 3	Threat Observation	Level 2, Level 3
People and Performance Management	Level 3	Workplace Safety and Health Performance Management	Level 3
People and Relationship Management	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Intermediate	Interpersonal Skills	Intermediate
Communication	Intermediate	Decision Making	Intermediate
Problem Solving	Intermediate		

The information contained in this document serves as a guide.

Head Butler/Butler Manager/Club Floor Manager

JOB ROLE DESCRIPTION

The Head Butler/Butler Manager/Club Floor Manager monitors all aspects of the club floor and/or butler operations and ensures all guests' needs are attended to promptly in accordance with organisational standards and procedures. He/She develops operations plans, conducts regular inspections on service delivery, monitors inventories and maintenance of the club floor and resolves operational irregularities. He also supports the club floor team to provide reception assistance to guests during busy periods and/or to assist the butler team in the delivery of ad-hoc services and conduct of personal errands.

He builds rapport with guests, manages the team's service responses to guests' requests as well as service recovery. He analyses guests' feedback, reviews systems and processes, comes up with new ideas and implements sustainability programmes for the organisation's continuous improvement. He is also accountable for operational risks management including compliance management, crisis management and loss and risk prevention. His role at the management level includes staff development and performance management, as well as supporting budget forecasting processes and monitoring departmental expenses.

He is a diplomatic individual with outstanding problem-solving skills to address challenging situations and perform service recovery. He has a passion for delivering exceptional levels of guest services to create a memorable experience for guests. He possesses excellent communication skills and is able to handle multiple tasks in a dynamic environment. He is able to stand for long hours and may work on shifts, including weekends and public holidays.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage club floor operations	<ul style="list-style-type: none">• Implement operating procedures and service standards for club floor operations and/or butler service• Monitor club floor operations and/or butler service to ensure adherence to organisational standards and procedures• Develop operations plans for club floor operations• Review manpower allocation for club floor operations• Conduct regular inspections on service delivery• Identify and resolve deviations and irregularities related to club floor operations and/or butler services• Monitor club floor supplies and equipment inventory• Monitor maintenance of club floor lounge, facilities and equipment• Provide reception assistance and/or butler service assistance to guests
	Drive service and operational excellence	<ul style="list-style-type: none">• Manage team's service performance in response to guests' needs and requests to ensure guest satisfaction• Meet and greet guests to build rapport• Manage service recovery for escalated guests' concerns and feedback• Analyse guest satisfaction levels and feedback for service improvement and relationship management• Review systems and processes for workflow and productivity improvement• Innovate new ideas to enhance guest experience and revenue generation• Direct the implementation of sustainability programmes to drive organisational green initiatives

The information contained in this document serves as a guide.

Head Butler/Butler Manager/Club Floor Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage operational risks	<ul style="list-style-type: none"> Operationalise compliance management on hygiene, workplace safety and health, and data protection requirements Operationalise compliance management on organisational security procedures for guest registration and credit and cash transactions Manage emergency situations Manage loss and risk prevention policies and procedures to minimise loss and risk in business operations
	Manage human resources, finance and report management	<ul style="list-style-type: none"> Review activity and revenue reports to monitor and update management on departmental performance Support budget forecasting processes for the department Manage cost control to keep departmental operating expenses within budget Establish learning and development plans and facilitate learning and development opportunities to enhance staff work performance Provide coaching and guidance to improve staff work performance Manage staff performance to achieve department goals

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 3, Level 4	Loss and Risk Prevention Management	Level 4
Budgeting	Level 3	Organisational Relationship Building	Level 4
Business Continuity Planning	Level 4	People and Performance Management	Level 4
Business Planning	Level 4	People and Relationship Management	Level 4
Business Presentation Delivery	Level 4	People Development	Level 4
Butler Service Delivery	Level 4	Productivity Improvement	Level 4
Change Management	Level 4	Service Challenges	Level 4
Club Floor Operations Management	Level 4	Service Coaching	Level 3
Crisis Management	Level 4	Service Information and Results	Level 4
Customer Challenges Management	Level 4	Service Innovation	Level 4
Customer Experience Management	Level 4, Level 5	Service Innovation Culture	Level 4
Customer Feedback and Relationship Management	Level 4	Service Leadership	Level 4
Dispute Resolution	Level 4	Service Planning and Implementation	Level 4
Environmental Sustainability Management	Level 4	Staff Management	Level 4
Hospitality Data Collection and Analysis	Level 3	Technology Adoption and Innovation	Level 4
Innovation Management	Level 4	Vision Leadership	Level 4
Legal Compliance Management	Level 4	Workplace Safety and Health Performance Management	Level 4

The information contained in this document serves as a guide.

Head Butler/Butler Manager/Club Floor Manager

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Problem Solving	Advanced	Interpersonal Skills	Advanced
Decision Making	Advanced	Service Orientation	Advanced
Communication	Advanced		

The information contained in this document serves as a guide.

Front Office Manager/Operations Manager

JOB ROLE DESCRIPTION

The Front Office Manager/Operations Manager manages all front office teams including the front desk, concierge, bell service, and club floor. He/She leads the development and implementation of operations strategies and plans, as well as operating procedures and service standards, and oversees the department's adherence to these performance requirements. To achieve financial performance targets, he works closely with the revenue department to maximise room occupancy and departmental revenue, builds guest relationships to enhance customer loyalty and manages customer loyalty programmes to attract and retain guests. He also leads knowledge management for the department to facilitate front office operations.

To ensure service and operational excellence, he monitors service performance and takes corrective actions to resolve guests' issues and concerns. He also leads innovation, improvement and sustainability initiatives and evaluates industry best practices and new technology applications for adoption. He manages operational risks through compliance management and crisis management. He is also responsible for overseeing departmental budgets, staff development and performance management.

He is well-organised and meticulous with the ability to multi-task in a fast paced environment. He possesses strong leadership and excellent communication skills. He is able to work under pressure and excels in organisational and time management skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage front office operations	<ul style="list-style-type: none">• Lead the development and implementation of operations strategies and plans for front office operations• Develop and review operating procedures and service standards for front office operations• Oversee front office operations to ensure adherence to organisational standards and procedures• Monitor and control the availability of rooms and room rate categories with the revenue department to maximise room occupancy and revenue• Establish and maintain guest relationships to build customer loyalty• Monitor and evaluate customer loyalty strategies and programmes to attract and retain guests• Lead knowledge management to facilitate front office operations
	Drive service and operational excellence	<ul style="list-style-type: none">• Monitor front office logs on special requests, instructions and information to ensure customer satisfaction and operational efficiency• Resolve challenging guest issues and concerns• Interact with guests to gather feedback on service quality• Evaluate front office service quality and guest satisfaction levels for service improvement• Lead innovative and improvement initiatives to provide desired guest experience and enhance service quality and operational efficiency• Lead sustainable operations using green initiatives• Evaluate industry best practices and new technology applications for organisation's adoption

Front Office Manager/Operations Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage operational risks	<ul style="list-style-type: none"> • Review compliance management on organisational guidelines and legal regulations required for front office operations • Develop crisis management, business continuity and recovery plans for the front office
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Present reports and recommendations for management updates and decision-making • Lead budget forecasting processes for the front office • Manage departmental budgets to ensure proper utilisation and accounting of resources • Oversee the implementation of capability development plans for staff • Lead the management of staff performance to achieve department goals

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 4	People and Performance Management	Level 4
Business Continuity Planning	Level 5	People Development	Level 4
Business Negotiation	Level 5	Productivity Improvement	Level 5
Business Planning	Level 5	Resource Management	Level 4
Business Presentation Delivery	Level 5	Room Revenue Management	Level 4
Change Management	Level 5	Revenue Optimisation	Level 4
Crisis Management	Level 5	Service Challenges	Level 4, Level 5
Customer Challenges Management	Level 4	Service Information and Results	Level 4, Level 5
Customer Feedback and Relationship Management	Level 5	Service Innovation	Level 5
Dispute Resolution	Level 5	Service Innovation Culture	Level 4
Environmental Sustainability Management	Level 5	Service Leadership	Level 4
Front Office Operations Management	Level 5	Service Planning and Implementation	Level 4, Level 5
Hospitality Data Collection and Analysis	Level 4	Staff Management	Level 5
Innovation Management	Level 4	Technology Adoption and Innovation	Level 4
Knowledge Management	Level 4	Vision Leadership	Level 5
Legal Compliance Management	Level 5	Workplace Safety and Health Performance Management	Level 5
Organisational Relationship Building	Level 5		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Problem Solving	Advanced	Resource Management	Advanced
Communication	Advanced	Interpersonal Skills	Advanced
Decision Making	Advanced		

The information contained in this document serves as a guide.

Revenue and Distribution

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Assistant Reservations Sales Manager

R Maheaswary

Ramada and Days Hotels by Wyndham Singapore at Zhongshan Park

COURAGE TO CHANGE

One will immediately be drawn to the warmth Ms R Maheaswary exudes, while listening to her cheerful voice as she guides potential guests through the reservation process. Yet, Maheas, now an Assistant Reservations Sales Manager at Ramada and Days Hotels by Wyndham Singapore at Zhongshan Park, recalls when tasks like these gave her great anxiety.

Having started her career in the military service, Maheas was accustomed to a more authoritative way of speaking. Customer-oriented etiquette, such as smiling while speaking on the phone to make people feel welcome, was a foreign concept. A love for travelling and meeting people from different countries sparked her interest in the hospitality sector, and after 12 years in the military service, at 35 years of age, she made the bold decision to switch careers.

Like any other mid-career switcher, Maheas too struggled with fears of a pay cut, being unable to pick up new skills, and spending time away from her family while working during weekends. She persisted because “everyone has challenges to face in their life, so be confident and make the switch” she muses, noting that many of the curve balls she had anticipated turned out to be easier to overcome than she had expected.

For example, she was able to connect well with her younger colleagues. Her maturity also turned out to be an advantage, as having prior work experience prepared her with the patience to handle challenging situations that arose. She has adapted well into her new job, buoyed along by the support of her mentors and supervisors who

“The Skills Framework for Hotel and Accommodation Services offers a clear guide that helps us understand different job scopes and assists us in moving to the next job position.”

have helped pave her career path. To make up for her skills gap as a newcomer to the industry, Maheas worked hard to upgrade herself through a combination of on-the-job training opportunities and external courses.

Maheas feels that the Skills Framework provides a structured approach for her development needs within each position, guiding her to close any skills gap she required for her every role.

“In every career switch, having strong faith and being able to conquer your fear for failure will be the key to success,” Maheas advises. “The Skills Framework for Hotel and Accommodation Services offers clear guidance that helps us understand different job scopes and assists us to move to the next job position. This makes it easier for career-switchers now.”

It is particularly helpful that the framework also includes a Skills Map that elaborates on the requirements for each job role. Maheas references this map closely while training her staff, and appreciates that it has helped her select the best external courses for them to enhance their on-the-job training.

“The hospitality sector is dynamic and ever-changing, and we have to be adaptable to grow and change with the times,” Maheas muses, reiterating the importance of being “open-minded and willing to learn new things”. Her 20 years of learning is only going to continue, she says, and with guidance from the Skills Framework, she believes she can acquire the skills needed to bring her to her next career goal.

Revenue Specialist/Revenue Analyst

JOB ROLE DESCRIPTION

The Revenue Specialist/Revenue Analyst implements inventory and pricing strategies to maximise overall revenue and profits for the property. With the ability to perform statistical data analysis and interpretation, he/she assists to maximise revenue and grow the Revenue per Available Room (RevPAR) Index for the property. He analyses reports, market performance and trends, and tracks inventory for the optimal business mix. He also performs research and gathers market intelligence through close monitoring of competitors' performance, strategies and pricing structures.

