KEMENTERIAN
SUMBER MANUSIA

Industrial Skills Framework (IndSF) – Hotel Industry

REVENUE MANAGEMENT

HRDF

MAH
MALAYSIAN ASSOCIATION OF HOTELS
PERSATUAN HOTEL MALAYSIA

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PERSATUAN HOTEL MALAYSIA

What's Inside
C O N T E N T S

Foreword

Skills, knowledge and competencies are important factors that determine the growth and sustainability of any industry. Disruptive changes brought about by technology advancement and globalization has increased competition and the need for specialized skills among employees. The hospitality industry recognises this and is actively incorporating these changes to keep pace with the increasing demand for high quality customer service. Therefore, we believe that up-skilling and re-skilling of employees will be a crucial step in embracing change that is rapidly shaping the landscape of the local hospitality industry.

HRDF together with MAH, MATTA, MyBHA, MOHR, MOE, SMEAM and MOTAC have embarked on developing the Industrial Skills Framework document, or better known as IndSF. IndSF is a compilation of both common and specialised skills required for various job positions within the hotel industry in Malaysia. This document serves as a reference for current employees, future employees, employers and training providers while promoting lifelong learning. IndSF focuses mainly on Level 4 Malaysian Skill Certification (or equivalent) and above. It functions as a complementary document to the already existing frameworks such as the National Occupational Skills Standard (NOSS) and Malaysian Qualifications Framework (MQF). This initiative, which began in March 2019, has seen tremendous progress with members from the hotel industry. Their participation in the Sectorial Training Committee (STC) meetings have directly influenced by HRDF's development of IndSF.

MAH and the STC for Hospitality, particularly the hotel sub-sector, would like to acknowledge the Singapore Government, in particular the SkillsFuture of Singapore, for developing skills framework for the hotel industry. A major part of the IndSF for hotels was adopted from their pioneering work. The framework was refined with local requirements for skills and competencies to suit the current situation in Malaysia and the labour industry. The IndSF that has been developed is not exhaustive and will be reviewed from time to time for continuous improvement parallel with the latest changes within the industry. As the Chairman of the STC for Hospitality, I would like to thank Datuk Tan Kok Leong – MATTA, Dr Jegatheswary Krishnan – MOTAC, Miss Zuraini – ILMIA, Mr Leong Pui Kun – MyBHA, Tuan Haji Zaid Bin Mat San – JPK, Mr Mohd Zaidi Bin Sarip – MOE, Mr Foo Ngee Kee – SMEAM for their contributions as STC members for the development of IndSF. This initiative would not have been possible without their dedication and commitment.

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Guidelines

1

This booklet serves as a **GUIDE** for **individuals, employers and training providers** on **knowledge, experiences and skills mastery** in the hotel industry.

2

The prepared job matrix may serve as a **REFERENCE** for **career progression** within the industry.

3

The industrial skills framework for the hotel industry will **FOCUS ON** **Level 4 of Malaysian Skill Certification** (or equivalent) and above.

4

It is a **COMPLEMENTARY DOCUMENT** to the existing references developed by **National Occupational Skills Standard (NOSS)** and **Malaysian Qualifications Framework (MQF)**.

5

This booklet focuses on **JOB DESCRIPTIONS**, **SKILLS AND TRAINING NEEDED** in **Front Office**, **Housekeeping**, and **Revenue Management & Sales & Marketing functions**.

6

The Industrial Skills Framework document is **NOT EXHAUSTIVE** and may be **REVIEWED FROM TIME TO TIME** for **continuous improvement** parallel with the latest changes within the industry.

HRDF IndSF
INDUSTRIAL SKILLS FRAMEWORK

HRDF Industrial Skills Framework (HRDF-IndSF) is developed by Human Resources Development Fund (HRDF) aims to support the industry needs of acquiring skilled workforce that have the types and levels of competencies needed by the industry.

HRDF

As an **ADVISOR TO THE EMPLOYERS** in identifying the suitable training programmes that meet the emerging needs of their businesses and **bring positive impact to the industry**.

Drive **measurable effect(s) to the business** and ensure the **highest value and return on training investment** for the employers and employees based on the changing needs of the future work environment.

Principles

1	2	3	4	5
Meet the **COMPETENCY REQUIREMENTS** of sectors currently covered under PSMB Act 2001	Accommodate the **NEEDS** of in-service workers	Built upon the **NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS)**	Focus mainly on **LEVEL 4 MALAYSIAN SKILL CERTIFICATION**, or equivalent, and above	Developed together with the industry and benchmarked against successful **FRAMEWORK MODEL(S)**

HRDF-IndSF: Aspiration

More **INDUSTRY-RELEVANT** training contents	**BETTER** training outcomes through collaborative approach	Greater **UTILISATION** of levy paid

For Industry

To identify the **emerging requirements** in the industry in order to equip the existing workforce with the **right knowledge** and **skills** of the time and find suitable interventions to **bridge the needs** by leveraging on existing resources.

Business Outlook
Hotel Industry

TOURISM IS ONE OF THE WORLD'S LARGEST INDUSTRIES, WITH OVER 319 MILLION JOBS WORLDWIDE, OR 10.0% OF TOTAL EMPLOYMENT IN 2018, EMPLOYING PEOPLE EITHER DIRECTLY OR INDIRECTLY. THE SCOPE OF THE TOURISM MANAGEMENT INDUSTRY IS GROWING CONCURRENTLY WITH THE WORLD'S GROWING ECONOMY.

Tourism industry has the highest investment returns. An additional of **RM1 billion** investment in the tourism industry will **increase output by RM1.9 billion.**

The tourism industry in Malaysia is one of the primary drivers of economic growth, accounting for 15.2% of GDP in 2018.

The growth in tourism industry was mainly supported by retail trade and food and beverage serving services segment.

The number of hotels in Malaysia have gradually risen over the past 20 years **from 1,578 in March 2000 with 104.4% to 3,225 unit in September 2019.**

In 2018, Malaysia was ranked first in the Global Muslim Travel Index and **Kuala Lumpur** was identified as one of the **Top 100 Cities Destinations**.

In 2018, Gross Value Added of Tourism Industries grew 10% to RM220.6 billion.

Provided 3.5 million jobs, constituting 23.5% of total employment.

Malaysia was ranked **15th** in terms of tourist arrivals and 21st among 50 countries in terms of tourism receipts (UNWTO 2019).

*   *Information reported for year 2017, as document preparation in Jan 2019 and information for year 2018 yet to be published.*

Overview
Training Scenario in Hotel Industry

NO. OF EMPLOYERS AND EMPLOYEES AS AT DEC 2019

The Hotel Industry is one of the sub-sectors under the PSMB Act, which comprised of

1,676
REGISTERED EMPLOYERS and

121,481
EMPLOYEES.

LEVY COLLECTED AND LEVY CLAIMED FROM JAN – DEC 2019

Levy collected for hotel industry is

RM32,196,159
and levy claimed is

RM22,267,845

LEVY UTILISATION RATE FROM JAN – DEC 2019

Levy utilisation rate is at

69.2%
PER YEAR.

NO. OF PROFESSIONAL TRAINING ATTENDED FOR YEAR 2019

ONLY **2.3%** OF **PROGRAMMES** offer a professional certificate in 2019.

More certification based programmes are needed to upskill the workers in Hotel Industry

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TOP FIVE (5) SKILL AREAS TRAINED by the Hotel Industry:

year 2017	year 2018	year 2019
1 Hotel or Tourism	1 Safety and Health	1 Safety and Health
2 Safety and Health	2 Team Building or Motivation	2 Food & Beverages
3 Management or Strategic Management	3 Management or Strategic Management	3 Process and Operation
4 Team Building or Motivation	4 Hotel or Tourism	4 Public Relations or Customer Service
5 Food & Beverages	5 Food & Beverages	5 Team Building or Motivation

Talent Desired Attributes
Hotel Industry

SAFETY AND HEALTH

Identifying workplace hazards and reducing accidents, exposure to harmful situations and substances including training of personnel in accident prevention, accident response and emergency preparedness.

FOOD & BEVERAGES

Processing raw food materials, packaging and distributing it for end-user consumption. This includes freshly prepared food as well as packaged food and alcoholic & non-alcoholic beverages.

PROCESS AND OPERATION

Activities and linked task that once completed, will find their end in the delivery of a service or product to client that accomplish organizational goal.

PUBLIC RELATIONS OR CUSTOMER SERVICE

Spread the information to the public in attempting to frame that information in a positive light and all interactions between customer and a product provider at the time of sale, and thereafter.

HOTEL AND TOURISM

Directly provide lodging, goods and services for businesses, pleasure and leisure activities. Hotel consists of several departments that work together to ensure smooth running of the hotel operation.

STRATEGIC MANAGEMENT

Continuous planning, monitoring, analysis and assessment of all that is necessary for an organization to meet its goals and objectives.

REFERENCE:
1.   *Top Six (6) Skill Areas Trained by the Hotel Industry exclude Team Building and Motivation.*

Future Skillsets
Hotel Industry

The nature of work is changing. An extraordinary convergence of digital technologies is creating new roles, augmenting existing ones and rendering others redundant. The increasing need for technology adoption and emerging skills such as statistical analysis, data mining and web architecture will lead to the creation of higher value-added jobs.

| EMERGING SKILLS	DESCRIPTION
PEOPLE MANAGEMENT	**Ability to nurture and maximise employees' potential** Examples of skills include: • Identifying achievable goals and develop strategy for Talent Management • Develop team leaders through Capability Development and Coaching • Lead Change Management
STATISTICAL ANALYSIS & DATA MINING	**Ability to condense vast amounts of data, with the help of data analytics, into insightful interpretations and measured decisions** Examples of skills include: • Conduct Market Research • Analysing and producing intelligible reports • Develop strategic decision-making
REVENUE MANAGEMENT	**Ability to optimise return on assets** Examples of skills include: • Analyse data for trends and forecasts • Implement Revenue optimisation and enhancement strategy • Employ strategic Revenue Management

Future Skillsets
Hotel Industry

EMERGING SKILLS	DESCRIPTION
BUSINESS CONTINUITY MANAGEMENT	**Ability to manage crisis situations** Examples of skills include: • Crisis management and business continuity • Problem solving • Negotiation skills
GUEST EXPERIENCE	**Ability to create guest experience, develop service recovery framework and manage the brand service standard** Examples of skills include: • Customer service excellence for Front of the House • Professional appearance, etiquette and grooming for business success • Excellent hospitality services
TECHNOLOGY ADOPTION	**Ability to transform hotels for operational efficiency and service innovation** Examples of skills include: • Digital marketing & social media • Professional Hotel Reservations Management • Distribution & Channel Management
INNOVATION	**Ability to innovate the customer experience and facilitate innovation process within the organisation** Examples of skills include: • Turning complaints to compliments • Project planning & management • Develop and Establish a Knowledge Management System

Career Pathways
Hotel Industry

HRDF has identified four (4) core Hotel Industry specific career pathways, each of them plays a crucial role in ensuring guests to have extraordinary hospitality experience.

