

INDUSTRIAL SKILLS FRAMEWORK (INDSF) HOSPITALITY

FRONT OFFICE



Published by

HUMAN RESOURCE DEVELOPMENT CORPORATION (HRD CORP) (545143-D)

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Preface

The Malaysian hospitality industry is a fast-growing industry that have contributed significantly to the national economy. To address the talent development needs within the industry, the first version of the Industrial Skills Framework (IndSF) for Hospitality was developed in 2018 with the collaboration of key industry players and employer associations.

Recognising the importance of enhancing this document, HRD Corp worked to update the document in 2023 to broaden its focus areas and enrich the information on current talent development skillsets required, including new job positions that have emerged following the pandemic.

Working in collaboration with the Malaysian Association of Hotels (MAH) and the Malaysian Budget & Business Hotel Association (MyBHA), HRD Corp identified subject matter experts to participate in the initiative. Workshop sessions were conducted both physically and online. The updated IndSF Hospitality framework focuses on five main areas as listed below:



Acknowledgments

Subject Matter Experts

We would like to thank all 13 subject matter experts who have contributed to the enhancement of the Industrial Skills Framework document for Hospitality.

NO	NAME	ORGANISATION
1	Santhosam Arumugam	Glory Beach Resort
2	Oh Soon Meng (Kenneth)	Anggun Boutique Hotel
3	Prathep Nayar	Mines Beach Resort
4	Khoo Peng Yong	Bangi Business Hotel
5	Tang Chee Boon	BMS Solutions
6	Nathan Vaithi	Zenith Putrajaya
7	Ng Kien Ti	DoubleTree by Hilton
8	Moganraj Subramaniam	Mavin Ecomm Services
9	Winnie Hoh Yoon Nee	Avante Hotel
10	Yogendran Devarajan	Elysium Resort
11	Zamari Haji Muhyi	1108 Hotels & Resorts
12	Kalai Selvan Chinnapayen	Sheraton Hotel
13	Narendran Asanthanam Pillai	Equatorial Plaza

From the Chief Executive's Desk



As the custodian of Malaysia's human capital development efforts, HRD Corp has always been committed to ensuring that every Malaysian talent and member of the workforce is given the chance to develop their skills and knowledge. Our levy programme and strategic initiatives have been geared towards providing skills training, placement and income-generation opportunities to all Malaysians. This is because we believe these are the fundamentals that can help them grow personally and professionally.

Beyond that, we work closely with our registered employers, businesses and industry players to ensure they have the right training and development pathways to support their employees' career journeys, all while creating avenues to make it easier for them to invest in their workforce. At the same time, we collaborate with Malaysian trainers and training providers to strengthen the country's training and development ecosystem, ensuring that the training community can offer high-quality, industry-relevant current and future work skills.

Given our far-reaching impact and engagement, HRD Corp regularly receives requests for feedback from individuals, businesses, industries and the government on the status and potential of Malaysia's skills development landscape. We are also often tapped to provide counsel and recommendations on what industry players can do to address skills gaps within their respective industries and provide relevant and high-quality training programmes for their talents.

For these reasons, I am immensely proud to introduce to you the Industrial Skills Framework, a visionary initiative that not only answers the above-mentioned requests, but is also a comprehensive document designed to empower the workforce of today and tomorrow. This remarkable framework is testament to HRD Corp's unwavering commitment to drive human capital excellence across various industries.

The Industrial Skills Framework serves as a comprehensive guide that not only identifies the critical skills demanded by industries but also outlines the pathways to acquire and enhance these skills. It is a roadmap for individuals seeking to thrive in the modern industrial landscape, and for organisations aiming to remain competitive by nurturing a skilled workforce.

On behalf of HRD Corp, I thank our industry partners and collaborators for their effort and commitment in making IndSF a reality. I also hope that the IndSF will continue to be the main source of reference for all talents, professionals and leaders as they seek new opportunities and work together to elevate their respective industries.

YBhg. Datuk Wira Shahul Dawood
Chief Executive of HRD Corp

Sectorial Committee Foreword



The hospitality industry is considered to be one of the fastest-growing service industries across the globe and has been a key contributor to Malaysia's economy year after year. It encompasses a wide range of businesses, including hotels, resorts, restaurants, cafes, and other tourism-related services.

Currently, due to rapid technological advancement, automation, and globalisation, the hospitality industry suddenly finds itself experiencing increased competition and the need for specialised skills among employees. To adapt to this landscape, it is paramount that the industry remains committed to upskilling and reskilling their staff to keep pace with the evolving demand of providing high-quality customer service.

To serve as the industry's guidepost, I am pleased to present our Industrial Skills Framework (IndSF) working committee for the Hotel Industry. IndSF is a comprehensive compilation of both common and specialised skills required for various positions within the hotel industry in Malaysia. It offers a reference point for current employees, future talents, employers, and training providers, empowering them to embrace change and navigate the evolving landscape with confidence.

As part of the working committee of STC Hospitality, I extend my heartfelt appreciation to the rest of the working committee and industry Subject Matter Experts for their dedication and expertise in shaping this IndSF. Their collective efforts have culminated in a valuable resource that will propel our industry towards greater heights.

I would also like to acknowledge HRD Corp management for their unwavering support and leadership throughout this journey. Their commitment to the growth and development of the hospitality industry has been instrumental in the realisation of IndSF.

This is just the beginning of our collective pursuit of excellence. IndSF will continue to evolve, ensuring it remains relevant and responsive to the dynamic needs of the industry. I encourage all stakeholders to actively engage with this framework, offering feedback and insights that will contribute to its continuous improvement.

Together, let us embrace IndSF as a catalyst for continuous improvement, excellence, and innovation within the hospitality industry.

Thank you.

Yours in Hospitality

Shirley Lai

Vice President

Malaysian Association of Hotels (MAH)

Sectorial Committee Foreword



As we stand on the threshold of significant advancements in the hospitality sector, I am honoured to present the HRD Corp Industrial Skills Framework (IndSF) for the Hotel Industry. This framework aims to enhance the employability, productivity, and efficiency of Malaysia's workforce, underscoring the crucial role the hotel industry plays in our nation's economic development.

The hotel industry is a cornerstone of Malaysia's economy, generating employment, driving revenue, and attracting tourists. IndSF outlines the skills, knowledge, and attitudes required for professionals to excel, addressing critical skill gaps and offering practical training guidance.

This framework is a strategic resource that enables organisations to create tailored development plans. By focusing on the necessary skills for various roles, from entry-level to management, IndSF ensures a workforce capable of meeting industry demands.