He provides reports and available information to the senior leadership team to assist in creating detailed forecasts on a daily, weekly and monthly basis. He also supports and maintains the accuracy, and enhances the revenue management systems of the property to increase the daily productivity for the team. He works closely with stakeholders and ensures all distribution channels are fully optimised without any conflict in distribution, representation and positioning.

He is able to work independently under tight timelines and effectively handle multiple and concurrent tasks. He is analytical and has an eye for detail, often demonstrating strong organisational and numerical skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive revenue optimisation	<ul style="list-style-type: none"> • Implement inventory and pricing strategies to maximise overall revenue and profit • Monitor property's occupancy level fluctuations and recommend appropriate revenue strategies to maximise occupancy • Track sales programmes and promotions and provide feedback to relevant departments • Track room inventory for the optimal business mix
	Develop revenue management data insights	<ul style="list-style-type: none"> • Analyse revenue reports, market segment performance, current trends and future demand forecasts to support revenue management • Monitor and analyse competitor performance, strategies and pricing structures to identify recommendations to maintain market competitiveness • Prepare daily, weekly and monthly reports to management for forecasting purposes • Perform revenue management month-end reporting and auditing
	Manage revenue management systems	<ul style="list-style-type: none"> • Run system checks and maintain data accuracy of revenue management system • Assist to implement sales strategies in reservation system through accurate rate deployment and selling guidelines • Review online platforms to ensure property information are accurate and up-to-date • Enhance automation functions in reservation system
	Manage distribution strategies	<ul style="list-style-type: none"> • Assist with forecasting, inventory and rate management for distribution channels • Align with distribution partners on the deployment of revenue management strategy and pricing • Evaluate performance of distribution partners and contracted rates • Analyse channel distribution models and the impact on revenue

The information contained in this document serves as a guide.

Revenue Specialist/Revenue Analyst

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and continuous improvement	<ul style="list-style-type: none"> Identify opportunities and implement initiatives for productivity improvement and innovation to improve revenue management operations Review workplace technology to identify areas for enhancement to improve productivity

TECHNICAL SKILLS AND COMPETENCIES			
Business Negotiation	Level 3	Market Research	Level 4
Business Presentation Delivery	Level 3, Level 4	Market Trend Analysis	Level 2, Level 3
Data Analytics	Level 3	Productivity Improvement	Level 3
Room Distribution Channel Management	Level 3	Room Revenue Management	Level 3, Level 4
Innovation Management	Level 3	Revenue Optimisation	Level 3, Level 4
Legal Compliance Management	Level 3	Technology Adoption and Innovation	Level 3
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Digital Literacy	Intermediate	Communication	Intermediate
Transdisciplinary Thinking	Intermediate	Interpersonal Skills	Intermediate
Problem Solving	Intermediate		

The information contained in this document serves as a guide.

Revenue Manager/Assistant Revenue Manager

JOB ROLE DESCRIPTION

The Revenue Manager/Assistant Revenue Manager oversees revenue management and distribution strategies of the property. He/She ensures that the revenue team adopts best practice standards in revenue management operations and leads the team in monitoring market trends and the competitive landscape to develop pricing and sales strategies. He works closely with other departments to ensure sales strategies are implemented on a daily basis to achieve revenue goals.

He is responsible for providing weekly dynamic forecasts of expected results, variances and budget comparisons, analysing overall monthly sales performance and providing recommendations to improve long-term strategies. He oversees the maintenance and enhancement of revenue management systems and evaluates the performance of distribution partners and contracted rates. His role includes managing budget matters, staff training and development as well as staff performance review. The Revenue Manager/Assistant Revenue Manager leads the reservation and revenue management functions of the property in the absence of a directorial level.

He is able to work across levels and departments and perform in a fast-paced environment. He is able to apply systems thinking in problem-solving and decision-making and possesses strong numeric skills for fast data-crunching.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive revenue optimisation	<ul style="list-style-type: none"> • Implement revenue management operations, procedures and best practices • Develop inventory, pricing and sales strategies to increase revenue • Revise sales and pricing strategies according to market conditions • Communicate sales strategies to relevant departments to achieve revenue goals • Manage room category and overbooking status to optimise yield
	Develop revenue management data insights	<ul style="list-style-type: none"> • Review market analysis reports to generate insights for revenue management strategies • Monitor and determine demand periods for rooms and function spaces • Review competitor landscape analysis and market dynamics to determine appropriate strategies to maintain market competitiveness • Develop weekly dynamic forecasts of expected results, variances and budget comparisons • Analyse monthly sales performance to provide inputs on future rate setting and recommendations to improve long term strategies
	Manage revenue management systems	<ul style="list-style-type: none"> • Oversee maintenance of all related revenue management systems • Maintain accurate pricing rates and inventory allotments in all related revenue management systems • Recommend system improvements for data collection and evaluation
	Manage distribution strategies	<ul style="list-style-type: none"> • Manage distribution strategies to drive market share • Manage rate parity across all distribution channels • Review performance of distribution partners and contracted rates • Review channel distribution models to reduce cost of distribution

Revenue Manager/Assistant Revenue Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and continuous improvement	<ul style="list-style-type: none"> • Support budget forecasting process for the department • Manage departmental costs to keep operating expenses within budget • Develop innovation and productivity plans to improve revenue management operations • Perform market scanning for industry trends on best practices and latest technology for revenue management • Manage training and development to enhance staff performance • Manage staff performance to achieve department goals

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 3	Market Trend Analysis	Level 4
Business Negotiation	Level 4	People and Performance Management	Level 4
Business Presentation Delivery	Level 5	People Development	Level 4
Data Analytics	Level 4	Productivity Improvement	Level 4
Dispute Resolution	Level 4	Room Revenue Management	Level 4, Level 5
Room Distribution Channel Management	Level 4	Revenue Optimisation	Level 4, Level 5
Innovation Management	Level 4	Staff Management	Level 4, Level 5
Legal Compliance Management	Level 4	Technology Adoption and Innovation	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Sense-Making	Advanced	Communication	Intermediate
Problem Solving	Intermediate	Resource Management	Intermediate
Decision Making	Intermediate		

The information contained in this document serves as a guide.

Reservations Officer/Reservations Agent

JOB ROLE DESCRIPTION

The Reservations Officer/Reservations Agent responds to reservation requests from guests, travel agents, and referral networks made through various communication platforms. He/She ensures that reservation hotlines are attended to at all times to meet daily business needs, and is responsible for creating, updating and maintaining reservation bookings promptly in accordance with guests' booking confirmations. Additional duties may include preparing the list of expected arrivals for the front office, assisting in pre-registration activities and processing advance reservation deposits.

He updates room inventory via the distribution channels and assists to develop forecasts and reports for room revenue and occupancy. He is familiar with the types of rooms the property has, their locations and layouts, as well as the available packages to upsell and close sales. He adheres to reservation policies and procedures to meet compliance and quality assurance expectations.

He is passionate in delivering excellent guest service and possesses strong communication and administration skills. He is able to work on shifts, including weekends and public holidays in an office environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage reservation requests	<ul style="list-style-type: none"> • Assist guests in room reservation requests • Provide information on property facilities, promotions and special programmes to guests • Handle guests' concerns and feedback on reservation requests • Handle telephone and email enquiries in a timely manner • Liaise with travel agents and referral networks on reservation requests
	Manage reservation operations	<ul style="list-style-type: none"> • Perform enquiries to check room inventory and availability of room types and rates • Make reservations in the property management system (PMS) in accordance with room booking requirements • Process requests for reservation cancellations, amendments, and updates of guests' information and preferences • Liaise with front office to prepare pre-registration activities and process advance reservation deposits • Maintain confidentiality of guests' information when carrying out reservation operations • Perform reservation operations in accordance with property's policies and standard operating procedures
	Manage room inventory	<ul style="list-style-type: none"> • Create room blocks for group bookings in PMS • Update room inventory through global distribution system, online travel agents and web booking systems • Assist to prepare reports on room occupancy • Assist to develop forecasts for room revenue and occupancy
	Create sales opportunities	<ul style="list-style-type: none"> • Upsell hotel rooms and facilities to maximise room revenue • Create sales leads by converting guest queries into sales • Follow-up with guests to close sales

The information contained in this document serves as a guide.

Reservations Officer/Reservations Agent

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and continuous improvement	<ul style="list-style-type: none"> • Provide suggestions for productivity improvement to enhance reservation operations • Generate ideas for service innovation to enhance service delivery and customer experience

TECHNICAL SKILLS AND COMPETENCIES			
Customer Challenges Management	Level 2	Sales Delivery	Level 1, Level 2
Customer Feedback and Relationship Management	Level 1, Level 2	Service Excellence	Level 1, Level 2
Legal Compliance Management	Level 1	Service Innovation	Level 1
People and Relationship Management	Level 1	Service Planning and Implementation	Level 1
Productivity Improvement	Level 1, Level 2	Technology Adoption and Innovation	Level 2
Room Reservation Operations Management	Level 2	Tourism Promotion	Level 2
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Interpersonal Skills	Basic
Communication	Basic	Managing Diversity	Basic
Problem Solving	Basic		

The information contained in this document serves as a guide.

Reservations Executive/Reservations Supervisor

JOB ROLE DESCRIPTION

The Reservations Executive/Reservations Supervisor is responsible for supervising the operations of the department in selling rooms and managing room inventory to maximise sales. He/She ensures that all guest requests, concerns and feedback relating to rooms reservations are addressed in a timely and professional manner and collaborates with relevant departments on booking requirements and special guest requests to provide a seamless guest experience.

He performs checks to ensure the accuracy of reservation bookings and records, keeps track of room availability and inventory, monitors room sales and occupancy levels and analyses reservations forecast to maximise the property's occupancy potential. He assists to meet monthly revenue targets by identifying new contacts and proposing promotional packages to increase room sales and revenue. He is also responsible for monitoring the team's compliance with the property's policies and procedures for reservations operations. He guides and coaches team members in performing their job functions and is responsible for the coordination of training for the team.

He is a meticulous team player with excellent selling capabilities and communication skills. He is also a service-oriented individual who is able to deliver a high level of guest service. He is able to work on shifts, including weekends and public holidays and handles multiple information systems in an office environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage reservation requests	<ul style="list-style-type: none"> • Monitor team to ensure that information provided to guests are accurate and updated • Assist guests on enquiries and provide room recommendations or packages to guests based on their purpose of stay • Resolve escalated guests' concerns and feedback relating to reservation requests • Monitor guest satisfaction levels and feedback for service improvement
	Manage reservation operations	<ul style="list-style-type: none"> • Check reservation records and reservation data entry in the property management system to ensure data and documentation accuracy • Keep track of all reservation transactions including offers, options, confirmations, reminders, deposits, billing and no shows • Collaborate with relevant departments on group allocations and reservations and special guests' requests • Monitor team's compliance with property's standards and procedures for reservation operations • Execute risk response activities to manage system downtime
	Manage room inventory	<ul style="list-style-type: none"> • Monitor room sales and booking pick-up rates for management reporting • Monitor occupancy levels and escalate sudden changes in levels for appropriate follow-up • Verify room inventory and availability of room types and rates on booking platforms • Verify and analyse reservations reports for management updates • Analyse reservation forecasts by reviewing seasonal and historical trends
	Create sales opportunities	<ul style="list-style-type: none"> • Guide team on the use of positive selling approaches to maximise yield in occupancy • Identify new contacts and respond to sales opportunities to maximise revenue • Propose promotional packages to increase room sales

The information contained in this document serves as a guide.