1
FRONT OFFICE

2
HOUSEKEEPING

four (4) core career pathways

3
REVENUE MANAGEMENT

4
SALES AND MARKETING
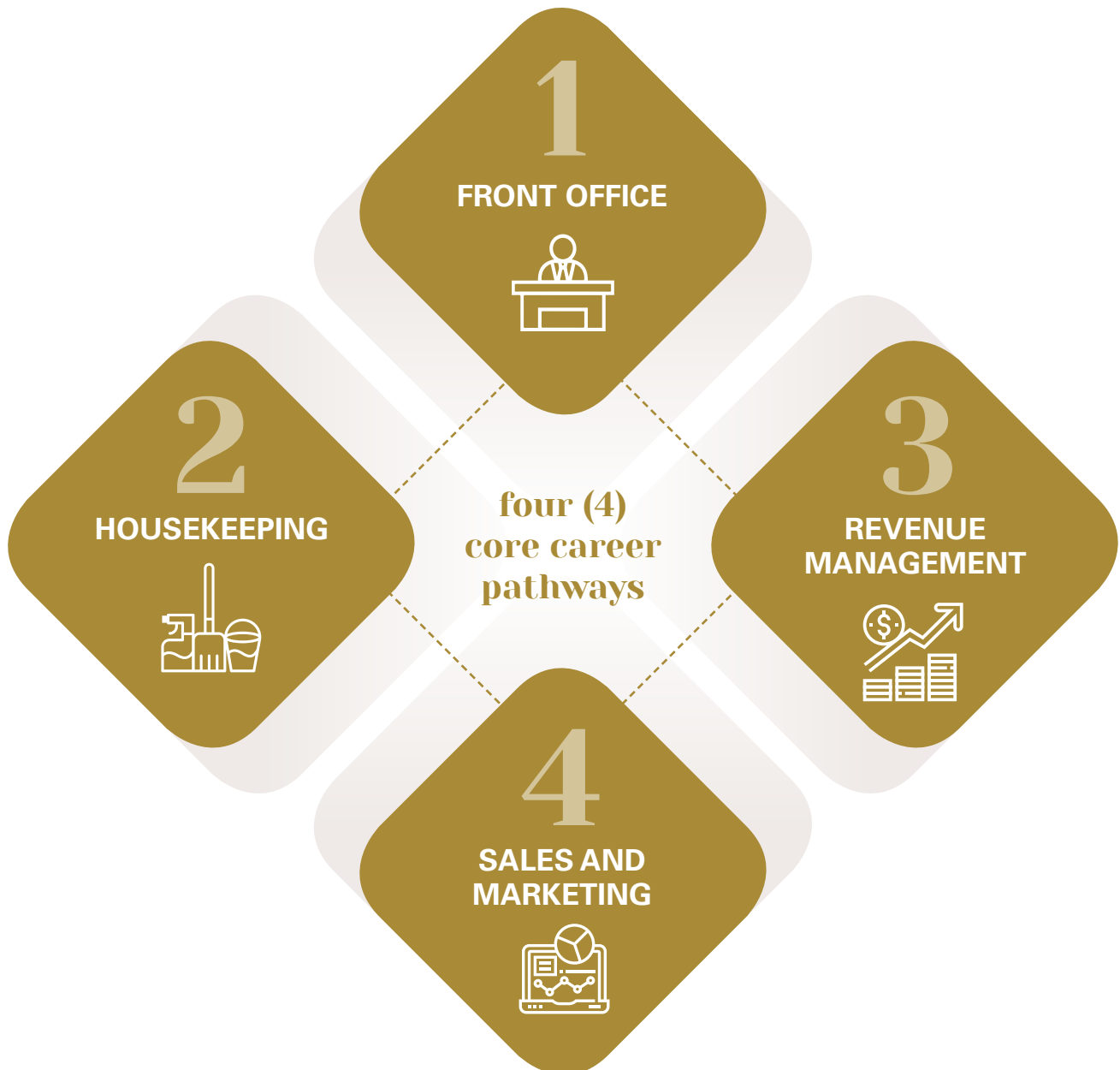
Career Pathways
Hotel Industry

HRDF is in the process of detailing the roles and responsibilities of these crucial roles as well as its skillsets needed for the role. These will provide a comprehensive guide for training in the industry.

1

FRONT OFFICE

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, as well as have a diverse work exposure within the property.

PRIMARY ROLES AND RESPONSIBILITIES

- Welcome guests
- Upselling rooms and services
- Maintain guest accounts
- Attend to guest enquiries and needs
- Attend to reservation needs
- Perform telephonist functions
- Provide services and information to guests throughout their stay

2

HOUSEKEEPING

Housekeeping is under Hospitality and Tourism. It plays a vital role in establishing the property's 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.

PRIMARY ROLES AND RESPONSIBILITIES

- Ensure guest's room cleanliness and comfort is well maintained
- Ensure that guest's room supplies and materials are provided
- Clean and maintain public areas, back areas, and surroundings of the property

3
SALES AND MARKETING

The Sales and Marketing department develops sales and marketing plans alongside the Revenue Management and Reservations departments to optimise room sales and revenue.

PRIMARY ROLES AND RESPONSIBILITIES (SALES)

- Develop and implement sales strategies
- Achieve sales targets
- Develop distribution channels and market segments

PRIMARY ROLES AND RESPONSIBILITIES (MARKETING)

- Develop and implement marketing strategies
- Increase exposure of property through media and advertising opportunities
- Carry out market research and organise campaigns
- Manage and promote the property's brand image
- Planning, creating, controlling, and managing marketing resources, funds, and budgets

4
REVENUE MANAGEMENT

The Revenue Management department looks into maximising a property's profitability by analysing and identifying demand to optimise inventory sales using effective pricing strategies. It works closely with the Sales and Marketing department to strategise the sales and marketing plans, and with the reservations team on daily room bookings.

PRIMARY ROLES AND RESPONSIBILITIES

- Achieve highest possible revenue growth
- Analyse trends and past sales reports to identify market segments
- Perform sales forecasts
- Set the pricing of rooms and products or facilities for optimal occupancy
- Determine room pricing for optimal occupancy through various distribution channels

How HRDF Contributed To The Hotel Industry
HRDF Perspectives

HRDF-registered employers in Malaysia that pay the HRD levy are eligible for financial assistance to defray all or a major portion of the "allowable costs" of training their employees (via the various training schemes implemented by HRDF).

Training must be in an area/field that would directly benefit the operations of their business.

OVERALL, SINCE 1993 UNTIL 2019,

RM8.75 billion

of Financial Assistance has been approved by HRDF for all industries covered under the PSMB Act 2001

3,840,219

training places have been approved for all industries (2009-2019)

FOR HOTEL INDUSTRY, (2015 - 2019)

RM90.26 million

of Financial Assistance has been approved by HRDF for training in the Hotel Industry

187,410

training places have been approved for the Hotel Industry (2009-2019)

How HRDF Contributed To The Hotel Industry
HRDF Perspectives

HRDF Training Schemes

FOR EMPLOYERS

SKIM BANTUAN LATIHAN (SBL) & SKIM BANTUAN LATIHAN KHAS (SBL-KHAS)

The schemes are for employers to implement their training programmes based on identification of their own training needs to retrain and upgrade their employees' skills in line with their operational and business requirements.

OKU TALENT ENHANCEMENT PROGRAMME (OTEP)

An initiative to assist Person with Disabilities in securing employment by furnishing them with appropriate knowledge, skills and competencies that are required by the industry.

FOR EMPLOYEE
(Future Employee)

INDUSTRIAL TRAINING SCHEME (ITS)

Industrial Training is for those trainees (students) that are undergoing practical training at the employer's premise before graduating.

FUTURE WORKERS TRAINING SCHEME (FWT)

Future Workers Training is to assist employers with employing talent capable of performing with minimum supervision; and to train future workers with the required skills and competencies before entering employment.

GENERATE 2.0

GENERATE2.0 is an initiative designed to enhance the employability value of our unemployed graduates by fostering high-end skills and competencies required by industries; or through exploring new paths for a trainee's career; or a job placement that can provide relevant working experience to enhance their employability.

SLDN-APPRENTICESHIP SCHEME

HRDF SLDN-Apprenticeship Scheme addresses both the youth unemployment issue and the lack of supply of local semi-skilled workers; specifically narrowing on Secondary school leavers with poor results.

Moving Forward
Hotel Industry

Take the next step forward in the Hotel Industry with the ideas and initiatives from HRDF's Skills Framework.

EMPLOYER

Refer to Skills Framework to find out about employees' skills standards

IDENTIFY relevant/required training programmes and succession plans for the employees based on the occupation.

PLAN the training session for employees and their career advancement.

CURRENT EMPLOYEE

Refer to Skills Framework to find out about careers in the sector

IDENTIFY job opportunities in the sector along with career pathway attributes based on the occupation.

UNDERSTAND the skills required to perform the job and identify relevant training for professional self-development.

FUTURE TALENT

Refer to Skills Framework to find out how to chart your career

IDENTIFY skill gaps in your current job role to up skill/ reskill yourself.

PLAN your career progression.