The benefits of adopting the IndSF are clear. It allows organisations to rectify skill deficiencies, boosting productivity and efficiency. Well-trained employees perform tasks more effectively, leading to superior outcomes. Additionally, access to targeted training enhances career prospects, making employees more valuable while improving their advancement opportunities. By investing in employee development, organisations can attract and retain talent, bolstering their industry reputation. Ultimately, IndSF can spur industry growth, increase productivity, generate revenue, and create new jobs.

To conclude, IndSF is an indispensable asset for the hotel industry. It equips organisations to identify and address skill gaps, fostering a culture of continuous improvement and excellence. The suggested enhancements will further its impact, ensuring it remains a pivotal resource for the industry's skill needs. I extend my heartfelt appreciation to the working committee and industry Subject Matter Experts for their dedication and expertise in shaping IndSF.

Dr Sri Ganesh Michiel

National President

Malaysian Budget & Business Hotel Association (MyBHA)

Guidelines

01

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

02

The job matrix serves as a **REFERENCE** for career progression within the industry.

03

The Industrial Skills Framework for the Hospitality Industry will **FOCUS ON** Level 4 of the Malaysian Skill Certification (or its equivalent) and above.

04

This document focuses on **JOB DESCRIPTIONS, SKILLS AND TRAINING NEEDED** in the Hospitality Industry.

05

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

06

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

About the Industrial Skills Framework (IndSF)

Human Resource Development Corporation (HRD Corp) was established in 1993. As an agency under the Ministry of Human Resources, it is responsible for collecting levies from key industries and disbursing training grants to registered employers through its internal mechanisms known as the Human Resources Development Fund (HRDF). Today it has expanded its role to include training and development programmes for all Malaysian talents and employers and provide income-generating opportunities to all communities in need.

HRD Corp developed the Industrial Skills Framework (IndSF) to support the industry in acquiring a skilled workforce that meets the level of competencies and experience needed.

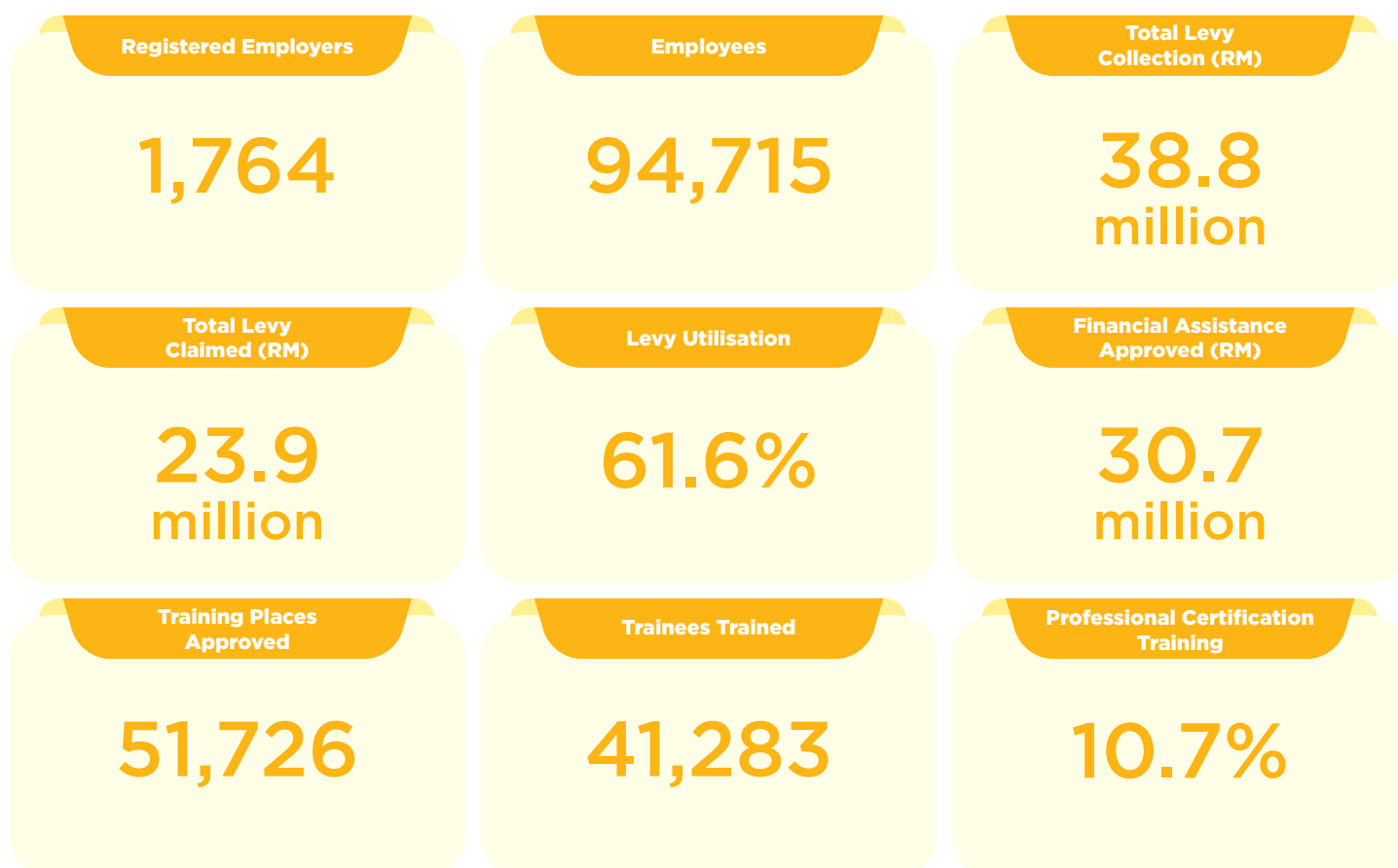
The development is supported by the participation of subject matter experts that represent associations and employers of the Hospitality industry. This is done based on the underlying principles below:



With IndSF, employees and employers can enhance their skills for career progression. The levy utilisation process also becomes more guided as employers can choose from a list of industry-relevant training programmes that can provide a greater return on investment for their company.

Sectoral Information

Hospitality in Numbers



Source: HRD Corp Internal Data, January 2022 - May 2023

TOP 5 TRAINED SKILL AREAS in Hospitality



Source: HRD Corp Internal Data, January 2022 - May 2023

Business Outlook

A look into the Hospitality 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.

The tourism industry has one of the highest returns on investment. An additional RM 1 billion investment in this sector can increase output by RM 1.9 billion.