Reservations Executive/Reservations Supervisor

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance and continuous improvement	<ul style="list-style-type: none"> • Implement innovation, productivity and technology enhancement plans to improve reservation operations and service delivery • Facilitate opportunities for knowledge and information sharing to achieve team goals • Identify skills development needs and implement training plans to enhance team capabilities • Coach team members to improve service performance

TECHNICAL SKILLS AND COMPETENCIES			
Business Negotiation	Level 3	Room Reservation Operations Management	Level 3
Customer Challenges Management	Level 3	Resource Management	Level 3
Customer Experience Management	Level 4	Room Revenue Management	Level 3
Customer Feedback and Relationship Management	Level 3	Sales Delivery	Level 3
Enterprise Risk Management	Level 3	Service Coaching	Level 3
Hospitality Data Collection and Analysis	Level 3	Service Excellence	Level 3
Innovation Management	Level 3	Service Information and Results	Level 3
Legal Compliance Management	Level 3	Service Innovation	Level 3
Organisational Relationship Building	Level 3	Service Leadership	Level 3
People and Performance Management	Level 3	Service Planning and Implementation	Level 3
People Development	Level 3	Staff Management	Level 3
Productivity Improvement	Level 3	Technology Adoption and Innovation	Level 3
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Intermediate	Interpersonal Skills	Intermediate
Communication	Intermediate	Managing Diversity	Intermediate
Problem Solving	Intermediate		

The information contained in this document serves as a guide.

Reservations Manager/Assistant Reservations Manager

JOB ROLE DESCRIPTION

The Reservations Manager/Assistant Reservations Manager is responsible for managing the reservation process and operations in the property to meet financial targets for the property. He/She leads the development of department's strategies and operation plans, oversees the reservation team's service responses to guests' queries and requests and manages guest relationships to ensure revenue growth. He oversees reservations systems and data accuracy, and works closely with the revenue management team to implement pricing strategy and manages room inventory to achieve day-to-day optimal room occupancy.

To drive revenue achievement, he leads the reservations team to promote sales and upselling of room and facilities, establishes new corporate accounts with the sales department and maintains good relationships with distribution channel partners. He is also responsible for operationalising compliance and risk management and leading continuous improvement efforts. His role at the management level includes supporting budget forecasting process and monitoring departmental expenses as well as overseeing staff development and performance management.

He is well-organised and possesses strong leadership skills to lead and motivate a team to meet departmental targets. He possesses strong analytical skills and is able to multi-task and work under pressure in a fast paced environment, including handling of multiple information systems.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage reservation requests	<ul style="list-style-type: none"> • Manage team's performance to ensure guests' queries and requests are addressed in a timely and effective manner • Build and maintain relationships with guests through customer relationship programmes • Manage service recovery for escalated guests' concerns and feedback • Analyse guest data and feedback to improve service quality
	Manage reservation operations	<ul style="list-style-type: none"> • Lead the development of department's strategies and operations plans • Oversee manpower and work allocation of the department to ensure operational efficiency • Conduct quality checks in property management system to ensure data accuracy • Manage related reservations systems to ensure correct configurations and full working capacity • Analyse no-shows and cancellations to improvise procedures to rectify situations • Operationalise compliance management on reservation policies and procedures, and legal requirements • Identify risk response activities to manage system downtime
	Manage room inventory	<ul style="list-style-type: none"> • Manage room inventory to maximise occupancy • Resolve situations arising from overbooking of room inventory • Analyse data, booking patterns and market trends • Review reservations reports and statistics to monitor and report property's occupancy performance • Prepare forecast and statistical reports for management review

Reservations Manager/Assistant Reservations Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Create sales opportunities	<ul style="list-style-type: none"> • Monitor team's performance to ensure the use of correct sales tactics • Collaborate with sales department to establish new corporate accounts • Collaborate with revenue department to implement pricing strategy for the property • Maintain good relationships with distribution channel partners
	Manage human resources, finance and continuous improvement	<ul style="list-style-type: none"> • Support budget forecasting processes for the department • Manage departmental costs to keep operating expenses within budget • Develop innovation and productivity plans to improve reservation operations and service delivery • Perform market scanning to identify best practices and latest technology for reservation operations • Facilitate a culture of open communication and sharing • Manage training and development to enhance staff performance • Manage staff performance to achieve department goals

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 3	People and Performance Management	Level 4
Business Negotiation	Level 4	People Development	Level 4
Business Presentation Delivery	Level 4	Productivity Improvement	Level 4
Change Management	Level 4	Room Reservation Operations Management	Level 4
Customer Acquisition Management	Level 4	Resource Management	Level 4
Customer Challenges Management	Level 4	Room Revenue Management	Level 4
Customer Experience Management	Level 5	Revenue Optimisation	Level 4
Customer Feedback and Relationship Management	Level 4, Level 5	Service Challenges	Level 4
Dispute Resolution	Level 4	Service Information and Results	Level 4
Enterprise Risk Management	Level 4	Service Innovation	Level 4
Hospitality Data Collection and Analysis	Level 4	Service Leadership	Level 4
Innovation Management	Level 4	Service Planning and Implementation	Level 4
Legal Compliance Management	Level 4	Staff Management	Level 4, Level 5
Organisational Relationship Building	Level 4	Technology Adoption and Innovation	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Problem Solving	Advanced	Interpersonal Skills	Advanced
Decision Making	Advanced	Developing People	Advanced
Communication	Advanced		

The information contained in this document serves as a guide.

Director of Revenue Management

JOB ROLE DESCRIPTION

The Director of Revenue Management is responsible for optimising overall property revenue and market share. He/She establishes the guidelines for revenue management to maximise revenue from each segment and distribution channel. He directs market, competitor and trends analyses, oversees the generation of revenue forecast reports and directs effective revenue management strategies for all business sources of the property, ensuring proper price competitiveness within the market. He also leads various revenue stakeholders to determine effective and engaging rate offers.

He is also responsible for the property's reservation operations. He oversees the reservation department on the implementation of pricing strategies, compliance management and system integration. He also evaluates channel and intermediary opportunities in line with segmentation goals to drive revenue and profits for the property. His role as a head of department includes managing budgets and participating in the property's budgeting processes, driving technology innovation as well as reviewing staff performance and developing talents.

He possesses strong organisational and analytical skills, with the ability to effectively analyse and use data to maintain and improve market share. He is able to adapt quickly to a constantly changing market and work well under pressure.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive revenue optimisation	<ul style="list-style-type: none"> • Establish revenue management tools, processes, guidelines and best practices • Lead the development of inventory, pricing and sales strategies for all market segments and distribution channels • Analyse the impact of relative pricing decisions on property's performance • Review revenue management strategies for the property to improve overall revenue growth • Lead revenue stakeholders to determine effective and engaging rate offers • Oversee inventory management of rooms and function space to support the overall revenue goals
	Develop revenue management data insights	<ul style="list-style-type: none"> • Establish types of data insights and key analysis to support strategic revenue management • Analyse statistics, yield information and other relevant information to identify potential new business, markets and trends • Oversee market intelligence on competitor landscape related to pricing, products and market positioning to enhance property's market competitiveness • Review daily, weekly and monthly reports for analysis to recommend strategy changes • Oversee generation of yield and forecast reports with recommended strategies • Manage revenue audits of property to ensure standards are met
	Manage reservation operations	<ul style="list-style-type: none"> • Oversee reservation department on the implementation of inventory and pricing strategies • Guide rectification measures for no shows, cancellations and overbooking • Evaluate reservation department's compliance with reservation policies and procedures, and legal requirements • Oversee property management system for ability to integrate with global distribution systems and channel intermediaries

The information contained in this document serves as a guide.

Director of Revenue Management

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage distribution strategies	<ul style="list-style-type: none"> • Update distribution channels with rate or inventory restrictions • Build rapport with distribution partners to gain insights on market performance • Optimise and expand distribution partnerships
	Manage human resources, finance and continuous improvement	<ul style="list-style-type: none"> • Establish financial plans and budget requirements for the reservation and revenue functions • Manage departmental budgets to ensure proper utilisation and accounting of resources • Participate in the property's budget processes with key revenue statistical reports • Drive technological innovation to implement new concepts and processes for improvement • Review performance of staff and develop talents to meet organisational requirements

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 5	Knowledge Management	Level 5
Business Negotiation	Level 5	Legal Compliance Management	Level 5
Business Presentation Delivery	Level 5	Market Trend Analysis	Level 5
Business Relationship Building	Level 5	Organisational Relationship Building	Level 5
Customer Acquisition Management	Level 5	People and Performance Management	Level 5
Change Management	Level 5	People Development	Level 5
Data Analytics	Level 5	Room Revenue Management	Level 5, Level 6
Dispute Resolution	Level 5	Revenue Optimisation	Level 5
Room Distribution Channel Management	Level 5	Staff Management	Level 6
Hospitality Data Collection and Analysis	Level 5	Technology Adoption and Innovation	Level 5

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Interpersonal Skills	Advanced
Decision Making	Advanced	Problem Solving	Advanced
Sense-Making	Advanced		

The information contained in this document serves as a guide.

Sales and Marketing

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Sales Executive

Bryce Chung

Grand Copthorne Waterfront Hotel

CARVING OUT HIS NICHE IN HOSPITALITY

Facing the logistical issues of arranging last minute transportation for a group of 100 guests and leaving for the airport within the hour, would be a daunting task for anyone. This happened as an event organiser requested for the guests to leave as a group. Mr Bryce Chng, Sales Executive at Grand Copthorne Waterfront Hotel, however, rose to the challenge.

He swiftly booked the transport and rallied his colleagues at the front-of-house to setup a check out counter catered specifically for these time-pressed guests. He even found time to arrange for refreshments, to ensure they had a fond farewell.

Being adaptable to sudden changes in plans is key to thriving in the hospitality sector, Bryce says. He adds that he loves challenges like this. They present the opportunities to hone his skills and add on to his experience in the hospitality sector.

Just a year into his current role, his passion for the hospitality sector remains as strong as it was in his teenage years, when he first began his polytechnic course in hospitality and tourism management. After two internships, one in the hotel banquet department and another at the front office, and a degree in business management, he made the move into hospitality full-time.

"My main concerns were about the working hours, job scope, and the career progression I could expect," Bryce recalls, explaining that he was uncertain which of the many roles in the sector were suitable for him.

To help him with his decision, he spoke at length with his lecturers and visited the Open Hotels Weekend in 2018. This event provided a tour of the facilities at

"The Skills Framework for Hotel and Accommodation Services clearly states the career paths one can take, as well as the skills needed for each job role."

a hotel and gave him a chance to speak with Human Resources personnel about the different roles available – piquing his interest in sales and marketing.

Grand Copthorne Waterfront Hotel offered him a place in the management trainee programme, and after nine months, he converted to a full-time position in the sales and marketing department. His intention is to deepen his skills and industry knowledge, and to work towards being an Assistant Director of Sales within the next 5 years.

The Skills Framework for Hotel and Accommodation Services will be helpful in his career planning as it "clearly states the career paths one can take, as well as the skills needed for each job role," Bryce says.

It also provides a "broad overview of inter-departmental relations and positions that one might not know are available," he notes, adding that he has used the Skills Framework to understand more about the roles and responsibilities in the reservations, revenue and digital marketing departments.

This is essential for him in the hospitality sector. Teamwork cuts across many departments, and having a good understanding of what one's colleagues do in their job roles can work wonders in smoothening communication and improving synergy, he says.

Besides developing strong people skills, Bryce also recommends those interested in the sector to keep an open mind. Opportunities are abound, but one must "never stop finding opportunities to learn new skills on the job and always endeavour to grow into a better leader."

Sales Coordinator/Catering Sales Coordinator

JOB ROLE DESCRIPTION

The Sales Coordinator/Catering Sales Coordinator undertakes administrative duties to support the department in the achievement of sales targets. He/She maintains customer and sales lead databases and supports the administration of customer acquisition programmes and the conduct of sale engagements. His responsibilities include providing responses to first-level customer enquiries, assisting to schedule sales engagement appointments for the sales team and preparing information packages, sales kits, as well as sales-related documents.