IDENTIFY relevant Training Programmes

TRAINING PROGRAMMES

Embarking on a career

Programmes that equip future talent with the relevant knowledge

Programmes that will up skill/ reskill the current employees

Lifelong learning to fulfill the existing and emerging demands of the industry

Reference
Hotel Industry

1   Travel & Tourism Economic Impact (2019),
    World Travel & Tourism Council

2   Economic Outlook 2020,
    Ministry of Finance Malaysia

3   Malaysia Number of Hotels (2019), Valuation and Property Services Department, Ministry of Finance

4   The Travel & Tourism Competitiveness Report 2019,
    World Economic Forum

5   https://www.hrdf.com.my/employer/hrdf-schemes/ (2020),
    Human Resource Development Fund (HRDF)

6   Skills Framework for Hotel and Accommodation Services (2020),
    Skills Future: Singapore Workforce Development Agency

7   Skills Framework For Hotel and Accommodation Services Skills Standards (2020),
    Sectorial Training Committee Training Needs Identification, Human Resource Development Fund (HRDF)

Career Pathways

Skills Framework for Hotel and Accommodation Services – Revenue Management

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Leadership General Manager/ Hotel Manager	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers	1. Financial management, budgeting, planning, organising 2. Review financial performance of the property 3. Promotes the property to local and international potential guests/ customers 4. Keep up latest trend and best practices 5. Introduce innovation and enhance property operations 6. Leads by example 7. Provides guidance and support to managers and colleagues 8. Manage media and promoting the brand image of the property 9. Detail Oriented 10. Well versed with Operational Knowledge	RM 9,000.00 - RM 35,000.00
Director of Revenue Management		1. Revenue Management 2. Sales & Marketing 3. Competitive Nature 4. Analytical Skills 5. Attention to detail 6. Leadership skills 7. Tech-savvy 8. Inquisitive nature 9. Profit Optimisation 10. Hospitality Management 11. Good at relationship maintenance 12. Strategic Planning 13. Staff Development	RM 9,000.00 - RM 15,000.00

Career Pathways

Skills Framework for Hotel and Accommodation Services – Revenue Management

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Managerial Revenue Manager Reservation Manager/ E Commerce Manager	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers	1. Problem solving and decision making 2. Negotiation skills 3. Presentation skills 4. Financial and budget 5. Innovative 6. People management 7. Analytical skills 8. Sales & Marketing	RM 5,000.00 - RM 7,000.00
Assistant Revenue Manager		1. Problem solving and decision making 2. Negotiation skills 3. Interview skills 4. Meeting management – prepare, conduct & follow up 5. Project Management	RM 3,000.00 - RM 4,000.00
Assistant Reservation Manager			RM 3,000.00 - RM 4,000.00
Assistant E-Commerce Manager			RM 3,000.00 - RM 4,000.00
Supervisory/ Executive Reservation Supervisor	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers	1. Problem solving 2. Customer service 3. Planning and implementation 4. Supervisory skills 5. Monitoring & coordination skills 6. Critical thinking skills 7. Active learning 8. Staff management 9. Negotiation skills	RM 1,500.00 - RM 3,200.00
Reservation Executive/ E Commerce Executive		1. Writing, content marketing 2. Data analysis, analytics 3. Testing and data collection 4. Email marketing 5. Working in a fast-paced 6. Digitally-centric and energetic 7. Results-oriented 8. Self-starter 9. Technologically savvy	RM 1,300.00 - RM 3,000.00

Career Pathways
Skills Framework for Hotel and Accommodation Services –
Revenue Management

DESIGNATION	COMMON SKILLS ACROSS JOB DESIGNATION	CRITICAL SKILLS	WAGE RANGE
Operations Reservation Agent	1. Good communication skills 2. Flexibility and adaptability 3. Professionalism 4. Active learning 5. Good time management 6. Able to work under pressure 7. Technology savvy 8. Projects positive image 9. Knowledge of development & progress in tourism industry 10. Team player & collaborative 11. Managing conflict or concerns from customers	1. Handle guests/customers concerns & feedback 2. Knowledgeable in tourism industry/ promote tourism 3. Upselling skills	RM 1,100.00 - RM 2,800.00

Hotel Assistant Revenue Manager

Skills & Training Required

Hotel Assistant Revenue Manager

OCCUPATION DESCRIPTION:

The Assistant Revenue Manager (ARM) helps to optimise revenue for the property. ARM assists to ensure maximum revenue opportunities are achieved through execution and maintenance of all sales strategies implemented by the Director of Revenue Management. ARM ensures that sales strategies are conveyed, executed and revised based on the market situations, and works very closely with the sales and marketing team and other business departments of the property.

ARM investigates and reports revenue management data, generates and provides precise and timely results in the form of reports and presentations. ARM also conducts sales strategy analysis and adjustment to increase the market share of the property. In addition, ARM explores opportunities that drive profit, create value for clients, encourage innovation and provide recommendations to improve the processes of revenue management.

The skills expected of the Assistant Revenue Manager are summarised as below:

SKILL CATEGORY	SKILL	PROPOSED TRAINING
Analytical	1.1 Facilitate the Implementation of a Productivity Framework 1.2 Solve Problems and Make Decisions at Managerial Level	• Analytic Related Programs • Critical Training • Crisis Management Training • Advance Microsoft Training (Excel and PowerPoint)
Business Continuity Management	2.1 Manage Crisis Situations 2.2 Participate in Dispute Resolution	• Negotiation Skills Training • Crisis Management Training
Communications	3.1 Conduct/Involve in Interviews 3.2 Manage Meetings	• Communication Skills • Business Writing Skills
Customer Experience	4.1 Participate in Guest Experience	• Customer Service-Related Programs • Digital Marketing
Technology	5.1 Apply Workplace Information and Communication Technology (ICT) 5.2 Perform Project Planning Functions	• Property Management System (PMS) Training
Innovation	6.1 Manage Innovation in the Business Operations	• Project Planning • Innovation/Leadership related programs
Leadership	7.1 Cultivate Workplace Relationships and Diversity 7.2 Contribute Towards a Learning Organisation 7.3 Manage Workplace Challenges with Resilience	• Leadership Training Programs • Supervisory Skills Programs • KPI Assessment Training

Hotel Assistant Revenue Manager

SKILL CATEGORY	SKILL	PROPOSED TRAINING
Planning and Implementation	8.1 Manage and Review Systems and Processes	• KPI Assessment Training • Project Management
Revenue Management	9.1 Implement Revenue Management Strategies 9.2 Manage Distribution Channels and Revenue Optimisation Strategies 9.3 Manage Reservation Services	• Revenue Related Programmes. • Digital Marketing Related Programs
Market Analysis	10.1 Analyse the Impact of Customer Behaviour on Sales and Marketing Strategies	• Analytical Training Programs
Risk Management	11.1 Evaluate and Review Compliance with Applicable Legislation and Regulations for the Business Unit 11.2 Manage Loss/Risk Prevention	• Risk Management Related Training

Hotel Assistant Revenue Manager

Skill Category	Analytical	**Applicable to NOSS Level**	N/A
Skill 1.1	Facilitate the Implementation of a Productivity Framework		
Skill Description	The ability to assist on the implementation of a productivity framework. It also involves the monitoring and evaluation of the effectiveness of the productivity framework.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Productivity ideas • The importance of productivity in the generation of revenue and value for the organisation, industry and the country • Benefits of productivity • Types of productivity to be measured • Factors that affect productivity • Factors that influence productivity • Indicators commonly used in measuring organisation's productivity • Methods and tools used to measure productivity • Methods to analyse the relationship between productivity measurements and factors that influence productivity • Assessment of factors that influence productivity • Productivity goals and strategies that can be accepted by the organisation • Types of motivation and incentive schemes for productivity improvements		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Create one's own responsibilities and role in the implementation of the productivity framework in an organisation • Help to create a productivity management structure and assign responsibilities to relevant personnel for implementation of the productivity framework in an organisation • Identify and arrange on the resources required for the implementation of the productivity framework according to the recommendations • Monitor the implementation of the productivity framework based on recommendations in the productivity road map • Link staff performance appraisals, recognition and rewards to productivity according to results of productivity measurements • Compile and evaluate results gathered on productivity measurements and report findings to relevant personnel		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate effectiveness on implementation of the productivity framework • Present any recommendations for improvement to relevant personnel		

Hotel Assistant Revenue Manager

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Create awareness on the productivity improvement initiative and communicate details of the productivity action plan to relevant personnel in order to get agreement and support
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Encourage employees to participate in the productivity improvement initiative • Provide the necessary training to prepare the relevant personnel in order to implement the productivity framework
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	The ability to prepare: • Daily pick-up report review (90 days) • Forecasting by market segment (90 days) • Competitor Report • Rate shopping tool • BAR chart record • Daily performance report (last night, MTD & YTD)

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Skill Category	Analytical	Applicable to NOSS Level	N/A
Skill 1.2	Solve Problems and Make Decisions at Managerial Level		
Skill Description	The ability to find out the reasons for lack of performance and its impact in the organisation. It also includes managing team dynamics to identify and address performance deficiency.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Advantages and disadvantages of the ways to collect relevant information on organisational performance standards and quality control policies • Sources of information to identify lack of performance • Advantages and disadvantages of the various ways to identify performance shortcoming • Types of analytical techniques and their application in the problem-solving and decision-making process • Principles of teamwork and techniques to manage team • Types of decision-making models in getting the preferred solution • Factors affecting the effectiveness of an implementation plan • Techniques to identify the lack of performance or cause of failure in implementation plan • Advantages and disadvantages of various ways to formalise implemented solution as part of company Standard Operating Procedures (SOPs) • Organisational procedures for amending and distributing SOPs		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Collect relevant information on organisational performance standards • Identify the types of performance shortcoming, examine the causes and their impact on the organisation • Identify the root causes of the problems with team members using suitable group facilitation techniques • Determine a preferred solution using suitable methods and draw up an implementation plan to implement the solution at the workplace • Formalise the implemented solution as part of the organisation's current standard operating procedures • Evaluate the effectiveness of the implemented solution and implementation plan using suitable techniques		

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Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Generate creative ideas using suitable idea generation and group facilitation techniques • Shortlist the most workable ideas using the appropriate problem-solving and decision-making techniques • Evaluate the impact of selected ideas using the appropriate problem-solving and decision-making techniques • Develop an action plan for any shortfalls identified in the implemented solution and conduct a follow-up review
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage team and different opinions through the use of conflict management techniques
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Reflect on own strengths and weaknesses and its impact in solving problems and making decisions
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Business Continuity Management	Applicable to NOSS Level	N/A
Skill 2.1	Manage Crisis Situations		
Skill Description	The ability to execute a crisis management plan in order to manage crisis situations. It also includes allocating resources, executing, documenting response, recovery activities and communicating organisational crisis management key messages to relevant personnel.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Operational roles and responsibilities of a manager handling a crisis • Documentation components for a crisis response and recovery activities • Communication plans for managing crisis		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Allocate resources to manage response-handling based on the crisis management plan • Identify crisis response and recovery activities for implementation based on the recovery strategies and business continuity strategies to ensure alignment of activities • Document crisis response and recovery activities data based on the information format requirements to facilitate follow-up actions • Implement 'return-to-normal' procedures based on the crisis management plan to ensure the alignment of activities • Communicate organisational crisis management key messages to relevant personnel in order to provide updates		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review a crisis management process in order to identify areas for improvement		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage one's emotions to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation • Respond suitably to emotional cues of organisation members during a crisis situation in order to manage negative emotional environment
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Enhance one's own knowledge in crisis management by subscribing to diverse learning channels and discussion platforms to ensure continuous learning for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	<u>Internal</u> • Change of room inventory availability (overbooking & out of service) • PMS downtime (server & virus attack) • Natural disaster (fire & flood) <u>External</u> • Natural disaster (fire, flood & riot) • Transportation interruption (delayed & cancellation) • Human made events (shooting, bomb threads & riots) • Political based movement