In Malaysia, tourism is a key economic driver, contributing 15.9% to the GDP in 2023.

This reflects a significant growth supported primarily by the retail trade and food and beverage services segments.

The number of hotels in Malaysia has steadily increased over the past two decades, from 1,578 in March 2000 to 4,732 units by 2023.

In 2023, Malaysia retained its top position in the Global Muslim Travel Index and Kuala Lumpur remained one of the Top 100 City Destinations.

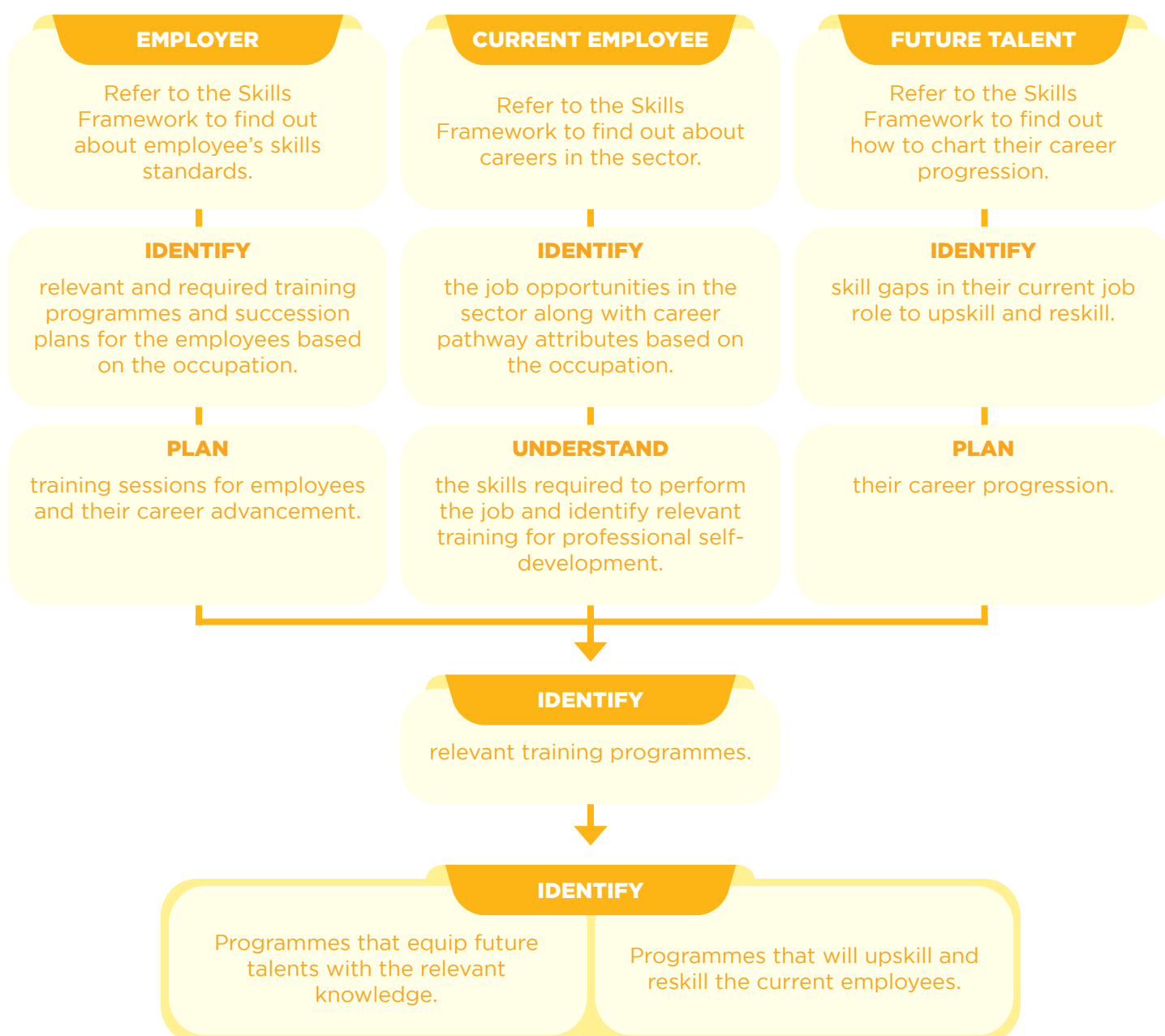
The Gross Value Added of Tourism Industries grew to RM 245 billion, marking a 10.5% increase from the previous year.

The tourism sector provided 3.8 million jobs, constituting 24% of the nation's total employment.

Globally, Malaysia is ranked 14th in tourist arrivals and 20th among 50 countries in tourism receipts (UNWTO 2023).

Moving Forward

Hospitality Industry



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

Level Descriptors

Malaysian Occupational Skills Qualification Framework (MOSQF)

01

Competent in performing a range of varied work activities, most of which are routine and predictable.

02

Competent in performing a significant range of varied work activities in various contexts. Some of the activities are non-routine and require individual responsibility and autonomy.

03

Competent in performing a broad range of varied work activities in various contexts, most of which are complex and non-routine. There is a considerable responsibility, autonomy, and control or guidance of others are often required.

04

Competent in performing a broad range of complex technical or professional work activities carried out in various contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and allocation of resources is often present. A higher level of technical skills should also be demonstrated.

05

Competent in applying a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Very substantial personal autonomy and significant responsibility for the work of others are required. Must also be able to allocate substantial resources accordingly and demonstrate solid personal accountability for analysis, diagnosis, design, planning, execution and evaluation. Specialisation in a particular technical skill area should be demonstrated.

06

Achievement at this level reflects the ability to refine and use relevant understanding, methods and skills to address complex problems with limited definitions. It includes taking responsibility for planning and developing courses of action that result in substantial change or development, as well as exercising broad autonomy and judgement. It also reflects an understanding of different perspectives, approaches of schools of thought and the theories that underpin them.

07

Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial change or development, as well as exercising broad autonomy and judgement. It also reflects an understanding of theoretical and relevant methodological perspectives and how they affect their sub-area of study or work.

08

Achievement at this level reflects the ability to develop original understanding and extend a sub-area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complex and interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for developing a field of work or knowledge or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work.

Career Pathways

Hotel Industry

HRD Corp has identified five (5) core career pathways, specific to the Hospitality industry. Each of them plays a crucial role in ensuring guests to have an extraordinary hospitality experience.



Career Pathways

Hotel Industry

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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, and have 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.