To support client relationship management, he assists to follow up on guest and/or customer booking requirements and collates information on their satisfaction levels as well as purchasing behaviours and characteristics for review. He also prepares sales contracts for renewal, generates sales reports for management reporting and administers inventory control of collateral materials and corporate gift items.

He is a proactive and meticulous individual with good administrative and organisational skills. He is able to work independently and as a team in a fast-paced environment. He may be required to work during evenings, weekends and public holidays, depending on the availability of the guests and/or customers.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Create sales opportunities	<ul style="list-style-type: none">• Maintain database of sales leads• Assist to schedule sales engagement appointments for the sales team• Collect customer data to support the administration of customer acquisition programmes
	Manage sales activities to achieve sales	<ul style="list-style-type: none">• Provide responses to first-level customer enquiries• Prepare information packages and sales kits to support sales engagement• Assist to prepare sales-related documents to support sales process• Prepare sales contracts for renewal
	Manage client relationships	<ul style="list-style-type: none">• Follow up with guests and/or customers on their booking requirements• Collate guest and/or customer satisfaction level for review• Collate data on customer purchasing behaviour and characteristics to support customer data analysis
	Support sales administration operations	<ul style="list-style-type: none">• Maintain database of guests and/or customers• Administer inventory control of collateral materials and corporate gift items• Generate sales reports for management reporting

Sales Coordinator/Catering Sales Coordinator

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 2	Proposal Writing	Level 2
Customer Behaviour Analysis	Level 2	Report Writing	Level 1, Level 2
Customer Feedback and Relationship Management	Level 1, Level 2	Sales Delivery	Level 1, Level 2
Customer Challenges Management	Level 2	Service Excellence	Level 1, Level 2
Legal Compliance Management	Level 1	Technology Adoption and Innovation	Level 2
People and Relationship Management	Level 1	Tourism Promotion	Level 2
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Basic	Digital Literacy	Basic
Interpersonal Skills	Basic	Teamwork	Basic
Managing Diversity	Basic		

The information contained in this document serves as a guide.

Sales Executive/Catering Sales Executive

JOB ROLE DESCRIPTION

The Sales Executive/Catering Sales Executive promotes the property and is accountable for booking individual and group businesses and converting it to profits for the property. He/She analyses guest and/or customer information and monitors the market landscape to support the development of sales strategies. He contributes to the acquisition of sales through generating and following up on sales leads, executing customer acquisition programmes as well as conducting and closing sales.

To maintain an excellent relationship and rapport with guests and/or customers, he follows up closely on guest and/or customer requests, feedback and concerns to ensure customer satisfaction. He is also responsible for supporting sales administration within the department which includes coordinating sales activities, tracking sales progress and preparing sales reports.

Well-organised and resourceful, he leverages on his knowledge to tailor solutions to meet guest and/or customer requirements. He also possesses strong communication and interpersonal skills to establish excellent rapport with guests and/or customers. He may be required to commute frequently to close sales leads and may also work irregular hours depending on the nature and schedule of events and activities.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop sales strategies	<ul style="list-style-type: none"> Analyse client portfolios to support sales strategy development Monitor competitive landscape and customer demand to support sales strategy development Identify and assess potential sales channels
	Create sales opportunities	<ul style="list-style-type: none"> Identify new contacts to generate sales leads Follow up on networking interactions and leads Coordinate with sales channels to roll out sales strategies Implement customer acquisition programmes
	Manage sales activities to achieve sales	<ul style="list-style-type: none"> Provide responses to guest and/or customer enquiries and requests Apply consultative selling techniques to identify guest and/or customer needs Recommend range of products and services according to guest and/or customer needs Apply upselling techniques and strategies Conduct venue inspections with guests and/or customers Prepare sales proposals and quotations Follow up with guests and/or customers to close sales Prepare standard sales contracts
	Manage client relationships	<ul style="list-style-type: none"> Coordinate with relevant departments to fulfil guest and/or customer requirements in the sales contracts Escalate guest and/or customer requests that deviate from signed sales contracts Follow up on guest and/or customer concerns and feedback to resolve issues and ensure customer satisfaction for repeat business Monitor guest and/or customer feedback to enhance product and service offerings Analyse guest and/or customer data and purchasing behaviour to guide customer relationship management

The information contained in this document serves as a guide.

Sales Executive/Catering Sales Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support sales administration operations	<ul style="list-style-type: none"> • Coordinate sales activities with the sales team • Track department's sales achievements against sales targets • Prepare sales reports for tracking and analyses

TECHNICAL SKILLS AND COMPETENCIES			
Business Negotiation	Level 3	Market Research	Level 2, Level 3
Business Presentation Delivery	Level 3	Organisational Relationship Building	Level 3
Business Relationship Building	Level 3	Proposal Writing	Level 3
Customer Acquisition Management	Level 3	Report Writing	Level 3
Customer Behaviour Analysis	Level 2, Level 3	Room Revenue Management	Level 3
Customer Feedback and Relationship Management	Level 3	Sales Channel Management	Level 3
Customer Challenges Management	Level 3	Sales Delivery	Level 3
Hospitality Venue Inspection	Level 3	Service Challenges	Level 3
Legal Compliance Management	Level 3	Service Excellence	Level 3
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Intermediate	Interpersonal Skills	Intermediate
Problem Solving	Intermediate	Digital Literacy	Intermediate
Communication	Intermediate		

The information contained in this document serves as a guide.

Sales Manager/Catering Sales Manager/Assistant Sales Manager/Assistant Catering Sales Manager

JOB ROLE DESCRIPTION

The Sales Manager/Catering Sales Manager/Assistant Sales Manager/Assistant Catering Sales Manager is responsible for generating revenues for the property. He/She develops sales leads, conduct sales engagements, manages sales channels and monitors customer acquisition programmes. To achieve sales growth, he analyses market trends and develops sales plans to expand sales channels and clientele base. He also participates in industry events for networking and lead generation.

To establish excellent relationships and build rapport for guest and/or customer retention, he follows up closely on their requests and feedback, leads the resolution of escalated feedback and concerns and develops measures for customer retention. He also monitors the team's sales performance against targets, prepares reports for management reviews and assists the head of department in preparing and implementing the annual sales budget. As a senior member of the team, he provides guidance to staff in the conduct of sales engagements.

He is a resourceful and innovative individual who is able to demonstrate initiative in identifying new opportunities and converting them into actual sales. He builds good rapport with new and existing guests and/or customers by pro-actively anticipating their needs and providing customised product and service offerings to meet those needs. He commutes frequently to maintain rapport with potential and existing clients, and networks extensively outside of the office to stay in close contact with key industry stakeholders.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop sales strategies	<ul style="list-style-type: none"> • Develop measures to strengthen guest and/or customer portfolios • Analyse competitor landscape and customer demand to identify sales opportunities • Propose sales channels and network expansion plans • Review sales performance and evaluate effectiveness of sales strategies to improve sales
	Create sales opportunities	<ul style="list-style-type: none"> • Qualify and develop sales leads • Participate in relevant industry events, trade exhibitions and sales trips for networking and lead generation • Manage sales channels to optimise sales • Monitor customer acquisition programmes
	Manage sales activities to achieve sales	<ul style="list-style-type: none"> • Handle escalated guests' and/or customers' enquiries and requests • Develop consultative selling and upselling strategies to identify guests' and/or customers' needs and increase sales • Review recommendations of products and services to match guests' and/or customers' needs • Conduct hotel inspections for clients • Prepare and present sales proposals and quotations • Conduct negotiation of sales contracts • Lead follow-up with customers to close sales • Prepare customised sales contracts in accordance with agreed terms and conditions

Sales Manager/Catering Sales Manager/Assistant Sales Manager/Assistant Catering Sales Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage client relationships	<ul style="list-style-type: none"> • Collaborate with relevant departments to meet guests' and/or customers' requirements in the sales contracts • Develop action plans for guests' and/or customers' requests that deviate from signed sales contracts • Lead resolution of escalated guests' and/or customers' feedback and concerns • Review guests' and/or customers' feedback to propose improvements to enhance product and service offerings • Develop measures to enhance guest and/or customer retention and loyalty
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Prepare regular and ad-hoc sales-related reports for management reviews • Support budget forecasting processes for the department • Manage financial budgets in accordance with departmental work plans • Guide staff in the conduct of sales engagements

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 3	Market Research	Level 4
Business Negotiation	Level 4	Organisational Relationship Building	Level 3
Business Opportunities Development	Level 4	Proposal Writing	Level 3, Level 4
Business Presentation Delivery	Level 4	Report Writing	Level 3, Level 4
Business Relationship Building	Level 4	Room Revenue Management	Level 4
Customer Acquisition Management	Level 4	Sales Channel Management	Level 4
Customer Behaviour Analysis	Level 4	Sales Delivery	Level 3, Level 4
Customer Feedback and Relationship Management	Level 4	Sales Trends and Opportunities Analysis	Level 4
Customer Challenges Management	Level 3	Service Challenges	Level 4
Dispute Resolution	Level 4	Service Coaching	Level 3
Hospitality Venue Inspection	Level 3	Service Excellence	Level 3
Legal Compliance Management	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Advanced	Decision Making	Advanced
Problem Solving	Advanced	Interpersonal Skills	Intermediate
Communication	Intermediate		

The information contained in this document serves as a guide.

Director of Sales/Director of Catering/Assistant Director of Sales/Assistant Director of Catering

JOB ROLE DESCRIPTION

The Director of Sales/Director of Catering/Assistant Director of Sales/Assistant Director of Catering directs all sales activities including the corporate and leisure segments, to maximise revenue for the property. He/She leads the conduct of market research, and the development and implementation of sales strategies and programmes to acquire sales growth through channel management, network expansion and customer acquisition and retention. He directs sales lead generation and supports sales engagements for key clients to acquire sales. He stays abreast of international trends within the industry by attending international events and conventions related to his work.

To optimise revenue generation for the property, he works closely with the revenue management function to establish price rates and manages the department's sales performance to achieve sales targets. He makes decisions on contract deviations and performs service recovery for account retention. He sets the service standards for the sales department and oversees staff training and performance review. He is also responsible for the department's monthly reporting needs as well as budget forecast and utilisation.

Innovative and forward-thinking, he keeps abreast of the market trends and major industry events and activities to identify new opportunities and convert them into actual sales. He possesses good communication and people management skills and is able to multi-task and lead his team to meet sales targets. He commutes frequently to identify and develop key sales opportunities and may be required to work irregular hours depending on the schedule of the clients.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop sales strategies	<ul style="list-style-type: none"> • Lead review of client segmentation to strengthen client portfolios • Lead review of competitor landscape and customer demand to identify sales opportunities • Lead the development of new sales channels and networks • Lead the development of sales strategies to capitalise on new sales opportunities • Work with revenue management function to establish and manage price rates
	Create sales opportunities	<ul style="list-style-type: none"> • Formulate criteria for sales leads generation • Lead participation in relevant industry events, trade exhibitions and sales trips for networking and lead generation • Review sales channel partnerships for sales growth • Review customer acquisition programmes
	Manage sales activities to achieve sales	<ul style="list-style-type: none"> • Lead hotel inspections and host key clients • Present sales proposals to key clients • Oversee sales negotiations • Lead follow-up with key clients to close sales • Review sales contracts to ensure alignment to contract management guidelines • Lead the management of staff performance to achieve departmental sales targets

The information contained in this document serves as a guide.