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Skill Category	Change Management	**Applicable to NOSS Level**	N/A
Skill 2.2	Participate in Dispute Resolution		
Skill Description	The ability to prepare and participate in disagreement resolution to reach agreeable outcomes.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of disagreements • Evidence to support case • Communication and conflict resolution techniques • Relevant precedents • Relevant legislation and regulations		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Prepare a case in order to gather support for position • Participate in dispute resolution processes in order to achieve the desired disagreement resolution outcomes • Reach disagreement resolution outcomes in order to obtain agreement from both parties		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Identify opportunities to strive for negotiation outcomes in order to add value to the organisation and achieve a win-win outcome for both parties		
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage oneself to maintain composure, self-confidence and resilience when dealing with challenges in the conflict resolution process		

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Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in self-reflection to identify areas for improvement in managing a disagreement resolution process • Improve one's own conflict resolution skills by seeking feedback from peers and supervisors to enhance own capability in managing conflicts
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Relevant legislation and regulations must include: • Billing policies • Organisational human resources policies • Financial regulations and policies • Employment Act • Industrial Relations Act • Workplace Safety and Health Act • Employment of Foreign Manpower Act • International legislation

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Skill Category	Communications	Applicable to NOSS Level	N/A
Skill 3.1	Conduct/Involve in Interviews		
Skill Description	The ability to prepare, conduct and follow up on interviews. It also includes identifying interviewees and interview objectives and evaluating the effectiveness of interviews to ascertain areas for improvement.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of interviews • Components of interview minutes • Legal, regulatory, ethical and socio-cultural constraints related to conducting interviews		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify presentation objectives and presentation formats in accordance with organisational procedures • Gather and analyse necessary information to support presentation objectives • Develop presentations and presentation collaterals, if necessary, to support presentation structure • Present information in appropriate presentation formats to achieve presentation objectives		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Share feedbacks on effectiveness of interviews to identify areas for improvement		
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Assess the emotional states of interviewees and respond suitably to emotional cues to demonstrate empathy		

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Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Update one's interviewing skills by subscribing to diverse learning channels to enhance workplace performance as an interviewer
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Legal, regulatory, ethical and socio-cultural constraints related to conducting interviews must include: • relevant legislations • codes of practice • ethical principles • policies and guidelines • social responsibilities • cultural as well as societal expectations and influences

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Skill Category	Communications	Applicable to NOSS Level	N/A
Skill 3.2	Manage Meetings		
Skill Description	The ability to manage meetings to meet its objectives. It also includes preparing for the meetings, conducting and following-up on meetings, as well as evaluating meeting outcomes to find areas for improvement.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types and modes of meetings • Components of meeting agendas • Meeting collaterals • Legal, regulatory, ethical and socio-cultural restrictions of meetings		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Prepare for meetings to support meeting objectives • Follow up on meetings based on organisational procedures to ensure matters arising from the meetings are addressed		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate meeting outcomes to determine areas for improvement		
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Conduct meetings to facilitate discussion and conflict resolution, taking into consideration the emotional states of meeting participants and responding suitably to emotional cues to maintain positive working relationships		

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Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in self-reflection to identify areas for improvement in managing meetings • Improve own effectiveness in managing meetings by subscribing to diverse learning channels and participating in peer review platforms to enhance workplace performance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Legal, regulatory, ethical and socio-cultural constraints of meetings must include: • Relevant legislations • Codes of practice • Business ethics • Policies and guidelines • Social responsibilities • Cultural as well as societal expectations and influences

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Skill Category	Customer Experience	**Applicable to NOSS Level**	N/A
Skill 4.1	Participate in Guest Experience		
Skill Description	The ability to analyse service performance standards and assess service performance outcomes. It also includes the ability to propose actions to improve service performance standards and monitor the effectiveness of actions taken.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Service performance analysis • Methods of data collection and data analysis • Organisational critical situation escalation procedures • Organisational service performance standards • Customer satisfaction index • Parameters for identifying trends in customer satisfaction • Significance of evaluating customer satisfaction level		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Analyse service performance standards • Assess service performance outcomes • Propose actions to improve service performance standards • Monitor the effectiveness of actions taken to improve service performance standards		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	N/A		
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate with colleagues the outcome of proposed service performance actions to improve customer satisfaction level		

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Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Update one's own learning to examine the effectiveness of alternative corrective actions taken in order to improve service performance standard
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Technology	Applicable to NOSS Level	N/A
Skill 5.1	Apply Workplace Information and Communication Technology (ICT)		
Skill Description	The ability to apply information and communication technology (ICT) at the workplace. It also includes analysing ICT in organisational performance, facilitating the development and acquisition of ICT infrastructure and tools to identify and prevent problems at the workplace.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • ICT strategies and their uses in various sectors • Benefits and success factors of establishing ICT strategies in an organisation • Types of electronic storage medium and their features • Types of technology used in electronic storage media • Impact of a non-electronic environment on organisational performance • Roles of ICT tools in raising productivity in an organisation • Types of ICT tools used at the workplace and their features • Definition of ICT infrastructure • Ways and issues involved in managing an ICT infrastructure in the organisation • Areas of investment to support an ICT infrastructure • Types of corporate services associated with ICT • Types of network performance measures and shared network resources and their uses		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Analyse the impact of ICT strategies on performance in an organisation • Analyse the benefits of converting into an electronic environment and the value of using electronic storage media to share workplace documents according to organisational ICT policies • Support the acquisition and implementation of ICT infrastructure in order to accomplish organisational goals • Examine the important aspects of a business continuity plan and analyse its role in minimising the negative impact on ICT infrastructure and organisational performance in the event of potential disasters		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate effectiveness of ICT infrastructure and associated services in achieving the desired organisational goals		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Comply to organisational ICT policies to prevent common problems relating to ICT corporate services, network performance and shared resources
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Examine and highlight to various sources the possible areas for using ICT tools to improve performance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Definition of ICT infrastructure must include: • The hardware and software required to interconnect ICT tools and users, in which signals are transmitted over transmission media, and signals are managed using software • Providing the necessary hardware, software, technical support and management of ICT tools and users in order enable IT services reliability and interconnectivity

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Skill Category	Technology	Applicable to NOSS Level	N/A
Skill 5.2	Perform Project Planning Functions		
Skill Description	The ability to apply project planning and management functions. It also includes creating and managing project tasks, monitoring project progress and printing the project outputs.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Concepts of managing projects • Impact on project schedule when using a start or finish date to schedule a project • Concepts of task duration • Concepts of a milestone in a project • Concepts on the logical relationships between tasks • Concepts of lead time and lag time in a project schedule • Types of task constraint options • Concepts of a deadline in a project • Types of resources for a task • Relationship between duration, work and resource • Concepts of fixed cost and variable cost • Concepts of critical task and critical path		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Create and manage project tasks according to project requirements by applying suitable functions in a project management application • Monitor project progress according to project requirements by applying suitable functions in a project management application • Prepare and print outputs of project according to recommended requirements by applying suitable steps		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Create a new project plan based on available templates • Utilise functions to enhance project management productivity		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Seek assistance and guidance from peers on difficulties faced when planning projects
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Manage and review project progress and reschedule project tasks accordingly
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Innovation	Applicable to NOSS Level	N/A
Skill 6.1	Manage Innovation in the Business Operations		
Skill Description	The ability to implement innovation initiatives in a business operation. It also includes identifying opportunities for innovation, conducting pilot testing, refining innovation strategies and making recommendations for implementation with the support from various personnel.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Characteristics of business operations that are more likely to be open to innovation • Characteristics of broader environments that support and encourage innovation • Creative approaches to identify innovation opportunities • Range of creative techniques to generate innovative ideas		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Evaluate business function performance to identify opportunities for innovation and improvement • Create opportunities to maximise innovation within a business operation • Support and guide employees to contribute to the implementation of organisational innovation strategies • Conduct pilot testing and prototyping of innovation concepts within business function to determine the feasibility of innovation initiative • Make recommendations of innovation initiatives to the relevant personnel for implementation		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Develop and refine innovative initiatives to ensure the achievement of the desired business outcomes within a business operation		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Consult with the relevant personnel to agree on broad parameters for developing innovation initiatives • Acknowledge and address the feelings and perspectives of employees arising from the impact of innovation implementation to maintain positive working relationships
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Well informed on innovation management practices by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance workplace performance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Leadership	Applicable to NOSS Level	N/A
Skill 7.1	Cultivate Workplace Relationships and Diversity		
Skill Description	The ability to encourage collaborative and productive relationships at the workplace to support organisational priorities. It includes building workplace relationships, promoting organisational diversity through systems and processes as well as managing of conflicts.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical considerations relating to participation in internal and external networking opportunities, conflict management and workplace diversity • Organisational policies and procedures relating to business networking, organisational diversity and conflict management • Relevant professional or industry codes of practice and standards relating to business networking • Implications and impact of networking and collaboration opportunities on employees and the organisation • Relevant local, regional and international networks • Common barriers to developing cooperative workplace • Workforce characteristics and trends		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Establish working relationships with network members to improve knowledge sharing and networking opportunities • Pursue collaborative opportunities to support beneficial outcomes • Facilitate information exchange among network members to support organisational and team priorities • Develop and monitor the implementation of systems and processes to support organisational diversity strategies • Identify sources of conflict and negotiate issues to reach mutually acceptable outcomes		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review the effectiveness of the conflict resolution strategies and take action to prevent the repetition of conflict		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Adjust interpersonal style and respond suitably to emotional cues when interacting with others to meet the requirements of the social and cultural business context
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Well informed on organisational diversity management systems and processes by subscribing to diverse learning channels to enhance one's own knowledge for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Leadership	**Applicable to NOSS Level**	N/A
Skill 7.2	Contribute towards a Learning Organisation		
Skill Description	The ability to analyse employability issues for one's self and the organisation in the local and global contexts. It also includes contributing to the development of a learning organisation that can operate effectively in the knowledge-based economy as well as adapt to change and diversity.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Changes to work requirements and expectations in both local and global contexts • Methods to acquire skills and knowledge for the organisation • Types of skills and knowledge required by an organisation and methods to acquire them to stay competitive in the global context • Advantages and disadvantages of the various types of assessment methods to conduct training and development needs analysis • Strategies to enhance employees' receptiveness to training • Types of learning styles, learning theories and learning motivation theories • Motivational factors to learn for one's self and organisation • Benefits of a learning organisation culture • Types and stages of changes arising from the external environment and their characteristics • Types of strategies that can assist an organisation to adapt to change • Ways in which the types of strategies for managing and synergising diversity can contribute to organisational effectiveness		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Evaluate information gathered from the media to determine the relevant issues and trends that affect the organisation both in the local and global contexts • Evaluate the implications of global competitiveness on one's job and organisation • Establish and evaluate systems for facilitating transfer of knowledge and skills within an organisation • Establish and evaluate learning opportunities, resources and knowledge management infrastructure in an organisation		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Analyse and adopt suitable approaches for organisational change • Develop strategies to assist an organisation to adapt to change		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage and synergise the diversity of the various groups for organisational effectiveness
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Conduct training and development needs analysis using the suitable assessment methods and set learning goals for one's self and the organisation • Conduct learning style analysis to identify learning styles of one's self and the staff to ensure the effective acquisition and transfer of knowledge and skills within the organisation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Leadership	**Applicable to NOSS Level**	N/A
Skill 7.3	Manage Workplace Challenges with Resilience		
Skill Description	The ability to apply resilience techniques to manage challenges. It also includes assessing one's personal as well as the organisation's level of resilience.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Concept of resilience • Importance of resilience to an individual and/or an organisation • Types of assessment tools and methods to assess level of resilience • Characteristics of assessment tools and methods used to assess level of resilience • Methods for development of resilience • Characteristics of the various methods for development of resilience		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Assess the level of resilience at the individual and/or organisational level and its effects on achieving the desired outcomes according to the methods set • Apply resilience techniques in managing manage challenging circumstances at the individual and/or organisational level		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Examine the areas for development in resilience of the individual and/or organisation to achieve desired outcomes		
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Seek support from others when dealing with challenging situations		