Housekeeping

The Housekeeping Department plays a vital role in establishing the property's reputation for high standards and cleanliness. Many properties are investing in information technology and are becoming eco-sensitive; thus transforming the jobs of the Housekeeping department.

PRIMARY ROLES AND RESPONSIBILITIES

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

Sales & Marketing

The Sales and Marketing department is in charge of optimising room sales and revenue, increasing brand awareness, and ensuring customer satisfaction. They work closely with other departments to ensure that the hospitality business remains competitive, attracts a steady stream of guests, and achieves its revenue goals.

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.

Career Pathways

Hotel Industry

HRD Corp has identified five (5) core career pathways, specific to the Hospitality industry. Each of them plays a crucial role in ensuring guests to have an extraordinary hospitality experience.

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.

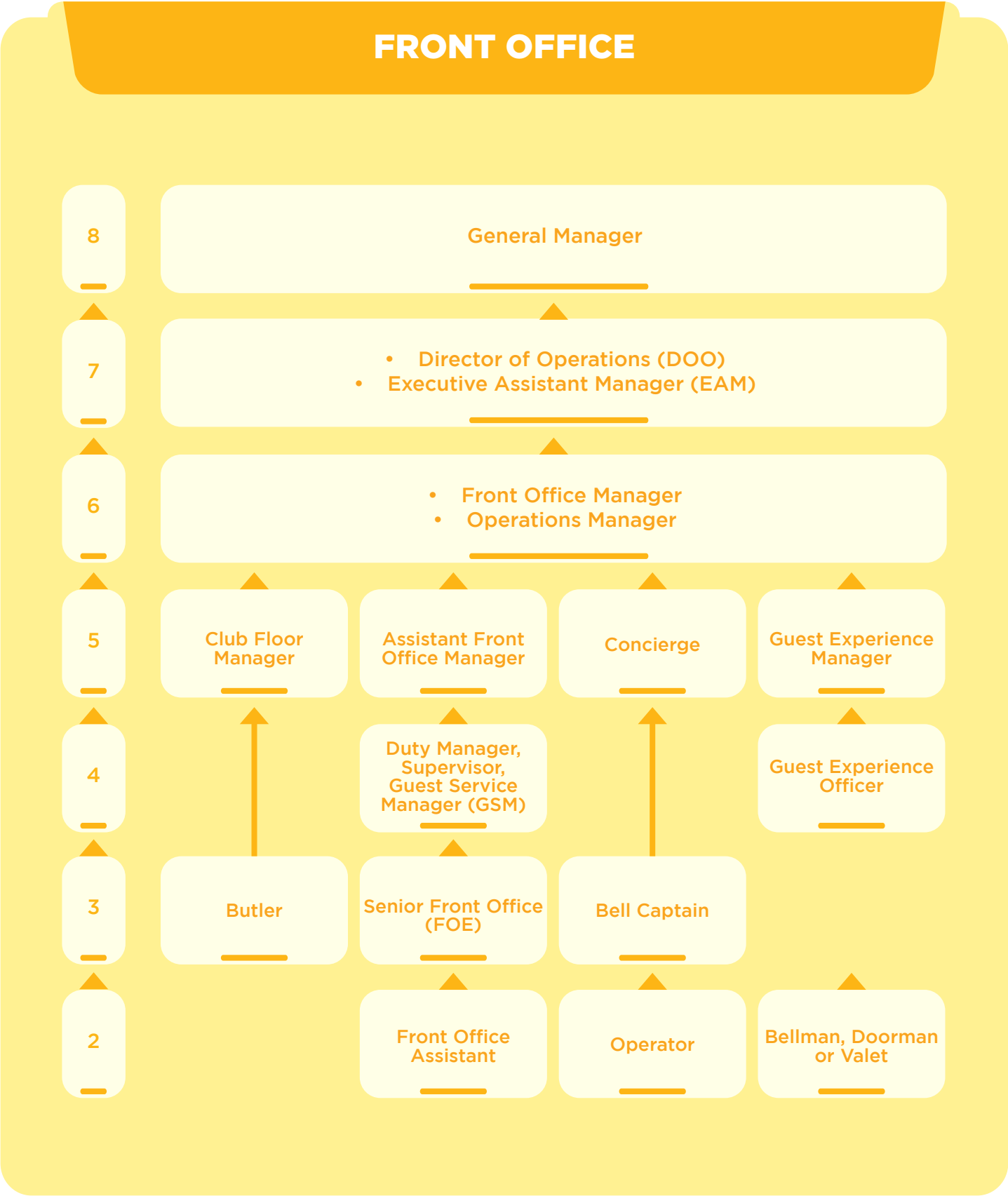
Maintenance

The Maintenance department is critical for ensuring the safety, functionality, and aesthetics of a property. It encompasses a wide range of tasks aimed at preserving the physical assets of a hotel or hospitality establishment, which in turn enhances guest satisfaction and operational efficiency.

PRIMARY ROLES AND RESPONSIBILITIES

- Conduct regular inspections of facilities and equipment.
- Schedule routine maintenance tasks to prevent breakdowns.
- Maintain HVAC systems, plumbing, and electrical systems.
- Address immediate repair needs and equipment failures.
- Troubleshoot and resolve issues promptly to minimise downtime.
- Adhere to safety regulations and industry standards.
- Conduct safety inspections and ensure fire safety systems are functional.
- Maintain records of maintenance activities and equipment status.
- Manage inventory of spare parts and maintenance supplies.

Career Pathway Chart



How HRD Corp Contributes to the Hospitality Industry

HRD Corp Registered Employers are eligible for financial assistance to defray all or a major portion of their allowable cost of training for their employees. This is done through the various training schemes and grants available.

Training also has to be in an area or field that would directly benefit business operations.

Overall From 1993 to 2023



**RM12.87
billion**

Financial Assistance approved
for all industries covered under
the PSMB Act 2001



22,416,857

training places approved for all
industries

Hotel Industry (2020 - 2023)



**RM67.94
million**

Financial Assistance approved
for training



118,607

training places approved

Bellman, Doorman or Valet

Level: 2

Job Description

- Responsible for creating lasting first impressions for arriving guests. Responsibilities include directing vehicular traffic at the driveway, greeting guests, guiding them to the check-in desk, and handling guests' cars.
- Responsible for delivering luggage and other items, accompanying guests to their assigned rooms, demonstrating how to use room amenities and facilities, and addressing any questions or requests from guests.
- Responsible for maintaining a professional appearance and possessing extensive knowledge of local tourist areas and attractions, providing guests with general directions and tourist information.
- Responsible for assisting guests with disabilities or special needs at the entrance or lobby.
- Responsible for adhering to organisational and regulatory requirements, remaining alert to report suspicious individuals, activities, or items to ensure workplace safety and property security.