Director of Sales/Director of Catering/Assistant Director of Sales/Assistant Director of Catering

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage client relationships	<ul style="list-style-type: none"> • Lead decisions on guests' and/or customers' requests that deviate from signed sales contracts • Lead service recovery for retention of guests and/or customers and future business • Review measures to enhance guest and/or customer retention and loyalty
	Manage human resources, finance and report management	<ul style="list-style-type: none"> • Present sales reports and recommendations for management updates and decision-making • Lead budget forecasting processes for the department • Oversee departmental budget utilisation against work plans • Oversee the implementation of capability development plans for staff

TECHNICAL SKILLS AND COMPETENCIES			
Budgeting	Level 4	Organisational Relationship Building	Level 4
Business Negotiation	Level 5	People and Performance Management	Level 5
Business Opportunities Development	Level 5	People Development	Level 4
Business Presentation Delivery	Level 5	Proposal Writing	Level 4
Business Relationship Building	Level 5	Room Revenue Management	Level 5
Customer Acquisition Management	Level 5	Revenue Optimisation	Level 5
Customer Behaviour Analysis	Level 5	Sales Channel Management	Level 5
Customer Feedback and Relationship Management	Level 5	Sales Delivery	Level 4
Customer Challenges Management	Level 4	Sales Trends and Opportunities Analysis	Level 5
Dispute Resolution	Level 5	Service Excellence	Level 4, Level 5
Legal Compliance Management	Level 5	Staff Management	Level 5
Market Research	Level 5		

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Problem Solving	Advanced
Decision Making	Advanced	Interpersonal Skills	Advanced
Sense-Making	Advanced		

The information contained in this document serves as a guide.

Marketing Communications Officer/Digital Marketing Officer/Sales and Marketing Officer

JOB ROLE DESCRIPTION

The Marketing Communications Officer/Digital Marketing Officer/Sales and Marketing Officer supports the development and implementation of marketing plans to increase property brand awareness, and works closely across all departments for planned promotions and activities. He/She ensures brand guidelines are being adhered to in all marketing channels to maintain the property's brand image and conducts research on brand awareness, market trends and consumer landscape to support the development of branding and marketing strategies. He also tracks data on performance of marketing campaigns and marketing channels.

His responsibilities include assisting in the production of marketing content and collaterals, collating information for press releases and media kits as well as coordinating logistics for marketing and media-related activities and events. He is also required to coordinate engagements with vendors and creative agencies to liaise on project requirements and deliverables. He undertakes administrative duties to support the department, including maintaining contact databases, administering inventory control of marketing materials and collaterals and maintaining records of departmental spending and budget utilisation for periodic reviews.

Meticulous and resourceful, he is able to work independently and in a team. He possesses good organisation and interpersonal skills and is able to communicate effectively at all levels. He works in a fast-paced environment, and at times, may be required to work irregular hours to support the execution of events and activities.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop marketing strategies	<ul style="list-style-type: none"> • Conduct market research on brand awareness and association • Conduct research on market trends and customer profiles and behaviours • Collate data on the performance of marketing channels • Track activities and generate reports on website traffic, e-commerce data, and digital and social media platforms
	Manage marketing campaigns and events	<ul style="list-style-type: none"> • Assist to produce marketing content for traditional, digital and social media platforms according to design concepts and ideas • Assist in conducting pre-campaign testing for campaign effectiveness evaluation • Collate content for the development of collaterals • Coordinate the distribution of marketing collaterals and paraphernalia • Assist in coordinating logistics for marketing campaigns and media-related activities and events • Track customer experience across traditional, digital and social media platforms and customer touch points • Track performance of marketing campaigns across traditional, digital and social media platforms and achievement of key performance indicators
	Manage marketing communications and public relations	<ul style="list-style-type: none"> • Monitor media and market data to identify media options and target audiences for communication • Assist in the coordination of customer engagement efforts via digital and social media platforms • Collate information needed for press release and media kits • Track social media for trends in user opinions

Marketing Communications Officer/Digital Marketing Officer/Sales and Marketing Officer

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage human resources, finance, report management and continuous improvement	<ul style="list-style-type: none"> • Generate marketing reports for management reporting • Maintain contact databases • Administer inventory control of marketing collaterals and paraphernalia

TECHNICAL SKILLS AND COMPETENCIES			
Asset and Inventory Management	Level 2	Market Trend Analysis	Level 2
Collateral Production	Level 1	Marketing Campaign Management	Level 2
Customer Behaviour Analysis	Level 2	Marketing Communications Plan Development	Level 2
Data Analytics	Level 2	Media Strategy Development	Level 2
Digital Marketing	Level 2	Public Relations Management	Level 2
Events Planning and Management	Level 2	Report Writing	Level 1, Level 2
Market Profiling	Level 2	Social Media Marketing	Level 2
Market Research	Level 2	Website Design	Level 2
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Digital Literacy	Basic
Interpersonal Skills	Basic	Managing Diversity	Basic
Problem Solving	Basic		

The information contained in this document serves as a guide.

Marketing Communications Executive/Digital Marketing Executive/Public Relations Executive

JOB ROLE DESCRIPTION

The Marketing Communications Executive/Digital Marketing Executive/Public Relations Executive provides advertising, promotions and public relations support for various portfolios in the property. He/She supports the compliance of corporate brand guidelines across marketing channels and departments, conducts market profiling and analyses market findings and marketing channels to support marketing strategies formulation. He designs marketing content, develops collaterals for marketing campaigns, executes marketing and media-related activities and events, and analyses the performance of marketing campaigns. He is also responsible for coordinating customer engagement efforts and executing measures to enhance customer experience across marketing platforms.

He develops press releases and media kits for distribution and collates responses for media queries. He coordinates engagements with vendors and creative agencies, working closely with them on marketing projects. His role includes managing contact databases, reporting budget utilisation and spending as well as conducting research on new technology applications to spur innovation in customer experience.

Innovative and resourceful, he keeps himself informed on the property's offerings, market trends and major events and activities. He possesses good networking ability and is quick to adapt to change in a fast-paced environment. He may be required to work irregular hours to support the execution of events and activities.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage brand equity	<ul style="list-style-type: none"> Analyse market research findings on brand awareness and association Support the development of brand guidelines according to overall brand image Conduct training to internal stakeholders on brand guidelines Maintain the performance of organisation's website and digital and social media platforms and their adherence to brand guidelines Perform analyses of reputation risk to determine business impact to organisation
	Develop marketing strategies	<ul style="list-style-type: none"> Analyse market research findings to support the development of marketing strategies and plans Conduct market profiling to identify potential market segments Perform data analyses on the performance of marketing channels Analyse website traffic, e-commerce data, and digital and social media platforms to identify marketing opportunities Gather data to generate commercial insights to support the development of marketing plans
	Manage marketing campaigns and events	<ul style="list-style-type: none"> Design marketing content for traditional, digital and social media campaigns according to design concepts and ideas Develop editorial content, design layout and printing specifications of collaterals Execute production and distribution of marketing collaterals and paraphernalia Execute marketing campaigns and media-related activities and events Execute measures to enhance customer experience across traditional, digital and social media platforms and customer touch points Analyse performance of marketing campaigns and achievement of key performance indicators to identify areas of improvement Collaborate with vendors and creative agencies on project requirements

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Marketing Communications Executive/Digital Marketing Executive/Public Relations Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage marketing communications and public relations	<ul style="list-style-type: none"> Analyse media and market data to identify appropriate media options and key target audience for communication Coordinate customer engagement efforts via digital and social media platforms Develop press releases and media kits for distribution to targeted media partners Coordinate and collate responses for media queries Monitor social media platforms on user opinions and follow up with appropriate actions
	Manage human resources, finance, report management and continuous improvement	<ul style="list-style-type: none"> Prepare marketing reports for tracking and analyses Categorise contact databases according to target market segments Report budget utilisation and spending

TECHNICAL SKILLS AND COMPETENCIES			
Brand Management	Level 3	Market Research	Level 3
Budgeting	Level 3	Market Trend Analysis	Level 3
Business Negotiation	Level 3	Marketing Campaign Management	Level 3
Business Presentation Delivery	Level 3	Marketing Communications Plan Development	Level 3
Collateral Production	Level 2, Level 3	Media Strategy Development	Level 3
Customer Behaviour Analysis	Level 3	Public Relations Management	Level 2, Level 3
Data Analytics	Level 3	Report Writing	Level 3
Digital Marketing	Level 3	Social Media Marketing	Level 3
Events Planning and Management	Level 3	Vendor Management	Level 3
Market Profiling	Level 3	Website Design	Level 3
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Digital Literacy	Intermediate
Interpersonal Skills	Intermediate	Decision Making	Intermediate
Problem Solving	Intermediate		

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Marketing Communications Manager/Digital Marketing Manager/Public Relations Manager/Assistant Marketing Communications Manager/Assistant Digital Marketing Manager/Assistant Public Relations Manager

JOB ROLE DESCRIPTION

The Marketing Communications Manager/Digital Marketing Manager/Public Relations Manager/Assistant Marketing Communications Manager/Assistant Digital Marketing Manager/Assistant Public Relations Manager manages the execution of the organisation's branding and marketing efforts across traditional and new media platforms to create positive customer engagement. He/She enhances the property's brand reputation and brand image consistency across all marketing channels and liaises with key stakeholders to develop marketing strategies and plans, leveraging on market research and analyses to identify marketing opportunities, target markets and marketing channels.

He plans marketing campaigns and manages the execution of marketing and media-related activities and events. His responsibilities include developing campaign design concepts and ideas, marketing collaterals as well as measures to engage customers. He manages public communications as well, monitoring and responding to online comments, developing press releases and media kits and drafting responses to media queries. His role at the management level includes guiding staff in work performance, managing department budget forecast and utilisation and evaluating new technology applications to engage customers.

Resourceful and innovative, he leverages on data analytics and other forms of business intelligence to identify guest and/or customer trends, market trends and major events and activities to develop successful marketing, digital marketing and/or public relations programmes and initiatives. He works in a fast-paced and dynamic environment where he is able to lead the development of appealing marketing and digital concepts to promote the property.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage brand equity	<ul style="list-style-type: none"> • Develop market research parameters to identify market awareness and brand association • Develop strategies to enhance brand reputation and achieve positive brand equity • Develop communication plans for brand guidelines • Manage the design and performance of organisation's website and digital and social media platforms to ensure brand consistency • Manage actions to mitigate reputation risk exposure based on business impact analyses
	Develop marketing strategies	<ul style="list-style-type: none"> • Develop market research plans and review research findings to support the development of marketing strategies and plans • Review potential target markets for market segmentation • Propose marketing channels to reach target customers and market segments • Develop strategies to utilise website, and digital and social media platforms for marketing and public relations and to increase e-commerce traffic and brand's presence • Formulate data-driven commercial insights to support the development of marketing plans • Liaise with key stakeholders to develop marketing strategies and plans

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Marketing Communications Manager/Digital Marketing Manager/Public Relations Manager/Assistant Marketing Communications Manager/Assistant Digital Marketing Manager/Assistant Public Relations Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage marketing campaigns and events	<ul style="list-style-type: none"> • Develop design concepts and ideas for marketing campaigns across traditional, digital and social media platforms • Develop marketing campaign plans that are aligned with brand and marketing strategies • Conceptualise marketing collaterals according to marketing themes and review editorial content, design layout and printing specifications for production • Monitor production and distribution of marketing collaterals and paraphernalia • Manage execution of marketing campaigns and media-related activities and events • Develop measures to enhance customer experience across traditional, digital and social media platforms and customer touch points • Develop measures to improve future marketing campaigns based on identified areas of improvement • Manage performance of vendors and creative agencies to ensure product and/or service delivery
	Manage marketing communications and public relations	<ul style="list-style-type: none"> • Evaluate media and market findings to develop communication plans • Implement customer engagement strategies via social media and digital platforms • Review press releases and media kits for distribution to targeted media partners • Draft replies and talking points for media queries • Manage social media platforms to respond to negative or controversial comments
	Manage human resources, finance, report management and continuous improvement	<ul style="list-style-type: none"> • Review marketing reports to monitor and report marketing achievements • Support budget forecasting processes for the department • Manage financial budgets in accordance with departmental work plans • Evaluate new technology applications to spur innovation in customer engagement and experience • Provide coaching and guidance to improve staff work performance