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Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Reflect on opportunities to learn and renew oneself to bolster resilience

Range of Application
(where applicable)
 	
It refers to the critical circumstances and contexts that the skill may be demonstrated.
	Concept of resilience must include:
	• Definition of resilience from individual and/or organisation perspective
	• Psychology of resilience includes:
	  o Cognitive
	  o Neurophysiology
	  o Psychoneuroimmunology
	
	Domains of resilience must include:
	• Individual's perspective includes:
	  o Being in control to influence whatever happens next
	  o Assuming ownership to improve the situation, regardless of one's formal responsibilities
	  o Being optimistic
	  o Able to surmount stressful situations and emerge stronger thereafter
	  o Able to adapt one's thinking to the situation at hand e.g. taking another's point of view, able to see things from a different perspective, able to see difficulties as challenges, etc.
	  o Able to use humour to get through difficult circumstances
	  o Able to accept that something has happened and moving on to deal with it
	  o Able to persevere and endure adversity
	  o Able maintain composure and a healthy level of physical and psychological wellness in the face of challenges
	  o Able to contain setbacks in one aspect from spilling over to other professional or personal aspects
	  o Able to acquire resources to move on in challenges and reach one's full potential

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Organisational perspective includes:
- Systems in place to ensure business continuity
- Diversification of business activities to mitigate risks
- Flexible systems and processes
- Strong leadership
- Responsiveness to operating environment
- Systems to generate and protect business resources e.g. supply chains, financial and human resources
- Systems and tools in place to train, maintain and track resilient individuals and teams

Factors affecting the level of resilience must include:
- An individual's level of resilience must include:
  o Nature of occupation e.g. fast-paced, dynamic vs. stagnant, predictable & routine
  o Personality and traits
  o Life experiences
  o Wellness of one's mind, spirit, body, etc.

- An organisation's level of resilience includes:
  o Culture
  o Leadership
  o Systems and processes
  o Investment in training and development of staff

- Resilience techniques must include:
  o Practising/internalising resilient behaviours for example, not giving up and persisting in achieving goals despite the difficulties
  o Being decisive and able to make sound decisions despite uncertainties and pressures
  o Staying composed and positive in times of difficulty
  o Thinking clearly and staying focused under pressure
  o Recognising how your feelings affect performance and understanding how it affects your relationship with stakeholders
  o Creating a supportive culture within an organisation
  o Coaching others through difficulties
  o Recognising stress symptoms before they become an issue
  o Engaging in activities to maintain the well-being of one's mind, spirit and body
  o Controlling unwanted thoughts and emotional reactions
  o Formulating an action plan to develop resilience at the individual and/or organisational level, with components of an action plan to develop resilience

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- The individual level must include:
  - o Measurement/outcome indicators to track development in resilience
  - o Areas for development in resilience
  - o Methods/tools for collecting feedback on level of resilience
  - o Schedule of timelines
  - o Resources e.g. physical, financial required
  - o Possible methods to develop resilience, such as:
  - o Using journals to list and challenge limiting beliefs
  - o Attending courses
  - o Building a strong support network through nurturing strong and positive relationships, getting involved in community and volunteer work, or joining a faith or spiritual community
  - o Building long-term stress resilience and reduce situational stress throughout the day
  - o Sharing and exchanging stories
  - o Setting progressive and incremental goals to build self-confidence in specific areas
  - o Reflecting on past experiences and using them to positively reframe future experiences
  - o Practising relaxation techniques that can include imagery and breathing techniques
  - o Applying nutritional strategies for boosting vitality, motivation and productivity
  - o Applying learned optimism techniques
  - o Applying problem-solving and decision-making techniques to make sound decisions despite uncertainties and pressures
  - o Controlling unwanted thoughts and emotional reactions

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- The organisational level must include:
  - o Measurement/outcome indicators to track development in resilience
  - o Areas for development in resilience
  - o Methods/tools for collecting feedback on level of resilience
  - o Schedule of timelines
  - o Resources e.g. manpower, financial, logistics required
  - o Plan to stakeholders

- Possible methods to develop resilience, such as:
  - o Encouraging innovation and experimentation
  - o Implementing systems to ensure business continuity
  - o Diversifying business activities to mitigate risks
  - o Introducing systems and processes to enhance organisation's flexibility and adaptability as well as to generate and protect business resources e.g. supply chains, financial and human resources
  - o Leadership development programmes
  - o Implementing scenario analysis and planning to enhance organisation's responsiveness to operating environment
  - o Investment in training and development for staff at all levels
  - o Introducing culture-building and awareness programmes
  - o Implementing communication and engagement sessions with the staff at all levels
  - o Implementing alternative work practices e.g. flexible working arrangements, empowerment of decision-making, etc.
  - o Implementing staff welfare programmes such as exercise days, staff bonding events, etc.

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Skill Category	Planning and Implementation	Applicable to NOSS Level	N/A
Skill 8.1	Manage and Review Systems and Processes		
Skill Description	The ability to manage, review and evaluate systems and processes with a view for enhancements. It also includes gathering of feedback and developing solutions to close gaps and to make improvements.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Different levels of systems and processes within the organisation • Tools and methodologies to review systems and processes		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Manage systems and processes to meet organisational guidelines and policies		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review and evaluate systems and processes in accordance with organisational policies to identify areas for improvement • Develop and establish solutions to gaps and areas of improvement to further enhance organisational systems and processes		
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Follow organisational code of conduct, values and ethics when managing and reviewing systems and processes to ensure the continued efficiency of the organisational business processes		

Hotel Assistant Revenue Manager

Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Be well informed on best practices in managing systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms to enhance one's knowledge for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Revenue Management	Applicable to NOSS Level	N/A
Skill 9.1	Implement Revenue Management Strategies		
Skill Description	The ability to get knowledge on the organisation's revenue management strategies by applying pricing and capacity controls, performing group displacement analysis and implementing changes to revenue management tactics.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Sources of information on organisation's revenue management strategies and competitive set • Guidelines for accessing information on organisation's revenue management strategies • Types of rate codes and rate fences in organisation's rate structure • Individual and group capacity control techniques • Group displacement analysis • Organisation's group business mix strategies • Organisational procedures for confirming groups and recommending alternatives • Types and significance of revenue management tactics		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify and access sources of information on the organisation's revenue management strategies, based on the organisational requirements • Perform arrangement of rate codes for specific distribution channels, in accordance with organisational procedures • Implement rate barriers based on the organisational procedures • Perform monitoring of rates set by the organisation and organisation's competitive set, based on the organisational procedures • Follow organisation's policies and procedures relating to capacity control • Apply individual and group capacity control techniques for various distribution channels, based on the organisational procedures and policies • Conduct group displacement analysis on fixed and non-fixed pricing group enquiries, based on the organisational procedures • Perform confirmation of group, based on set group business mix strategies, based on the organisational policy • Perform implementation and analysis on impact of changes, based on the organisational procedures		

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Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Keep updated with changes on organisation's revenue management strategies, based on the organisational requirements • Conduct investigations and report pricing set by the competitive set, where necessary, based on the organisational procedures • Recommend alternatives for group enquiries and bookings that cannot be accepted, based on the organisational policies and guidelines
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	N/A
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Seek feedback from the head of department on performance in implementing revenue management strategies and capacity control techniques
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Revenue Management	Applicable to NOSS Level	N/A
Skill 9.2	Manage Distribution Channels and Revenue Optimisation Strategies		
Skill Description	The ability to manage and evaluate contributions generated by channel management strategies, pricing techniques, distribution channels and partners, to maximise revenue for the organisation. It also includes managing rates and restrictions across key channels and performing forecasts for the organisation.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Distribution channels and channel cost analyses • Organisation's distribution landscape, associated technologies and systems used • Organisation's segmentation and distribution strategies • Business models associated with each distribution channel • Organisation's competitor set • Impact of distribution models on profitability, creating the optimal zone of distribution • Overbooking strategies		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Determine key players and suitable distribution channels to help maximise revenue • Evaluate cost per booking for each distribution channel, and assess profitability per booking • Create distribution channel strategies to ensure optimal channel mix and profitability, according to demand • Analyse cost implications of the business models in long and short-term • Optimise OTA placements and demand • Evaluate third-party and website booking models in distribution		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Perform evaluations by linking forecasts to budget, operations and sales and marketing plans • Propose alignment of goals and incentives, and how to combine other profit centres into revenue strategies		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Influence relevant personnel to collaborate in adopting revenue management strategies for optimisation
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Seek feedback from head of department on techniques in evaluation and management of distribution channels • Engage in self-reflection on the evaluation and recommendation of strategies
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Revenue Management	Applicable to NOSS Level	N/A
Skill 9.3	Manage Reservation Services		
Skill Description	The ability to manage resource planning to meet business function requirements. It also includes identifying resource needs, acquiring and allocating resources, reviewing resource utilisation and assessing resource allocation outcomes with a view to achieve optimal resource allocation.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of resources • Outcomes of effective resource allocation • Relevant personnel to consider during resource planning		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Determine resource needs to ensure the successful implementation of business function strategy • Acquire and allocate resources to support execution of business function strategy		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Monitor and review resource usage to determine sufficiency and optimal utilisation of resources • Assess resource allocation outcomes and reallocate resources to meet business function strategy requirements		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Follow to organisational code of conduct, values and ethics to ensure the appropriate and optimal utilisation of resources to support business function strategy
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in regular reflective practice to assess how the utilisation resources can be further improved in order to ensure optimal use
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Market Analysis	Applicable to NOSS Level	N/A
Skill 10.1	Analyse the Impact of Customer Behaviour on Sales and Marketing Strategies		
Skill Description	The ability to analyse customer behaviour and the potential implications on sales and marketing strategies. It also includes reporting of findings to relevant personnel for review.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of customers • Steps in customer decision-making process • Theories of customer behaviour • Types of buying behaviour		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify and assess factors influencing customer behaviour to support the development of sales and marketing strategies • Analyse customer buying roles and decision processes to support the development of sales and marketing strategies • Analyse customer behaviour to determine their responses to sales and marketing strategies • Report findings to relevant personnel for review based on the organisational procedures		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate report findings to make improvements		
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Present report findings using appropriate formats to meet the needs and expectations of relevant personnel		