Roles & Responsibilities

- To manage the flow of vehicles at driveways, assist guests with entering, parking guest cars, and exiting vehicles.
- To welcome guests and assist with directions and any other questions.
- To assist guests with their luggage upon arrival and departure.
- To accompany guests to their rooms and demonstrate how to use the amenities and facilities.
- To ensure prompt and efficient assistance with ground transportation for guests.
- To deliver incoming items directly to guest rooms.
- To keep the luggage rooms and trolleys clean and organised.
- To maintain updated records of completed tasks and items for handover.
- To address guest inquiries regarding tourist information and other related matters.
- To follow organisational and regulatory guidelines for workplace safety and health.
- To report suspicious individuals, activities, or items to ensure property security.
- To respond to emergencies following organisational standard operating procedures (SOPs).

Pre-Requisites

- A minimum requirement of SPM or STPM.
- A Diploma in Hospitality or equivalent is usually required for this position.

	Soft Skills	Competency Level	Recommended Training
1	Service Orientation	4	<ul style="list-style-type: none"> • Customer Service Training • Creating First Impressions
2	Communication	4	<ul style="list-style-type: none"> • Positive Communication • Basic Business Language
3	Teamwork	4	<ul style="list-style-type: none"> • Team Building
4	Interpersonal Skills	4	<ul style="list-style-type: none"> • Supervising Skills • Organisational Skills
5	Problem Solving	4	<ul style="list-style-type: none"> • Handling Difficult Situation

	Technical Skills	Competency Level	Recommended Training
1	Bell Service Delivery	4	<ul style="list-style-type: none"> • Rooming-In Guests
2	Customer Challenges Management	4	<ul style="list-style-type: none"> • Handling Complaints
3	People and Relationship Management	4	<ul style="list-style-type: none"> • Customer Service
4	Service Excellence	4	<ul style="list-style-type: none"> • Excellent Customer Service
5	Technology Adoption	3	<ul style="list-style-type: none"> • Hotel System Training
6	Threat Observation	4	<ul style="list-style-type: none"> • Non-Verbal Communication
7	Tourism Promotion	3	<ul style="list-style-type: none"> • Product Knowledge
8	Workplace Safety and Health Performance	4	<ul style="list-style-type: none"> • Basic Safety and Health Training

Operator

Level: 2

Job Description

- Responsible for answering all calls and respond accordingly.
- Responsible for answering customer enquiries and providing information about products and services.
- Responsible for transferring calls to relevant departments and taking messages.

Roles & Responsibilities

- To handle external and internal phone calls efficiently.
- To answer phone calls promptly, adhering to the hotel standard.
- To maintain high courtesy with a soft tone and politeness.
- To ensure all calls are transferred to the right extension.
- To communicate all guest requests to the relevant departments.
- To be well-versed in all product knowledge of the hotel.
- To handle inquiries through emails effectively.
- To take messages and deliver them accordingly.
- To manage the wake up call service with diligence.

Pre-Requisites

- A minimum requirement of SPM or STPM.
- A Diploma in Hospitality or equivalent.

	Soft Skills	Competency Level	Recommended Training
1	Listening Skills	4	• Active Listening
2	Problem-Solving	4	• Handling Guest Complaints
3	Time Management	4	• Time Management
4	Teamwork	4	• Team Building
5	Professionalism	4	• Customer Service

	Technical Skills	Competency Level	Recommended Training
1	Communication	4	• Positive Communication
2	Knowledge of PABX	4	• Hotel System PABX
3	Computer Knowledge	3	• Basic Computer Knowledge

Front Office Assistant (FOA) or Guest Service Assistant

Level: 2

Job Description

- Responsible to ensure smooth operations and provide excellent customer service.
- Responsible for greeting visitors, handling phone calls, and providing helpful information.
- Responsible for handling emails and providing administrative support.
- Responsible for maintaining a clean and welcoming reception area, managing office supplies, and handling basic accounting tasks.
- Responsible for working closely with various teams to support efficient operations.

Roles & Responsibilities

- To fulfil reception duties, warmly greet visitors, clients, and employees, and provide them with necessary information or direct them to the appropriate person or department.
- To handle check-in, check-out, and payments, ensuring a smooth process.
- To answer calls and manage incoming calls by screening, forwarding, and taking messages, while offering general information.
- To maintain the reception area, ensure it is clean, organised, and tidy, and manage office supplies, restocking as needed.
- To provide administrative support, and assist with various tasks such as data entry, filing, photocopying, scanning, and maintaining records and documents.
- To resolve inquiries and complaints, address routine issues from visitors, clients, or employees, and either resolve or escalate them to the appropriate department.
- To collaborate with other departments, effectively communicate, and coordinate to ensure smooth operations and information flow.
- To maintain confidentiality, handle sensitive information with the utmost discretion.
- To assist with special projects or events, and support the planning and execution of special projects, events, or meetings as required.

Pre-Requisites

- SPM, STPM, and a Diploma in Hotel Management or equivalent, or with 3 years of working experience.

	Soft Skills	Competency Level	Recommended Training
1	Excellent Communication	4	• Positive Communication
2	Customer Service	4	• Excellent Customer Service
3	Organisation and Time Management	4	• Time Management
4	Problem-Solving	4	• Handling Guest Complaints
5	Teamwork	4	• Team Building

	Technical Skills	Competency Level	Recommended Training
1	Computer Proficiency	4	• Computer Literacy
2	Data Entry and Management	4	• Hotel PMS System
3	Phone System and Call Handling	4	• Hotel System PABX
4	Email and Correspondence	4	• Basic Writing Skills
5	Document Processing	4	• Credit Card Training
6	Security and Confidentiality	4	• Handling Guest Profiles and Information

Butler

Level: 2

Job Description

- Responsible for providing personalised guest service to club floor guests, the Butler / Club Floor Officer / Club Floor Agent is responsible for coordinating the daily operations of the suites, club floor rooms, and club lounge.
- Responsible for performing various tasks such as conducting room checks, distributing guest amenities, handling check-in and check-out processes, and giving property tours and room orientations.
- The responsibilities include household management, ad-hoc services, personal errands, and food and beverage duties.
- Responsible to further support the club floor including assisting with the stock count, supporting club floor events and functions, and addressing guest requests, concerns, and feedback.
- Responsible for gathering guest feedback and contributing ideas for operational improvement and enhancing guest experience.
- Responsible for ensuring property security, they must adhere to organisational and regulatory requirements and report suspicious activities.
- Responsible for maintaining excellent guest relations and service skills, including being resourceful in managing ad-hoc requests and resolving challenges, while striving to exceed guest expectations.