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Marketing Communications Manager/Digital Marketing Manager/Public Relations Manager/Assistant Marketing Communications Manager/Assistant Digital Marketing Manager/Assistant Public Relations Manager

TECHNICAL SKILLS AND COMPETENCIES			
Brand Management	Level 4	Marketing Campaign Management	Level 4
Budgeting	Level 3	Marketing Communications Plan Development	Level 4
Business Negotiation	Level 4	Media Strategy Development	Level 4
Business Presentation Delivery	Level 4	People Development	Level 4
Customer Behaviour Analysis	Level 4	Public Relations Management	Level 4
Data Analytics	Level 4	Service Brand	Level 4
Digital Marketing	Level 4	Social Media Marketing	Level 4
Events Planning and Management	Level 4	Staff Management	Level 4
Market Profiling	Level 4	Technology Adoption and Innovation	Level 4
Market Research	Level 4	Vendor Management	Level 4
Market Trend Analysis	Level 4	Website Design	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Advanced	Sense-Making	Advanced
Problem Solving	Advanced	Decision Making	Advanced
Interpersonal Skills	Advanced		

Director of Marketing Communications/ Director of Public Relations/Assistant Director of Marketing Communications/Assistant Director of Public Relations

JOB ROLE DESCRIPTION

The Director of Marketing Communications/Director of Public Relations/Assistant Director of Marketing Communications/Assistant Director of Public Relations oversees the planning, development and implementation of all marketing and public relations activities. He/She leads brand management to enhance the property's brand equity and directs market research and analyses, market positioning and marketing channels evaluation to support marketing strategies formulation with key stakeholders.

He works with the team and/or external agencies to develop marketing themes and conceptualise marketing campaigns. He also oversees the editorial direction, design and production of all marketing publications, in print and online while leading the evaluation of marketing campaigns and the enhancement of customer engagement and experience to improve marketing effectiveness. He is responsible for managing media interests in the property and leads the formulation of replies to media queries and social media comments. His management role includes leading the department's budgeting processes, overseeing budget utilisation, reviewing new technology applications for customer engagement as well as managing staff professional and career development.

Creative, innovative and forward-thinking, he keeps abreast of the market trends and major events and activities. He operates in a rapidly transforming environment and functions through his understanding of guest and/or customer preferences, market trends and major events and activities to promote the property.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage brand equity	<ul style="list-style-type: none"> • Guide market research to identify market awareness and brand association • Lead development of strategies to enhance brand reputation and achieve positive brand equity • Lead development of brand guidelines according to overall brand image • Evaluate communication plans for brand guidelines • Review reputation risk exposure across business units to minimise business impact
	Develop marketing strategies	<ul style="list-style-type: none"> • Guide market research and analyses to identify marketing opportunities and strategies • Drive market positioning strategies for the identified market segments • Evaluate marketing channels to reach target customer and market segments • Lead review of website and social media data to increase e-commerce traffic and brand's presence • Lead the formulation of data-driven commercial insights to support the development of marketing plans • Lead collaboration with key stakeholders to develop marketing strategies and plans

The information contained in this document serves as a guide.

Director of Marketing Communications/ Director of Public Relations/Assistant Director of Marketing Communications/Assistant Director of Public Relations

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage marketing campaigns and events	<ul style="list-style-type: none"> • Develop marketing themes through collaboration with internal stakeholders • Lead conceptualisation of marketing campaigns across traditional, digital and social media platforms • Review marketing campaign plans for alignment with brand and marketing strategies • Guide development and production of all marketing communications publications and collaterals • Review quality of marketing collaterals and paraphernalia • Lead enhancement of customer engagement and experience across traditional, digital and social media platforms and customer touch points • Lead evaluation of marketing campaigns performance for improvement • Manage working relationships with vendors and creative agencies
	Manage marketing communications and public relations	<ul style="list-style-type: none"> • Formulate objectives and lead the development of communication plans • Develop customer engagement strategies via social media and digital platforms • Cultivate positive media relationships to promote and protect property's brand and image • Lead formulation of replies to media queries • Guide formulation of responses to address negative or controversial comments in the social media
	Manage human resources, finance, report management and continuous improvement	<ul style="list-style-type: none"> • Present marketing reports and recommendations for management updates and decision-making • Lead financial budgeting processes to acquire funds for departmental activities • Oversee departmental budget utilisation against work plans • Review new technology applications to spur innovation in customer experience • Manage staff professional and career development

Director of Marketing Communications/ Director of Public Relations/Assistant Director of Marketing Communications/Assistant Director of Public Relations

TECHNICAL SKILLS AND COMPETENCIES			
Brand Management	Level 5	Marketing Campaign Management	Level 5
Budgeting	Level 4	Marketing Communications Plan Development	Level 5
Business Negotiation	Level 5	Media Strategy Development	Level 5
Business Presentation Delivery	Level 5	People Development	Level 4
Customer Behaviour Analysis	Level 5	Public Relations Management	Level 5
Data Analytics	Level 4	Service Brand	Level 5
Digital Marketing	Level 5	Social Media Marketing	Level 5
Market Profiling	Level 5	Staff Management	Level 5
Market Research	Level 5	Technology Adoption and Innovation	Level 5
Market Trend Analysis	Level 5	Vendor Management	Level 5
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Interpersonal Skills	Advanced	Transdisciplinary Thinking	Advanced
Decision Making	Advanced	Leadership	Advanced
Global Mindset	Advanced		

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Director of Sales and Marketing

JOB ROLE DESCRIPTION

The Director of Sales and Marketing leads the sales and marketing team in optimising revenue from room sales, catering, events and conference services by attaining sales revenue targets. He/She establishes annual business plans, sales and marketing strategies and key performance indicators for the department and drives revenue management. He directs all sales and marketing activities including market research and partnership management. He also directs resource management, sets service guidelines and standards, and establishes ethical and regulatory parameters, procedures and guidelines for sales and marketing activities to ensure the efficient functioning of the department.

He fosters relationships with multiple stakeholders including business partners, media, corporate clients and customers to drive business growth, enhance brand image and build customer loyalty. As a head of the sales and marketing department, he establishes the department's financial plans and oversees budget expenditures. He is also responsible for reviewing talent capabilities as well as the development and career plans for the department, and leads the adoption of new technologies to innovate customer engagement and experience.

He is a well-organised and resourceful individual who possesses strong leadership skills to lead the department to meet sales targets and marketing project timelines. He possesses good communication and interpersonal skills, maintaining good rapport with strategic partners to achieve organisational objectives. He works in a fast-paced environment, and may be required at times to work on evenings, weekends and public holidays, in support of sales activities and marketing events. environment.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Develop sales, marketing and branding strategies	<ul style="list-style-type: none">• Establish annual business plans for the sales and marketing department• Lead formulation of sales, marketing and public relations strategies• Develop sales and marketing key performance indicators for the department• Drive revenue management for the sales and marketing department to achieve revenue growth• Direct development of branding strategies to enhance brand reputation and equity• Lead review of reputation risk exposure across business units to minimise business impact
	Manage sales and marketing functions	<ul style="list-style-type: none">• Oversee and direct all sales and marketing activities• Direct resource management for sales and marketing activities to achieve performance targets• Lead market research to identify industry and market trends for sales and marketing opportunities• Drive negotiation and management of alliances and partnerships to expand sales and marketing networks• Establish ethical, legal and regulatory parameters, procedures and guidelines for sales and marketing activities• Oversee performance management of the sales and marketing department to achieve sales targets

Director of Sales and Marketing

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage relationships and partnerships	<ul style="list-style-type: none"> • Foster relationships with internal and external stakeholders for business growth • Lead collaboration with internal stakeholders to enhance brand image and customer experience • Establish and upkeep strategic partnerships with external stakeholders
	Manage human resources, finance, report management and continuous improvement	<ul style="list-style-type: none"> • Present reports and recommendations for management updates and decision-making • Establish financial plans and budget requirements for the sales & marketing department • Oversee expenditure reports and statements to address budget variances • Lead technology adoption to innovate customer experience • Review talent capability and develop high potential employees in the sales and marketing division

TECHNICAL SKILLS AND COMPETENCIES			
Brand Management	Level 5	Marketing Strategy Development and Implementation	Level 5
Budgeting	Level 5	Organisational Relationship Building	Level 5
Business Negotiation	Level 6	People and Performance Management	Level 5
Business Opportunities Development	Level 5	People Development	Level 5
Business Presentation Delivery	Level 5	Public Relations Management	Level 5
Business Relationship Building	Level 5, Level 6	Room Revenue Management	Level 5, Level 6
Dispute Resolution	Level 5	Revenue Optimisation	Level 5
Knowledge Management	Level 5	Sales Channel Management	Level 5
Legal Compliance Management	Level 5	Staff Management	Level 6
Market Research	Level 5	Technology Adoption and Innovation	Level 5
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Sense-Making	Advanced
Decision Making	Advanced	Developing People	Advanced
Interpersonal Skills	Advanced		

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Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Business Development	Business Opportunities Development	Capitalise on local and international business opportunities to create value to customers continuously and evaluate, identify and analyse business opportunities that are commercially viable				●	●	●
	Business Presentation Delivery	Perform required tasks to prepare and present information in various business settings involving preparation, understanding of audience, delivery and tailoring of messages to be conveyed			●	●	●	
	Business Relationship Building	Formulate business partnership strategies and establish relevant networks of strategic partners that provide value to the organisation			●	●	●	●
	Hotel Asset Valuation and Acquisition	Adopt hotel valuation approaches and business acquisition models for business growth opportunities						●
	Proposal Writing	Research, strategise and draft business proposals to respond to business opportunities		●	●	●		
Business Management	Budgeting	Prepare organisational budgets to support short- and long-term business plans through forecasting, allocation and financial policy setting			●	●	●	●
	Business Planning	Translate organisational vision, mission and values into business operational plans as well as to review outcomes for continuous improvements				●	●	●
	Change Management	Manage organisational change management systems to drive organisation success and outcomes by preparing, equipping and supporting adoption of change				●	●	●
	Property Operations Management	Manage property operations and evaluate operational results to ensure operational efficiency and high service standards to enhance guest experience						●
	Resource Management	Plan and manage resources to ensure optimisation of resources and sustainability of business operations			●	●	●	
	Vendor Management	Manage vendor relationships by ensuring performance as per contracts, operations within standards established by the organisation such as adherence to safety, security, and compliance standards			●	●	●	
Customer Experience	Customer Challenges Management	Manage guests' and/or customers' concerns and feedback and provide assistance to meet their needs	●	●	●	●		
	Customer Experience Management	Manage organisational service performance through service performance audits, service improvement plans and the establishment of a desired customer experience framework to enhance customer and/or guest experience			●	●	●	
	Customer Feedback and Relationship Management	Manage guests' and/or customers' feedback and data to improve service delivery and to develop customer relationships programmes and initiatives to foster long-term relationships and drive sales growth	●	●	●	●	●	
	Service Brand	Develop strategies to enhance the organisation's service brand and value proposition				●	●	