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Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Seek feedback from supervisors on areas for improvement on the analysis conducted to close existing gaps
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Risk Management	Applicable to NOSS Level	N/A
Skill 11.1	Evaluate and Review Compliance with Applicable Legislation and Regulations for the Business Unit		
Skill Description	The ability to evaluate and review a business unit's compliance with applicable legislative and regulatory requirements. It also includes identifying relevant compliance requirements, areas of non-compliance, and proposing recommendations to relevant personnel to close the non-compliance gap.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Access suitable sources of information to analyse relevant compliance requirements applicable to the business unit • Interpret relevant legislation and regulations, legal documents, standards and codes of practice relevant to the business unit to identify possible areas of non-compliance • Evaluate and report data on compliance to relevant personnel according to information format requirements to ensure relevant personnel are updated and consulted • Relevant legislation and regulations applicable to industry • Suitable sources of information on internal and external compliance requirements • Methodologies for both internal and external monitoring and evaluation • Data on compliance • Implications of non-compliance with relevant legislation and regulations		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Access suitable sources of information to analyse relevant compliance requirements applicable to the business unit • Interpret relevant legislation and regulations, legal documents, standards and codes of practice relevant to the business unit to identify possible areas of non-compliance • Evaluate and report data on compliance to relevant personnel according to information format requirements to ensure relevant personnel are updated and consulted		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Formulate recommendations and obtain sign-off to address areas of non-compliance with legal and other requirements in consultation with relevant personnel		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Apply ethical code of practice in the evaluation of compliance by business unit to ensure the adherence to legislative and regulatory requirements
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Be well informed on the latest legislative and regulatory requirements applicable to the organisation by subscribing to various information channels to ensure currency of knowledge and organisational compliance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Relevant legislation and regulations must include: • Post incorporation Accounting and Corporate Regulatory Authority (ACRA) regulatory requirements, which must include: • Organisation secretary • Annual general meeting • Financial year end • Annual return • Directors' report • Registration number Inland Revenue Authority of Malaysia filing requirements, which must include: • Timeline for filing requirements • Estimated chargeable income • Tax return filing • Audited or unaudited accounts • Accountants Act • Business Registration Act • Companies Act • Companies Act Reform • Workplace Safety and Health Act • Employment Act

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Skill Category	Risk Management	Applicable to NOSS Level	N/A
Skill 11.2	Manage Loss/Risk Prevention		
Skill Description	The ability to identify causes, potential loss and risk and review safety, privacy and security practices. It also includes managing inspection activities, measures and actions to minimise loss and risk, handling exceptional cases and implementing changes to meet objectives.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Significance of loss and risk prevention • Significance of identifying potential safety or security concerns • Benefits of empowerment in the delegation of responsibilities • Investigation and disciplinary actions in exceptional cases • Criteria for setting targets for success • Importance of implementing changes after reviewing loss and risk policies and procedures • Guidelines for maintaining safe work areas, in accordance with the Workplace Safety and Health Act		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify causes, areas of potential loss and risk • Review safety, privacy and security practices with relevant personnel • Manage inspection activities and actions to minimise loss and risk • Handle exceptional cases via investigation and disciplinary actions • Review effectiveness of loss, risk policies and procedures and subsequently, implement the appropriate changes		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	N/A		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Influence others to be cautious in safeguarding privacy and security of property, customers and residents
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Participate in discussions with relevant personnel in order to improve on managing loss and risk prevention
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Hotel Assistant Revenue Manager

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Definitions of the Five (5) Domains

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

Hotel Director of Revenue Management

Skills & Training Required

Hotel Director of Revenue Management

OCCUPATION DESCRIPTION:

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

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

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

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

NO	SKILL CATEGORY	SKILL		PROPOSED TRAINING
1	**Business Continuity Management**	1.1	Direct Management of Crisis Situations	• Crisis Management Training
2	**Finance**	2.1	Develop and Establish Financial Budget and Plans	• Finance for Non-Finance
3	**Communications**	3.1 3.2	Conduct/Involve in Interviews Manage Meetings	• Communication Skills • Presentation Skills
4	**Technology**	4.1	Capitalise on Opportunities Created Through Digital Disruption in the Hospitality Industry	• Digital Marketing • Latest Technology workshops
5	**Innovation**	5.1 5.2 5.3	Facilitate Innovation Process within the Organisation Facilitate Innovation and Lead Managers to Manage Change Champion Service Innovation	• Project Management • Change Management type of programs
6	**Knowledge Management**	6.1	Develop and Establish a Knowledge Management System	• Property Management System (PMS) type of programs • Other relevant operating systems training

Hotel Director of Revenue Management

NO	SKILL CATEGORY	SKILL		PROPOSED TRAINING
7	**Leadership**	7.1	Develop Managers and High Potential Employees through Organisational Talent Capability Review	• Leadership Training Programs • Supervisory Skills Programs • Key Performance Indicator (KPI) Assessment Training
		7.2	Develop Strategies for Talent Management	
		7.3	Develop Self to Maintain Professional Competence to Lead an Organisation	
		7.4	Establish Organisational Relationships and Lead Organisational Diversity	
8	**Revenue Management**	8.1	Monitor Performance and Develop Reward Strategies to Facilitate Achievement of Results	• Sales Related Programs • Revenue Related Programmes • Digital Marketing related Training • Hotel Industry Analytics Skills
		8.2	Manage Overall Property Revenue	
9	**Risk Management**	9.1	Evaluate and Review Compliance with Applicable Legislation and Regulations for the Business Unit	• Risk Management related Training
		9.2	Manage Loss/Risk Prevention	

Hotel Director of Revenue Management

Skill Category	Business Continuity Management	Applicable to NOSS level	N/A
Skill 1.1	Direct Management of Crisis Situations		
Skill Description	The ability to direct crisis management plan to manage crisis situations. It also includes leading damage assessment, directing crisis response and recovery activities, and facilitating manpower involvement and communication to relevant personnel.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Own role in management of crisis response and recovery activities • Relevant personnel in a disruptive event • Implications on business impact arising from disruptive events on the organisation		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Lead damage assessment in consultation with relevant personnel to determine the scale of impact • Direct the implementation of crisis response and recovery activities based on the recovery strategies and business continuity strategies in order to ensure the standardisation in activities • Facilitate involvement of teams to assist in crisis management • Activate 'return-to-normal' procedures based on the crisis management plan to ensure standardisation in activities • Identify the business impact of disruptive events on the organisation to determine the extent of the impact • Activate stand down procedures based on the business continuity strategies and crisis management plan to ensure the standardisation in activities • Facilitate a communication process during disruptive events to relevant personnel based on the crisis communication plan in order to provide updates		
Innovation and |Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review crisis management process to identify areas for improvement		

Hotel Director of Revenue Management

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage own emotions to maintain calm, display self-confidence and resilience when dealing with challenges in a crisis situation • Respond suitably to emotional cues from the organisation members during a crisis situation in order to manage a negative environment
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Enhance one's own knowledge on crisis management by subscribing to diverse learning channels to ensure continuous learning for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Hotel Director of Revenue Management

Skill Category	Finance	Applicable to NOSS level	N/A
Skill 2.1	Develop and Establish Financial Budget and Plans		
Skill Description	The ability to develop financial plans and budgets in line with the organisational strategies. It also includes preparing and reviewing financial plans, reviewing and monitoring budgets as well as presenting findings and recommendations to the relevant personnel for review.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of financial objectives and performance indicators • Methods of identifying factors that may impact financial plans or budgets • Factors affecting financial forecasts • Means of communication of budget plans • Significant issues pertaining to budgets		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Determine short and long-term financial needs to assess the current financial situation • Formulate financial plans aligned to the overall organisational strategies to guide budget preparation • Establish allocation of resources to meet organisational financial plans • Review financial forecasts to foresee changes in circumstances • Review draft budgets based on the organisational guidelines • Report findings, recommendations and options to relevant personnel for review based on the organisational policies		
Innovation and |Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Monitor and evaluate actual figures against budgets to identify and address variances		

Hotel Director of Revenue Management

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Adhere to organisational and professional code of conduct, values and ethics when developing and establishing financial budgets and plans to ensure fair and accurate reporting
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Be well informed on internal and external factors to determine the impact on budget preparation and required response by subscribing to diverse information channels and participating in discussion platforms with supervisors and peers
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Hotel Director of Revenue Management

Skill Category	Communications	**Applicable to NOSS level**	N/A
Skill 3.1	Conduct/Involve in Interviews		
Skill Description	The ability to prepare, conduct and follow up on interviews. It also includes identifying interviewees, interview objectives and evaluating effectiveness of interviews to find out areas for improvement.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types of interviews • Components of interview minutes • Legal, regulatory, ethical and socio-cultural restrictions related to conducting interviews		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to assist: • Identify interviewee and interview objectives to support programme and initiative goals • Prepare interview questions to support interview objectives • Deliver questions to meet requirements on interview structure • Follow up on interviews to meet requirements on organisational procedures		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and / or enhance business values that are aligned to organisational goals.*	The ability to assist: • Share feedbacks on the effectiveness of interviews in order to identify areas for improvement		
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Assess the emotional states of interviewees and respond suitably to the emotional cues in order to demonstrate empathy		