Roles & Responsibilities

- To conduct room inspections and prepare VIP Welcome Letters.
- To welcome guests upon arrival and bid farewell upon departure.
- To personalise check-ins and check-outs for guests.
- To guide guests on property tours and familiarise them with facilities, amenities, and services.
- To manage luxurious suites and ensure their upkeep.
- To fulfil ad-hoc requests and personal errands as requested by guests.
- To assist with food and beverage services in guest rooms and / or club lounge.
- To help with stock count of inventories and supplies in guest rooms and club lounge.
- To support club floor functions and events.
- To generate and verify reports for accuracy.
- To maintain personal grooming and hygiene standards and present a professional appearance.

Roles & Responsibilities

- To handle general inquiries and requests from guests.
- To address and resolve guest concerns and feedback.
- To collect guest satisfaction levels and feedback to drive continuous improvement.
- To offer suggestions and contribute ideas to enhance the club floor and / or butler service operations and improve guest experience.
- To update guests' personal information, preferences, and other relevant data in the guest database.
- To adhere to hygiene, workplace safety and health, and data protection requirements.
- To follow organisational security procedures for guest registration and financial transactions.
- To monitor club floor activities to identify and report suspicious individuals, items, or activities for appropriate follow-up.
- To assist in implementing response and recovery measures during emergencies.
- To assist with special projects or events, and support the planning and execution of special projects, events, or meetings as required.

Pre-Requisites

- SPM, STPM or a Diploma in Hotel Management and prior experience as a butler, or in a comparable capacity inside a formal home or luxurious venue.

	Soft Skills	Competency Level	Recommended Training
1	Service Orientation	4	• Customer Service
2	Communication	4	• Positive Communication
3	Problem Solving	4	• Handling Guest Complaints
4	Teamwork	4	• Team Building

	Technical Skills	Competency Level	Recommended Training
1	Asset and Inventory Management	4	<ul style="list-style-type: none"> Food and Beverage Inventory Training
2	Butler Service Delivery	4	<ul style="list-style-type: none"> Butler Training Protocol Training
3	Club Floor Operations Management	4	<ul style="list-style-type: none"> Front Office Operations Training Food and Beverage Operations Training
4	Customer Challenges Management	4	<ul style="list-style-type: none"> Handling Guest Complaints
5	Customer Experience Management	4	<ul style="list-style-type: none"> Excellent Customer Service
6	Customer Feedback and Relationship Management	4	<ul style="list-style-type: none"> Recovery Service
7	Technology Adoption	4	<ul style="list-style-type: none"> Hotel PMS System
8	Threat Observation	4	<ul style="list-style-type: none"> Non-Verbal Body Language
9	Tourism Promotion	4	<ul style="list-style-type: none"> Product Knowledge
10	Workplace Safety and Health Performance Management	4	<ul style="list-style-type: none"> Security and Safety Programme

Bell Captain

Level: 3

Job Description

- Responsible for orchestrating a professional and memorable service experience for all guests and customers.
- Responsible for providing bell services to guests, addressing their concerns and feedback, and recommending tourism products and services.
- Responsible for leading the team by allocating work duties, coordinating, and supervising bell service operations to ensure service standards are met or exceeded.
- Responsible for being a key service ambassador, overseeing the grooming of bell staff, and acting as a role model to promote a strong service culture within the team.
- Responsible for ensuring workplace and property safety and security, and monitor the bell team's compliance with organisational and regulatory requirements as they carry out their duties, and keeping an eye on lobby activities to identify security threats.
- Responsible for assisting the execution of crisis management plans during emergencies.
- Responsible for training and guiding team members on their work performance.
- Responsible for performing as a service-orientated individual with excellent guest relations and communication skills to interact with guests from diverse cultural backgrounds.

Roles & Responsibilities

- To assign job responsibilities to the bell team.
- To manage the day-to-day operations of bell services.
- To oversee the bell team's provision of guest services.
- To regularly inspect lobbies and driveways.
- To arrange the storage of guests' luggage and belongings securely and systematically.
- To support the team by performing bell duties.
- To validate records and document activities related to bell services.
- To delegate work duties to the bell team.
- To supervise the bell team in delivering guest services.
- To aid in monitoring the team's adherence to safety and health regulations in the workplace.
- To monitor the lobby for suspicious individuals, items, and activities, and report them for appropriate action.

Roles & Responsibilities

- To assist in responding to and recovering from emergencies.
- To contribute to training team members.
- To provide feedback to team members to enhance their work performance.

Pre-Requisites

- SPM or STPM or a Diploma in Hotel Management.
- Working experience of 3 to 5 years in the hospitality industry.

Soft Skills

Competency Level

Recommended Training

1	Service Orientation	3	• Customer Service
2	Communication	4	• Positive Communication
3	Problem Solving	3	• Handling Guest Complaints
4	Teamwork	4	• Team Building

Technical Skills

Competency Level

Recommended Training

1	Bell Service Delivery	4	• Etiquette Training
2	People-Orientated	4	• Managing People
3	Leadership	4	• Leadership Training
4	Planning and Implementation	4	• Strategy Planning
5	Technology Adoption	4	• Hotel PMS System
6	Observing Skills	4	• Non-Verbal Communication
7	Tourism Promotion	4	• Hotel Product Knowledge
8	Workplace Safety and Health Performance Management	4	• Safety and Security Training

Senior Front Office (FOE)

Level: 2

Job Description

- Responsible for overseeing operations, leading the front office staff, delivering exceptional customer service, managing administrative tasks, coordinating communication, improving processes, and ensuring compliance.
- Responsible for demonstrating essential skills, including strong customer service, leadership, organisational, problem-solving, and technical abilities.

Roles & Responsibilities

- To deliver exceptional customer service in welcoming visitors, addressing inquiries, and resolving issues or complaints.
- To manage the reception area, handle phone calls, process incoming and outgoing correspondence, and facilitate efficient internal and external communications.
- To oversee and guide front office staff, ensuring seamless operations and adherence to company policies and procedures.
- To coordinate and collaborate with operational departments to meet guest expectations.
- To ensure adherence to relevant regulations, data protection policies, and security procedures, particularly when dealing with sensitive or confidential information.
- To train and mentor junior front office staff, conduct performance evaluations, and identify growth opportunities for their professional advancement.