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Customer Experience	Service Challenges	Develop a framework to manage and mitigate service challenges and feedback from customers	●		●	●	●	
	Service Excellence	Develop a service framework to manage and address service challenges as well as collaborate with relevant partners to deliver service excellence	●	●	●	●	●	
	Service Information and Results	Acquire and analyse data and information to enhance the organisation's service performance	●		●	●	●	
	Service Innovation	Drive and implement a service innovation culture in organisations	●		●	●	●	
	Service Innovation Culture	Establish service innovation strategies and develop operating systems, policies and processes to support service excellence and innovation				●	●	
	Service Leadership	Champion and role model the organisation's service vision, mission and values			●	●	●	
	Service Planning and Implementation	Develop and implement strategies and plans for the service operations	●		●	●	●	
Executive Leadership	Business Ethics and Values Management	Identify impact of organisational values on corporate performance and formulate strategies and programmes to advocate organisational values and ethical code of conduct						●
	Effective Board Member	Manage relationships with board members and participate in policy development initiatives to maximise shareholders' value						●
	Organisation and Board Relationship	Collaborate with board members within the requirements of corporate governance, manage relationships with the board and provide strategic leadership						●
	Organisation Representative	Represent the organisation positively, communicate key messages in various forums and events and adapt communication styles to suit audience expectations						●
	Organisational Vision, Mission and Values Formulation	Formulate and refine organisational vision, mission and values through assessing internal capabilities, external environment and industry landscape					●	●
	Vision Leadership	Articulate clear, inspiring organisational goals, plans and priorities, as well as, display behavioural characteristics within the workplace in accordance to organisational values				●	●	●
Front Office Operations and Services	Bell Service Delivery	Greet and provide assistance to arriving and departing guests, including luggage handling and delivery of items to rooms	●	●				
	Butler Service Delivery	Provide luxury and personalised butler services to guests to enhance their stay at the property		●	●	●		
	Club Floor Operations Management	Manage daily operations of the club floor and lounge to meet the needs of club guests		●	●	●		
	Concierge and Uniformed Service Delivery	Provide concierge and uniformed services to guests and/or customers to fulfil their requests for information and assistance, and enhance their stay at the property		●	●	●		

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
	Front Office Operations Management	Provide reception and front desk services to guests, including guest registration and room check-in and check-out processes		●	●	●	●	
	One-Stop Service Delivery	Provide guests with one-stop services to offer information and assistance as requested during their stay at the property		●	●	●		
	Switchboard Operations Management	Manage incoming calls to provide information and assistance, and provide telephone-related services to guests		●	●			
	Tourism Promotion	Provide tourist information to guests and/or customers to address their queries and enhance their stay and experience in Singapore		●				
General Management	Business Negotiation	Conduct negotiations to establish win-win outcomes for the organisation			●	●	●	●
	Dispute Resolution	Manage disputes by implementing appropriate resolution approaches to find solutions to disagreements				●	●	●
	Report Writing	Write reports using terminology appropriate to the reader as well as identify requirements for written reports	●	●	●	●		
Housekeeping Operations	Asset and Inventory Management	Manage asset and inventory controls to improve resource optimisation and costs reduction for effective business operations		●	●	●		
	Laundry Operations Management	Manage the provision of laundry services to ensure timely delivery of processed laundry to external and internal customers	●		●	●		
	Linen and Uniform Room Operations Management	Manage linen and uniform room operations to ensure timely delivery of clean uniform and linen supplies to staff and relevant departments to meet daily operational requirements	●		●	●		
	Public Areas Housekeeping Operations Management	Manage cleaning operations to maintain the cleanliness and presentation of public and back-of-house areas to upkeep the brand image of the property	●		●			
	Room Housekeeping Operations Management	Manage housekeeping operations to maintain the cleanliness of guestrooms and/or serviced apartments for the comfort of guests	●	●	●	●		
Infocomm Technology and Data	Data Analytics	Implement data analytics within the organisation to generate business insights and intelligence through the use of statistical and computational techniques and tools, algorithms, predictive data modelling and data visualisation		●	●	●	●	
	Hospitality Data Collection and Analysis	Collect and analyse hospitality data to provide business insights and drive business decisions			●	●	●	

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Infocomm Technology and Data	Knowledge Management	Develop and deploy systematic management of information within databases, documents, policies and procedures, as well as promote knowledge as a strategic organisational asset and key enabler of organisational learning				●	●	●
	Technology Adoption and Innovation	Integrate technologies into organisational operations to optimise efficiency and effectiveness of work processes	●	●	●	●	●	●
Marketing Communications	Brand Management	Co-create the organisation's projected brand and reputation with the customer, consider customer's perspectives and the organisation's desired image and priorities. This also includes the development and execution of branding campaigns, public relations and reputation management strategies to sustain or enhance the desired brand			●	●	●	
	Collateral Production	Work with stakeholders to design, develop and print collaterals	●	●	●			
	Digital Marketing	Develop, execute and evaluate digital marketing strategies and campaigns to promote online presence and deliver value propositions through the use of various digital marketing channels and platforms		●	●	●	●	
	Events Planning and Management	Develop, manage and execute event plans according to agreed timelines and budgetary requirements		●	●	●		
	Marketing Campaign Management	Develop evaluation strategies for marketing campaign effectiveness and analyse data to provide recommendations for improvements in future marketing campaigns		●	●	●	●	
	Marketing Communications Plan Development	Formulate, develop and implement marketing communications plans and evaluate tools and vehicles appropriate to reflect effective execution of communications strategies		●	●	●	●	
	Media Strategy Development	Develop, execute and evaluate media strategies and plans to assess impact of media advertising across channels in relation to target customers		●	●	●	●	
	Public Relations Management	Develop public relations strategies and manage public relations communications and activities to achieve organisational public relations objectives		●	●	●	●	
	Social Media Marketing	Formulate, execute and evaluate social media strategic plans to establish positive relationships with industry and social media colleagues and proactively seek and evaluate innovative marketing opportunities		●	●	●	●	
	Website Design	Determine and review purposes, expectations and functionalities of websites, as well as analyse the user-interface design requirements		●	●	●		

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
People Management	Organisational Relationship Building	Influence and facilitate positive working relationships, promote workplace diversity and cultivate a culture of open communication within the organisation			●	●	●	●
	People and Performance Management	Establish and implement performance management and remuneration strategies in the organisation to drive business results			●	●	●	●
	People and Relationship Management	Manage the organisation's manpower to drive service excellence	●		●	●		
	People Development	Build a healthy pipeline of talent pool within the organisation, review talent capabilities, identify skill needs and encourage personal learning and development		●	●	●	●	●
	Service Coaching	Coach staff to deliver service in accordance with organisation's service vision, mission and values			●			
	Staff Management	Apply the organisation's human resource policies, procedures and standards to effectively manage staff under the direct control of the position holder ranging from coordination to directing people and teams			●	●	●	●
	Work-Life Harmony	Drive the practice of work-life initiatives to enhance employees' quality of life and optimise business performance						●
Productivity and Innovation	Environmental Sustainability Management	Integrate environmental sustainability through the development, implementation and review of sustainability strategies and programmes against industry best practices			●	●	●	
	Innovation Management	Manage organisation's ability to respond to internal and external opportunities by using creativity to introduce new ideas, processes and products			●	●	●	●
	Productivity Improvement	Lead and drive work area process goals, job specifications and workplace requirements for productivity initiatives, as well as evaluate work area processes for problems and identify areas for improvement	●	●	●	●	●	●
Revenue and Distribution Management	Revenue Optimisation	Analyse data for trends, yield and forecasts to manage pricing, inventory, demand and distribution channels strategically to maximise revenue growth			●	●	●	
	Room Distribution Channel Management	Manage room distribution channels to leverage on a chain of channel partners to sell property's inventory globally to optimise sales and maximise revenue			●	●	●	
	Room Reservation Operations Management	Process guests' requests for reservations to ensure availability of rooms and/or properties upon arrival		●	●	●		
	Room Revenue Management	Predict guest and/or customer behaviour to optimise room inventory and price availability to maximise revenue growth			●	●	●	●

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Risk and Compliance Management	Business Continuity Planning	Develop and implement business continuity plans for organisational preparedness of disruptive events				●	●	●
	Corporate Governance	Develop and manage organisation's corporate governance framework, compliance policies and culture. This includes compliance to regulatory frameworks and global leading practices in similar organisations				●	●	●
	Enterprise Risk Management	Develop and implement risk management strategies to support business operations			●	●	●	●
	Legal Compliance Management	Manage organisation's compliance with relevant legislative and regulatory requirements	●		●	●	●	●
	Loss and Risk Prevention Management	Manage loss and risk policies and procedures to prevent loss and risk incidents in daily business operations to safeguard the property, safety and well-being of guests and/or customers			●	●		
Sales and Marketing	Customer Acquisition Management	Develop customer acquisition strategies as well as foster customer relationships to attract new customers			●	●	●	
	Customer Behaviour Analysis	Devise customer behaviour analysis tools and approaches and perform analyses on information pertaining to customer behaviours		●	●	●	●	
	Hospitality Venue Inspection	Organise and conduct property site inspections to introduce facilities and features of property to clients for the purpose of closing sales			●			
	Market Profiling	Segment the markets, select the targeting strategies and tactics, profile the target segments and develop the positioning strategies as well as implementation activities		●	●	●	●	
	Market Research	Formulate market research frameworks, as well as develop market research study objectives, market research plans and methodologies to analyse market trends and developments to forecast emerging market needs		●	●	●	●	
	Market Trend Analysis	Devise the framework, manage and conduct the situational analysis process to uncover market trends and industry developments to identify new opportunities		●	●	●	●	
	Marketing Strategy Development and Implementation	Develop sales and marketing strategies and operational plans and evaluate performance outcomes to identify improvements to enhance sales performance and achieve organisational strategic objectives					●	●
	Sales Channel Management	Develop and implement a strategy to manage the channels and channel partners through which products and/or services are sold. This also includes the assessment and selection of suitable channel partners, establishment and expansion of alliances with channel partners and maintenance of a committed network of distributors			●	●	●	

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Sales and Marketing	Sales Delivery	Manage sales delivery activities to achieve sales for the organisation through new and existing clientele	●	●	●	●		
	Sales Trend and Opportunities Analysis	Analyse sales trends and opportunities to manage inventory, evaluate sales strategies and pursue new sales leads to meet organisational sales and marketing objectives				●	●	
Workplace Safety and Security Management	Crisis Management	Apply strategies designed to enable an organisation to deal with disruptive events by planning for responses to potential crises, establishing monitoring systems and training systems, communicating both internally and externally, and leading recovery processes	●	●	●	●	●	●
	Threat Observation	Describe contemporary threats by discerning suspicious activities	●	●	●			
	Workplace Safety and Health Performance Management	Establish and monitor indicators measuring effectiveness of the Workplace Safety and Health (WSH) policy and work procedures in preventing incidents and safeguarding employees	●	●	●	●	●	

Overview of Technical Skills and Competencies

General Descriptors for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountability)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant area of work, strategy or overall direction	Empower to chart direction and practices within and outside of work (including professional field/ community), to achieve/ exceed work results	Complex	<ul style="list-style-type: none"> • Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge • Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice • Demonstrate exemplary ability to innovate, and formulate ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Complex	<ul style="list-style-type: none"> • Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles • Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work • Manage and drive complex work activities
4	Work under broad direction Hold accountability for performance of self and others	Exercise judgment; Adapt and influence to achieve work performance	Less routine	<ul style="list-style-type: none"> • Evaluate and develop factual and conceptual knowledge within a field of work • Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems • Manage work activities which may be unpredictable • Facilitate the implementation of innovation
3	Work under broad direction May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	<ul style="list-style-type: none"> • Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes • Able to collaborate with others to identify value-adding opportunities
2	Work with some supervision Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Routine	<ul style="list-style-type: none"> • Understand and apply factual and procedural knowledge in a field of work • Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools • Present ideas and improve work
1	Work under direct supervision Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	<ul style="list-style-type: none"> • Recall factual and procedural knowledge • Apply basic skills to carry out defined tasks • Identify opportunities for minor adjustments to work tasks

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate information with others to respond to general inquiries and to obtain specific information.	Articulate and discuss ideas and persuade others to achieve common outcomes.	Negotiate with others to address issues and achieve mutual consensus.
Computational Thinking	Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.	Use computational models, tools and techniques to identify patterns in a problem and develop a solution.	Modify existing computational models, tools and techniques to develop different solutions.	Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.
Creative Thinking	Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications.	Connect ideas or information from related fields or applications to address an immediate issue.	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.	Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness.
Decision Making	Choose a course of action from various alternatives using a reasoned process to achieve intended goals.	Make decisions of simple or routine nature to achieve intended goals using given information and guidelines.	Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information.	Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
Developing People	Help others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Use demonstration and explanation to teach a familiar task to inexperienced co-workers.	Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.	Provide mentorship to help others in their professional and personal development to improve performance and further their careers.
Digital Literacy	Use ICT tools, equipment and software to create, evaluate and share information digitally with others.	Perform basic functions using software programmes pertaining to computer operating systems and file management, and search online information.	Use available software features to create and edit documents, customise templates and reports and evaluate online information.	Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently.
Global Mindset	Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas.	Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce.	Develop global networks and manage virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decisions.	Build the organisation's capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences.