Hotel Director of Revenue Management

Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Update own interviewing skills by subscribing to diverse learning channels in order to enhance workplace performance as an interviewer
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Legal, regulatory, ethical and socio-cultural constraints related to conducting interviews must include: • relevant legislations • codes of practice • ethical principles • policies and guidelines • social responsibilities • cultural and societal expectations as well as influences

Hotel Director of Revenue Management

Skill Category	Communications	Applicable to NOSS level	N/A
Skill 3.2	Manage Meetings		
Skill Description	The ability to manage meetings to meet meeting objectives. It also includes preparing for the meetings, conducting the meetings and following-up on meetings, as well as evaluating meeting outcomes in order to determine areas for improvement.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Types and modes of meetings • Components of meeting agendas • Meeting collaterals • Legal, regulatory, ethical and socio-cultural constraints of meetings		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Prepare for meetings to support meeting objectives • Follow up on meetings in accordance with organisational procedures to ensure matters arising from the meetings are addressed		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and / or enhance business values that are aligned to organisational goals.*	The ability to: • Evaluate meeting outcomes to determine areas of improvement		

Hotel Director of Revenue Management

Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Conduct meetings to facilitate discussion and conflict resolution, taking into consideration the emotional states of meeting participants and responding correctly to emotional cues in order to maintain positive working relationships
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in self-reflection to identify areas for improvement in managing meetings • Improve one's own effectiveness in managing meetings by subscribing to diverse learning channels and participating in peer review platforms in order to enhance workplace performance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Legal, regulatory, ethical and socio-cultural constraints of meetings must include: • Relevant legislations • Codes of practice • Business ethics • Policies and guidelines • Social responsibilities • Cultural and societal expectations and influences

Hotel Director of Revenue Management

Skill Category	Technology	Applicable to NOSS level	N/A
Skill 4.1	Capitalise on Opportunities Created Through Digital Disruption in the Hospitality Industry		
Skill Description	The ability to adopt innovation and creative thinking skills to incorporate technology, process changes, and productivity goals into service work environments for hotels and serviced apartments.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Trends and uses of technology innovations for the hotel industry • Types of computer operating systems • Software installation and maintenance • Communication systems • Organisation policies and procedures on adoption of new technological innovations		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Recognise digital disruptions resulting from the new technology developments and their impact on the organisation's work and business environment • Analyse factors affecting the implementation of innovations in technology and operating systems for guest service improvements • Review operational standards and workplace efficiency in implementing innovations in technology and operating systems for guest service improvements • Perform technology improvements strategies that may cause digital disruptions		
Innovation and |Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Establish conducive environments for encouraging innovation through digital disruption, based on the organisation needs and requirements		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate benefits of innovation through digital disruption • Facilitate promotion of new technological innovations to relevant personnel
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Be well informed on the new opportunities created through digital disruption in the hospitality industry
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

Hotel Director of Revenue Management

Skill Category	Innovation	Applicable to NOSS level	N/A
Skill 5.1	Facilitate Innovation Process within the Organisation		
Skill Description	The ability to facilitate innovation process within the organisation to improve its performance. It also includes establishing systems to support innovation, identifying, reviewing and implementing innovation initiatives as well as engaging employees for feedback on innovation.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Obstacles to innovation that can occur within the organisation • Business environment issues and impacts to be considered in developing innovation concept • Issues and requirements to commercialise innovation concept • Broad practical and operational issues that determine whether an innovation initiative can be implemented • Considerations in generating and translating innovative ideas into workable concepts • Communication and facilitation methods for encouraging innovation within the organisation		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Establish systems to support innovation within the organisation in consultation with relevant personnel • Review pilot testing and prototyping results to determine practicality in innovation initiatives across the organisation • Select suitable innovation initiatives to translate to organisational levels • Present organisational-wide implementation specifications to management for approval • Provide opportunities for all employees to provide feedback and explore the ideas and opportunities for change and innovation for further improvement		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Research and evaluate existing information to identify and evaluate needs as well as opportunities for innovation initiatives within the organisation		

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

Hotel Director of Revenue Management

Skill Category	Innovation	Applicable to NOSS level	N/A
Skill 5.2	Facilitate Innovation and Lead Managers to Manage Change		
Skill Description	The ability to facilitate change at senior levels within organisations. It also includes facilitating an environment conducive to taking risks, identifying opportunities for change and innovation, and applying systems thinking to facilitate change and innovation.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical considerations relating to change initiatives • Organisational policies and procedures relating to change management • Relevant professional or industry codes of practice and standards relating to change management • The relationship between high level strategy development and implementation of change management plans and processes at the divisional level • Key concepts and importance of a learning organisation in relation to organisational change • The differences between and attributes of positive and negative risks • Theories and principles of change management • Systems thinking concepts, methods and tools to support implementation of programmes for change and innovation • Relationships between sponsors, champions of change and innovation activities		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop systems and processes to support enterprising behaviours and risk taking • Provide opportunities for individuals within the business unit and division to explore ideas and opportunities for change and innovation • Analyse performance data, systems and behaviours that may affect the achievement of organisational goals to identify and communicate opportunities for improvement • Prioritise opportunities to implement change activities based on the potential impact or benefits to the organisation • Define performance standards to lead the change management activities towards established organisational outcomes • Identify and acquire resources required to successfully implement programmes for change and innovation		

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Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Monitor and review progress of change and innovation activities to identify areas for improvement
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Communicate with relevant personnel to design processes to support achievement of objectives of change and innovation programmes • Apply emotional intelligence to guide one's own thinking and actions to influence and persuade stakeholders to embrace change and innovation
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Engage in regular self-reflection to identify areas for improvement in leading change management • Be well informed on the change management systems and processes by subscribing to diverse learning channels and participating in peer discussion platforms to enhance one's own knowledge for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Innovation	Applicable to NOSS level	N/A
Skill 5.3	Champion Service Innovation		
Skill Description	The ability to champion a service innovation culture within the organisation. It includes establishing a service innovation strategy to provide directions that initiate the development of operating systems, policies and processes to support service excellence, innovation and evaluating the service innovation strategy and its impact on the organisation's internal and external key performance indicators.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Organisation's vision, mission and values • Components of a service innovation framework • Components of innovation audit • Methods to establish a service innovation culture • Methods to evaluate service innovation framework		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop a service innovation framework that is in line with the organisation's vision, mission and values • Conduct an innovation audit in order to gather data on newly proposed or implemented service plans against established standards • Evaluate the service innovation framework to analyse the impact on organisation's key performance indicators		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Identify and validate the service innovation processes and procedures that best suit the organisation		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Seek feedback from customers on implemented service innovation ideas • Establish a culture that promotes service innovation
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Review service innovation practices within and across industries through industry networks to update one's own knowledge of latest practices • Share industry leading practices and research on service innovation with the staff
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Service innovation is defined as changes in the product or service offering that is aimed at transforming the customer's experience. Types of service innovation must include: • Products • People • Place • Processes A service innovation framework is defined as the established structure within an organisation for development of new or improved service concept that is to be taken into practice. Components of service innovation framework must include: • Process of idea generation • Process and procedures for communicating ideas • Evaluation criteria for service innovation ideas generated • Process and procedures for implementing service innovation • Process and procedures for evaluating implemented service innovation ideas • Evaluation criteria for service innovation ideas implemented • Methods to champion service innovation throughout the organisation

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

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Skill Category	Knowledge Management	**Applicable to NOSS level**	N/A
Skill 6.1	Develop and Establish a Knowledge Management System		
Skill Description	The ability to develop and establish a knowledge management system. It also includes determining organisational information needs, recommending systems for implementation, developing knowledge management strategies and policies as well as establishing procedures for system improvement.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Objectives and elements of knowledge management system • Knowledge management strategies and policies • Business processes and relevant information required • Considerations for information management • Evaluation criteria of knowledge management systems • Applicable information management systems and software • System users • Components for knowledge management practice in the organisation • Knowledge management process		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Search for the relevant information required and knowledge management systems that are available in order to identify a suitable system for the organisation • Recommend and suggest a knowledge management system that is suitable to organisation needs, goals and consult with relevant personnel • Create knowledge management strategies and policies based on the organisational guidelines and policies and taking into account available resources to guide a knowledge management • Develop execution strategies for knowledge management system		
Innovation and |Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Create processes in order to assess and improve the knowledge management system		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Demonstrate the understanding and appreciation of relevant personnel views when recommending knowledge management systems
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Be well informed on any latest knowledge management systems available in the industry by subscribing to diverse learning and information channels to enhance one's own knowledge for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Leadership	Applicable to NOSS level	N/A
Skill 7.1	Develop Managers and High Potential Employees through Organisational Talent Capability Review		
Skill Description	The ability to review organisational talent capability and develop high potential employees to meet organisational requirements. It also includes engaging and supporting line managers in their development.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical concerns relating to organisational talent capability management • Policies and procedures in the organisation regarding talent capability management activities • Strategy and methods used to develop high potential employees • Industry trends in relation to talent and employee engagement • Concepts of employee engagement • The importance of employee engagement • Relationship between employee engagement and its performance		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify critical positions in the organisation and assess their vacancy risk for capability development planning • Assess the capability of existing talent and identify high potential employees for critical positions • Work with managers and identified successors to be trained and develop their career plans • Give adequate support to the managers in the development of their competencies • Empower managers to demonstrate self-determination and take responsibility for their personal development		
Innovation and |Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review the effectiveness of organisational talent capability development process in order to identify areas for improvement		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Encourage and motivate managers to promote employee engagement • Apply emotional intelligence to guide one's own thinking and actions when communicating with the managers in order to develop their capability and career plans
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Mentor the progression of high potential employees to meet organisational talent capability requirements • Update one's own mentoring skills by subscribing to diverse learning channels and participating in peer discussion platforms
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Leadership	Applicable to NOSS level	N/A
Skill 7.2	Develop Strategies for Talent Management		
Skill Description	The ability to develop a talent management programme for high performers and/or high potential employees within organisations. It also includes the processes in assisting talent identification and assessment.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Strategy and methods for identifying, assessing and managing talent • Talent management and its links to other human resource and organisational strategies • The relationship between talent management strategies, the development and implementation of business plans and processes to support its implementation • Facilitation and negotiation techniques for consulting with relevant personnel • Professional or industry standards relating to talent management • Market trends and developments in relation to talent management • Communication and facilitation skills applied in working with relevant personnel to review implementation processes		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Develop a talent management strategy • Determine organisational talent capability		
Innovation and |Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/or enhance business values that are aligned to organisational goals.*	The ability to: • Integrate talent management programmes with human resource and other departments		