Pre-Requisites

- A Diploma in Hotel Management or equivalent.
- Working experience of 3 to 5 years in the hospitality industry.

	Soft Skills	Competency Level	Recommended Training
1	Communication	4	• Positive Communication
2	Leadership	4	• Leadership Training
3	Customer Service	4	• Excellent Customer Service
4	Problem-Solving	4	• Handling Guest Complaints

	Technical Skills	Competency Level	Recommended Training
1	Microsoft Office Suite	4	• Microsoft Office training
2	Customer Relationship Management (CRM) Systems	4	• System Training
3	Communication	4	• Positive Communication

Duty Manager, Supervisor or Guest Service Manager (GSM)

Level: 2

Job Description

- Responsible for overseeing the daily operations of the front office team.
- Responsible for ensuring the efficient functioning of the team, adhering to SOPs and service standards.
- Responsible for developing operational plans, managing room inventory, and collaborating with other departments for special guest arrangements.
- Responsible for providing personalised reception services for VIP guests, implementing loyalty programmes, and addressing service deviations or irregularities.
- Responsible for focusing on driving service excellence, monitoring the team's performance, handling service recovery, and gathering guest feedback to build relationships.
- Responsible for managing operational risks, compliance, crises, loss prevention, and risk prevention.
- Responsible for overseeing staff development, performance management, and departmental expense monitoring.
- Responsible for maintaining excellent interpersonal and communication skills to engage with culturally diverse guests.
- Responsible for demonstrating strong organisational abilities and delivering consistent quality in guest services in

Roles & Responsibilities

- To establish and enforce operational protocols and service standards for front office functions.
- To ensure all payments are collected according to the hotel SOPs.
- To supervise front office operations to ensure compliance with organisational guidelines and protocols.
- To create operational strategies for front office activities.
- To assess staffing needs for front office operations.
- To monitor and reconcile room inventory discrepancies.
- To collaborate with different departments to address guests' special requirements and requests.
- To oversee personalised reception services for the arrivals and departures of VIP guests.
- To carry out loyalty programmes to enhance guest retention and growth.

Roles & Responsibilities

- To identify and resolve deviations and irregularities in front office services.
- To supervise the team's service performance and meet guests' needs and ensure satisfaction.
- To handle service recovery for escalated concerns and feedback from guests.
- To cultivate guest relationships to encourage repeat visits.
- To engage with guests to collect feedback on service quality.
- To analyse guest satisfaction levels and feedback to improve services and manage relationships.
- To review systems and processes to optimise workflow and productivity.
- To innovate new ideas to elevate guest experience and generate revenue.
- To enforce compliance with data protection regulations and security procedures for guest registration and transactions.
- To manage emergencies effectively.
- To implement loss and risk prevention measures to minimise operational losses.
- To review operational reports and statistics to track and report departmental performance.
- To control costs and keep departmental expenses within the budget.
- To develop learning and development plans and facilitate opportunities for staff growth.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Hotel Management, Business Administration, or a related field.
- A Diploma in Hospitality Management with 3 to 5 years of experience in the hospitality industry, preferably in guest services or front desk operations.

	Soft Skills	Competency Level	Recommended Training
1	Communication	4	• Positive Communication
2	Interpersonal Skills	4	• Leadership Training
3	Problem Solving	4	• Handling Guest Complaints
4	Financial Management	3	• Finance Training

	Technical Skills	Competency Level	Recommended Training
1	Crisis Management	4	• Handling Crisis
2	Customer Challenges Management	4	• Excellent Customer Service
3	Customer Feedback and Relationship Management	4	• Excellent Customer Service
4	Front Office Operations Management	4	• Front Office Operations Training*
5	Hospitality Data Collection and Analysis	4	• Data Management
6	One-Stop Service Delivery	4	• Excellent Customer Service
7	People and Performance Management	4	• Handling Guest Complaints
8	People and Relationship Management	3	• Train the Trainer*
9	Technology Adoption	3	• Product Knowledge • Leadership Training • People Management • Hotel PMS System
10	Legal Compliance Management	3	• Innkeepers Act Training
11	Budgeting	3	• Budgeting Training

Guest Experience Officer

Level: 4

Job Description

- Responsible for providing excellent customer service and ensuring guests have a delightful experience.
- Responsible for being the primary contact for guests, assisting them during their visit, addressing their needs, and resolving any issues.
- Responsible for maintaining professionalism, anticipating guest needs, and finding ways to improve their overall experience.

Roles & Responsibilities

- To create a warm and welcoming atmosphere when greeting guests upon their arrival.
- To help guests with check-in procedures and provide them with essential information about the establishment, services, and amenities.
- To respond promptly and effectively to guest inquiries, concerns, and requests to ensure their satisfaction.
- To actively listen to guest feedback and suggestions, taking appropriate action to address concerns and improve the quality of service.
- To offer accurate and detailed information about local attractions, activities, and events to enhance guest experience.
- To coordinate with various departments like housekeeping, maintenance, and reservations to ensure a seamless guest experience.
- To handle guest complaints and difficult situations with empathy, diplomacy, and problem-solving skills.
- To maintain a professional appearance and demeanour while representing the organisation.
- To monitor guest satisfaction levels through surveys, feedback, and direct interactions, implementing measures for continuous improvement.
- To identify opportunities to upsell services, amenities, or special packages to enhance guest experiences and increase revenue.
- To stay updated on industry trends, competitor offerings, and emerging guest preferences to exceed customer expectations.
- To collaborate with the marketing team to develop strategies for attracting new guests and retaining existing ones.
- To help maintain a safe and secure environment by following established protocols and reporting safety concerns.
- To maintain accurate records of guest interactions, requests, and preferences to personalise future experiences.

Pre-Requisites

- SPM or equivalent.
- Candidates with experience and training related to the hospitality industry are preferred.
- Proficiency in Microsoft Office.
- Flexibility to work different shifts, including weekends and holidays.