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Interpersonal Skills	Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.	Detect and decipher emotions of others to manage interpersonal relationships in social situations.	Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements.
Leadership	Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others.	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
Lifelong Learning	Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.	Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals.	Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself.	Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession.
Managing Diversity	Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.	Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.	Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.	Manage conflicts arising from different ethnic or cultural groups and work effectively in cross-cultural settings.
Problem Solving	Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
Resource Management	Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials.	Use resources to ensure optimum and efficient use of resources.	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.	Establish strategies for the allocation and deployment of resources efficiently and effectively.

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Sense Making	Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision making.	Identify relationships and linkages within different components of data.	Interpret data to uncover patterns and trends between various sources of data.	Analyse data relationships, patterns and trends to gain important insights and make informed decisions.
Service Orientation	Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation.	Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values.	Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.
Teamwork	Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.	Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.
Transdisciplinary Thinking	Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.	Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency.	Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and trans-disciplinary communities within and outside the organisation.	Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.
Virtual Collaboration	Use online collaborative communication tools to work as teams to accomplish tasks or projects.	Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.	Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one's proficiency in engaging in virtual collaboration.	Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.

Supporting Organisations and Acknowledgements

We would like to thank the following organisations and partners for their support and contribution in the development and validation of the Skills Framework for Hotel and Accommodation Services.

Carlton Hotel Singapore	Naumi Hotel Singapore
Concorde Hotel Singapore	Novotel Singapore Clarke Quay
Conrad Centennial Singapore	One Farrer Hotel
Copthorne King's Hotel Singapore	Orchard Hotel Singapore
Crescendas Hospitality	Pan Pacific Hotels Group
Crowne Plaza Hotel Changi Airport	Pan Pacific Serviced Suites
Fairmont Singapore & Swissôtel The Stamford	Park Avenue Changi
Far East Hospitality Management	Park Avenue Hotels and Suites
Four Seasons Hotel Singapore	Park Hotel Group
Frasers Hospitality Pte Ltd	Park Regis Singapore
Furama Hotels International	Ramada and Days Hotels by Wyndham Singapore at Zhongshan Park
Grace International Pte Ltd	RC Hotels Pte Ltd
Grand Copthorne Waterfront Hotel	Regent Singapore
Grand Park City Hall	Rendezvous Hotel Singapore
Hilton Singapore	Resorts World at Sentosa Pte Ltd
Holiday Inn Singapore Atrium	Royal Plaza on Scotts
Holiday Inn Singapore Orchard City Centre	Shangri-La Hotel Singapore
Hotel Grand Central	Singapore Marriott Tang Plaza Hotel
Hotel Jen Tanglin Singapore	Swissôtel The Stamford Singapore
Hotel Miramar Singapore	The Ascott Limited
InterContinental Hotel Group	The Ascott Limited (Ascott Centre for Excellence)
Intercontinental Singapore	The Elizabeth Hotel
M Hotel Singapore	The Fullerton Hotel Singapore
Mandarin Orchard Singapore	The Scarlet Singapore
Marina Bay Sands	The St. Regis Singapore
Millenia Hotel Pte Ltd (Pontiac Land Group)	York Hotel Singapore
Millennium Copthorne International Ltd	

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- Individuals who have agreed to share their personal career stories
- Unions who have provided their views and support on behalf of their members
- Industry Associations and Professional Bodies for sharing their business and members' perspectives
- Various Government and Government-Linked Agencies for their assistance
- Education and Training Providers for their inputs on skills and competencies development

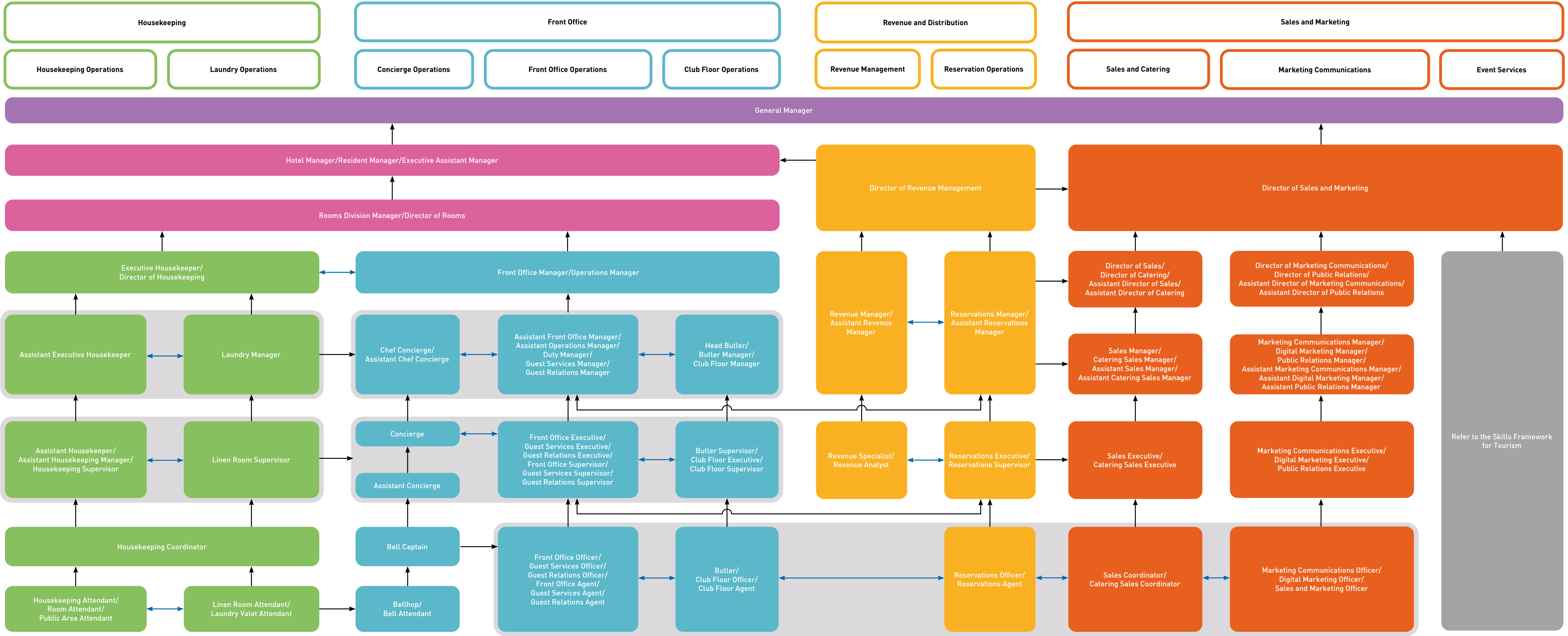
Wage Information

Job Roles	Indicative Monthly Gross Salary Range* (\$)
HOUSEKEEPING	
Executive Housekeeper/Director of Housekeeping	\$2,360 - \$7,500
Assistant Executive Housekeeper	
Laundry Manager	
Assistant Housekeeper/Assistant Housekeeping Manager/Housekeeping Supervisor	\$1,700 - \$3,100
Linen Room Supervisor	
Housekeeping Coordinator	\$1,300 - \$1,800
Housekeeping Attendant/Room Attendant/Public Area Attendant	
Linen Room Attendant/Laundry Valet Attendant	
FRONT OFFICE	
Front Office Manager/Operations Manager	\$2,400 - \$5,900
Chef Concierge/Assistant Chef Concierge	
Assistant Front Office Manager/Assistant Operations Manager/Duty Manager/Guest Services Manager/Guest Relations Manager	
Head Butler/Butler Manager/Club Floor Manager	
Concierge	\$1,800 - \$3,300
Assistant Concierge	
Front Office Executive/Guest Services Executive/Guest Relations Executive/Front Office Supervisor/Guest Services Supervisor/Guest Relations Supervisor	
Butler Supervisor/Club Floor Executive/ Club Floor Supervisor	
Bell Captain	\$1,400 - \$2,400
Bellhop/Bell Attendant	
Front Office Officer/Guest Services Officer/Guest Relations Officer/Front Office Agent/Guest Services Agent/Guest Relations Agent	
Butler/Club Floor Officer/Club Floor Agent	
REVENUE AND DISTRIBUTION	
Revenue Manager/Assistant Revenue Manager	\$3,100 - \$7,000
Reservations Manager/Assistant Reservations Manager	
Revenue Specialist/Revenue Analyst	
Reservations Executive/Reservations Supervisor	\$2,100 - \$2,800
Reservations Officer/Reservations Agent	
SALES AND MARKETING	
Director of Sales/Director of Catering/Assistant Director of Sales/Assistant Director of Catering	\$3,700 - \$11,700
Director of Marketing Communications/Director of Public Relations/Assistant Director of Marketing Communications/Assistant Director of Public Relations	
Sales Manager/Catering Sales Manager/Assistant Sales Manager/Assistant Catering Sales Manager	\$3,200 - \$4,900
Sales Executive/Catering Sales Executive	
Marketing Communications Manager/Digital Marketing Manager/Public Relations Manager/Assistant Marketing Communications Manager/Assistant Digital Marketing Manager/Assistant Public Relations Manager	
Marketing Communications Executive/Digital Marketing Executive/Public Relations Executive	
Sales Coordinator/Catering Sales Coordinator	\$2,100 - \$2,800
Marketing Communications Officer/Digital Marketing Officer/Sales and Marketing Officer	
LEADERSHIP	
General Manager	\$7,000 - \$19,400
Hotel Manager/Resident Manager/Executive Assistant Manager	
Director of Revenue Management	
Director of Sales and Marketing	
Rooms Division Manager/Director of Rooms	

Source: Wage information taken from Occupation Insights in CareerResource.sg and Hospitality Manpower Study commissioned by the Singapore Hotel Association and supported by Singapore Tourism Board in 2016.

Note: The above data reflects the indicative monthly gross salary and includes allowances and bonuses. Actual salaries may differ due to market conditions and company/organisational policies.

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES
Career Pathways



The Career Map serves as a reference to reflect the available job roles and possible career pathways in the Hotel and Accommodation Services sector, which may vary depending on each organisation's structure and business context. The career progression pathways would depend on individual performance, capability, experience, aspiration, as well as company needs.

LEGEND:

- Denotes lateral movement between job roles in a single direction
- ↑ Denotes vertical movement up the Career Pathway
- ↔ Denotes bi-directional lateral movements between job roles
- Denotes bi-directional lateral movements between all job roles within the box

SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES Career Pathways



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Hotel and Accommodation Services

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