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

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Skill Category	Leadership	Applicable to NOSS level	N/A
Skill 7.3	Develop Oneself to Maintain Professional Competence to Lead an Organisation		
Skill Description	The ability to lead organisational communications and decision-making as one of the most senior members of an organisation. It also includes influencing relevant personnel and maintaining integrity.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical concerns relating to organisational communications • Relevant professional or industry standards guiding the definition of values and behaviours • The relationship between high level organisational strategy development, implementation of business plans and processes at lower levels within the organisation • Impact of organisational communication processes • Impact of decision-making processes on employees and the organisation • Concepts, models and methods of business planning, including business planning processes and cycles • Core issues and trends that may affect relevant personnel decision-making		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Lead relevant personnel to develop strategic priorities for organisational communications • Promote the organisation using suitable communication channels • Communicate decisions and ensure they are implemented accordingly so as to meet intended business outcomes		
Innovation and |Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Review the effectiveness of organisational communications to identify areas for improvement • Seek inputs from the senior management and technical experts to develop innovative approaches and responses to any emerging issues		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Lead and communicate to relevant personnel on organisational strategic priorities, directions and plans to influence as well as garner their support • Maintain integrity of oneself and organisation throughout decision-making and problem-solving processes based on the organisational code of conduct
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Maintain awareness of market trends and organisational environment to lead suitable strategic responses
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Leadership	Applicable to NOSS level	N/A
Skill 7.4	Establish Organisational Relationships and Lead Organisational Diversity		
Skill Description	The ability to create and promote strong organisational relationships to provide strategic value to the organisation. It also includes developing strategic leadership networks, creating a cooperative work environment and supporting team building initiatives.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical considerations relating to organisational participation in networking and opportunities for collaboration • Organisational policies and procedures relating to business networking, organisational diversity and team building • Relevant professional or industry standards relating to business networking and team building • The impact of strategies to encourage diversity on employees and the organisation • Relevant local, regional and international networks • Common barriers to developing a cooperative workplace • Team dynamics and group behaviours		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify and prioritise networks opportunities which may provide strategic value to the organisation or the individual • Identify and review the limitations that may affect participation in networks in order to develop suitable responses • Pursue collaborative opportunities to support mutually beneficial outcomes • Lead the development of strategies to support diversity and cooperation at all levels of the organisation • Communicate expectations of cross-cultural awareness throughout the organisation in order promote organisational diversity • Encourage and support the senior management to build stronger teams across the organisation		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Identify innovative approaches to support team building		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Manage relationships in order to achieve cross-cultural cooperation and positive outcomes for individuals, teams and the organisation • Adjust interpersonal style and respond suitably to emotional cues when interacting with others • Participate in team building activities with the senior management team to develop positive relationships required to lead the organisation
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Be well informed on the organisational diversity management practices by subscribing to diverse learning channels and participating in peer discussion platforms to enhance one's knowledge for workplace application
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Revenue Management	**Applicable to NOSS level**	N/A
Skill 8.1	Monitor Performance and Develop Reward Strategies to Facilitate Achievement of Results		
Skill Description	The ability to develop business plans and monitor departmental performance to meet business results. It also includes working with management team to develop performance management strategies to manage and reward performance to achieve business results.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Legal and ethical concerns relating to performance management • Organisational policies and procedures relating to the organisational performance • Relevant professional or industry standards relating to performance and remuneration management • The relationship between business objectives and implementation of plans and processes at the business unit or department level • Impact on employees and the organisation arising from performance measurement processes, performance management and remuneration processes • Concepts and methods of business planning, including business planning processes and cycles • Market trends and developments in relation to measurement of organisational performance		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Consult relevant personnel to gather inputs to develop business plans • Develop department business plan to specify the expectations of each departments and allocate resources required for implementation • Identify the success criteria to evaluate departmental performance • Identify trends and potential risks to assess their strategic impact to the organisation based on the organisational risk management framework • Identify suitable methods to gather data and measure departmental performance • Establish reporting processes and timelines to support the effectiveness of the measurement • Work with management team and human resource specialists to define performance management and remuneration requirements in line with departmental operations and roles • Facilitate the development of a policy framework to support the implementation of performance management and reward strategies		

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Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Analyse reports and related measures to take suitable actions to enhance future performance
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Apply emotional intelligence in order guide one's own thinking and actions when working with others to develop policy frameworks
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Be well informed on the performance management processes and remuneration by subscribing to diverse learning channels and participating in peer discussion platforms in order to enhance one's own competence in performance management
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Revenue Management	**Applicable to NOSS level**	N/A
Skill 8.2	Manage Overall Property Revenue		
Skill Description	The ability to optimise hotel revenue management through various departments including the room, catering and banquet, food and beverage as well as other revenue centres; while focusing on the overall hotel budget for the period against the forecast. In addition, looking into the benefits of integrating a property's central reservation offices with Global Distribution Systems, property websites, online travel agents, and other third-party websites. It also includes evaluating and reviewing existing systems and recognising opportunities for improved performance by implementing strategic reservation distribution channels.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Global Distribution Systems and their interactions with third-party travel sites, search engines and travel agent websites • Booking technology partners in linking property management systems with Global Distribution Systems and other systems • Benefits of targeted meeting planner and group travel websites that focus on MICE travel, and integrating them with the organisation's meeting and conference facilities • Integration of search engines, non-traditional and metasearch sites in conjunction with the organisation's reservation systems in integrated distribution channels • Trends and importance of mobile applications for linkages to reservation systems • Customer experience management and property management systems by the organisation • The optimisation of revenue management through various departments including rooms, catering and banquet, food and beverage and other revenue centres • Establish appropriate goals and benchmarks in order to effectively measure performance • Monitor and analyse the competition weekly through competitive shops, internet, news reports to identify selling strategies and emerging trends		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Evaluate business potential based on multiple revenue centres • Recognise the benefits of adopting global distribution channels, based on the the organisation's needs and requirements • Evaluate property management and central reservation systems for the ability to integrate with the Global Distribution Systems and intermediaries, based on the organisation's needs and requirements • Identify third-party travel sites, tour operators and travel agent distribution channels websites, which provide media distribution networks for customer reservation options, based on the organisation's needs and requirements • Establish systems and processes for integrated distribution reservation channel system, based on the organisation's needs and requirements		

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Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Implement techniques in order to optimise revenue through revenue generating channels, based on the organisation's needs and requirements • Develop opportunities for improved performance with implementation of integrated distribution reservation channel system • Development of high contribution distribution channels and ability to understand market trends
Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Present to relevant personnel with action plans for all revenue generating channels, based on the organisation's guidelines and procedures
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Review one's own methods in managing and evaluating suitable distribution channels for revenue optimisation
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Skill Category	Risk Management	**Applicable to NOSS level**	N/A
Skill 9.1	Evaluate and Review Compliance with Applicable Legislation and Regulations for the Business Unit		
Skill Description	The ability to evaluate and review a business unit's compliance with applicable legislative and regulatory requirements. It also includes identifying relevant compliance requirements, areas of non-compliance, and proposing recommendations to relevant personnel to close the non-compliance gap.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • Access suitable sources of information to analyse relevant compliance requirements applicable to the business unit • Interpret relevant legislation and regulations, legal documents, standards and codes of practice relevant to the business unit in order to identify possible areas of non-compliance • Evaluate and report data on compliance to relevant personnel according to the information format required • Relevant legislation and regulations applicable to industry • Suitable sources of information on internal and external compliance requirements • Methodologies for both internal and external monitoring and evaluation • Data on compliance • Implications of non-compliance with the relevant legislation and regulations		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Access suitable sources of information to analyse the relevant compliance requirements applicable to the business unit • Interpret relevant legislation and regulations, legal documents, standards and codes of practice relevant to the business unit in order to identify possible areas of non-compliance • Evaluate and report data on compliance to relevant personnel according to the information format required		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	The ability to: • Formulate recommendations and obtain sign-off to address areas of non-compliance with legal and other requirements in consultation with relevant personnel		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Apply ethical code of practice in the evaluation of compliance by business unit to ensure the adherence to legislative and regulatory requirements
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Be well informed on the latest legislative and regulatory requirements applicable to the organisation by subscribing to various information channels to ensure currency of knowledge and organisational compliance
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	Relevant legislation and regulations must include: • Post incorporation Accounting and Corporate Regulatory Authority (ACRA) regulatory requirements, which must include: • Organisation secretary • Annual general meeting • Financial year end • Annual return • Directors' report • Registration number

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Skill Category	Risk Management	Applicable to NOSS level	N/A
Skill 9.2	Manage Loss/Risk Prevention		
Skill Description	The ability to identify causes of potential loss, risk and review safety, privacy and security practices. It also includes managing inspection activities, measures and mitigation actions to minimise loss and risk, handling exceptional cases and implementing changes to meet objectives.		
Knowledge and Analysis *It refers to gathering, cognitive processing, integration and inspection of facts and information required to perform the work tasks and activities.*	The ability to understand: • The importance of loss and risk prevention • The importance of identifying potential safety or security concerns • Benefits of empowerment in the delegation of responsibilities • Investigation and disciplinary actions in exceptional cases • Criteria for setting targets for success • Importance of implementing changes after reviewing loss, risk policies and procedures • Guidelines for maintaining safe work areas, based on the Workplace Safety and Health Act		
Application and Adaptation *It refers to the ability to perform the work tasks and activities required of the occupation, and the ability to react to and manage the changes at work.*	The ability to: • Identify causes and areas of potential loss and risk • Review safety, privacy and security practices with relevant personnel • Manage inspection activities and mitigation actions to minimise loss and risk • Handle exceptional cases via investigation and disciplinary actions • Review effectiveness of loss, risk policies and procedures, as well as implement changes		
Innovation and Value Creation *It refers to the ability to generate purposive ideas to improve work performance and/ or enhance business values that are aligned to organisational goals.*	N/A		

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Social Intelligence and Ethics *It refers to the ability to use affective factors in leadership, relationship and diversity management guided by professional codes of ethics.*	The ability to: • Influence others to be vigilant in safeguarding privacy and the security of property, customers and residents
Learning to Learn *It refers to the ability to develop and improve one's self within and outside of one's area of work.*	The ability to: • Participate in discussions with the relevant personnel in order to improve on managing loss and risk prevention
Range of Application *(where applicable)* *It refers to the critical circumstances and contexts that the skill may be demonstrated.*	N/A

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Definitions of the Five (5) Domains

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