	Soft Skills	Competency Level	Recommended Training
1	Excellent Communication	3	• Positive Communication
2	Teamwork	4	• Leadership Training
3	Positive Attitude	3	• Leadership Training
4	Cultural Sensitivity	3	• Cultural Diversity
5	Time Management	3	• Time Management

	Technical Skills	Competency Level	Recommended Training
1	Customer Relationship Management (CRM) Software	4	• Hotel System Training
2	Communication Tools	4	• Communication Tools Training
3	Problem-Solving and Troubleshooting	4	• Handling Guest Complaints and Recovery
4	Guest Management		• Customer Service*

Assistant Front Office Manager

Level: 5

Job Description

- Responsible for overseeing the daily operations of the front office, ensuring smooth and efficient functioning.
- Responsible for ensuring the team's efficiency, adherence to operating procedures, and service standards to deliver exceptional service.
- Responsible for developing operational plans, managing room inventory, and collaborating with other departments for special guest arrangements.
- Responsible for providing personalised reception services for VIP guests, ensuring high hospitality and satisfaction.
- Responsible for driving service excellence, monitoring the team's performance, handling service recovery, and gathering guest feedback to build lasting relationships.
- Responsible for reviewing systems and processes, introducing new ideas, and implementing sustainability initiatives to enhance overall operations.
- Responsible for managing operational risks, ensuring compliance, handling crises, and implementing loss and risk prevention measures.
- Responsible for overseeing staff development, conducting performance management, forecasting budgets, and monitoring departmental expenses.
- Responsible for maintaining excellent interpersonal and communication skills to effectively engage with culturally diverse guests.

Roles & Responsibilities

- To establish and enforce operational protocols and service standards for front office functions.
- To ensure all payments are collected according to the hotel SOPs.
- To supervise front office operations, ensuring compliance with organisational guidelines and protocols.
- To create operational strategies for front office activities.
- To assess staffing needs for front office operations.
- To monitor and reconcile room inventory discrepancies.
- To collaborate with different departments to address guests' special requirements and requests.
- To oversee personalised reception services for the arrival and departures of VIP guests.
- To carry out loyalty programmes aimed at enhancing guest retention and growth.
- To identify and resolve deviations and irregularities in front office services.

Roles & Responsibilities

- To supervise the team's service performance to meet guests' needs and ensure satisfaction.
- To handle service recovery for escalated concerns and feedback from guests.
- To cultivate guest relationships to encourage repeat visits.
- To engage with guests to collect feedback on service quality.
- To analyse guest satisfaction levels and feedback to improve services and manage relationships.
- To review systems and processes to optimise workflow and productivity.
- To enforce compliance with data protection regulations and security procedures for guest registration and transactions.
- To manage emergencies effectively.
- To implement loss and risk prevention measures to minimise operational losses.
- To review operational reports and statistics to track and report departmental performance.
- To support budget forecasting for the department.
- To control costs and keep departmental expenses within the budget.
- To develop learning and development plans and facilitate opportunities for staff growth.
- To provide coaching and guidance to enhance staff performance.
- To evaluate and manage staff performance to achieve departmental objectives.

Pre-Requisites

- A Bachelor's Degree in Hotel Management or equivalent.
- Working experience of 5 years in a front office setting.

	Soft Skills	Competency Level	Recommended Training
1	Communication	4	<ul style="list-style-type: none"> • Positive Communication
2	Interpersonal Skills	4	<ul style="list-style-type: none"> • Leadership Training • Handling Guest Complaints
3	Problem Solving	4	<ul style="list-style-type: none"> • Leadership Training • Handling Guest Complaints
4	Decision-Making	4	<ul style="list-style-type: none"> • Strategic Leadership and Management

	Technical Skills	Competency Level	Recommended Training
1	Financial Management	3	<ul style="list-style-type: none"> • Business Finance Training
2	Crisis Management	4	<ul style="list-style-type: none"> • Crisis Management Training
3	Customer Challenges Management	4	<ul style="list-style-type: none"> • Crisis Management Training
4	Customer Experience Management	4	<ul style="list-style-type: none"> • Excellent Customer Service
5	Customer Feedback and Relationship Management	4	<ul style="list-style-type: none"> • Excellent Customer Service
6	Front Office Operations Management	4	<ul style="list-style-type: none"> • Front Office Operations Management
7	Hospitality Data Collection and Analysis	4	<ul style="list-style-type: none"> • Data Management
8	Legal Compliance Management	3	<ul style="list-style-type: none"> • Standard Operating Procedures (SOP) Training
9	One-Stop Service Delivery	4	<ul style="list-style-type: none"> • Excellent Customer Service
10	People and Performance Management	4	<ul style="list-style-type: none"> • Handling Complaints • Train the Trainer* • Product Knowledge • Leadership Training
11	Technology Adoption	4	<ul style="list-style-type: none"> • Hotel PMS System

Assistant Front Office Manager

Level: 5

Job Description

- Responsible for overseeing operations in the suites, club floor rooms, and club lounge, providing personalised service to club floor guests.
- Responsible for performing various tasks such as room checks, guest amenity distribution, check-in and check-out procedures, property tours, and room orientations for club floor guests.
- Responsible for managing household tasks, assisting with food and beverage duties and attending to guest requests, concerns, and feedback.
- Responsible for gathering feedback for improvements, ensuring compliance with regulations, and reporting security issues.
- Responsible for excelling in guest relations, handling requests, and resolving guest issues while maintaining a professional appearance and exceeding guest expectations.

Roles & Responsibilities

- To conduct inspections of rooms and distribute guest amenities.
- To welcome and bid farewell to arriving and departing guests.
- To perform customised check-ins and check-outs for guests.
- To lead property tours and provide orientations to showcase facilities, amenities, and services.
- To manage luxurious suites and ensure their upkeep.
- To assist with food and beverage services in guest rooms and / or club lounges.
- To support club floor functions and events.
- To maintain personal grooming and hygiene standards to project professionalism.
- To address general inquiries and requests from guests.
- To gather guest satisfaction levels and feedback regarding club floor and / or butler services to drive improvements.
- To offer suggestions and ideas to enhance club floor and / or butler service operations and elevate the guest experience.
- To adhere to organisational and regulatory requirements for hygiene, workplace safety, health, and data protection.
- To follow organisational security procedures for guest registration, credit, and cash transactions.
- To monitor club floor activities to identify and report suspicious individuals, items, and behaviours for appropriate action.
- To assist in executing response and recovery actions during emergencies.

Pre-Requisites

- A Bachelor's Degree in Hospitality or equivalent.
- A Diploma in Hotel Management, Culinary, or Food and Beverage with 3 years of experience in the hospitality industry.

	Soft Skills	Competency Level	Recommended Training
1	Service Orientation	4	• Customer Service
2	Communication	4	• Positive Communication
3	Problem Solving	4	• Handling Guest Complaints
4	Teamwork	4	• Leadership Training
5	Interpersonal Skills	4	• Developing Interpersonal Skills

	Technical Skills	Competency Level	Recommended Training
1	Asset and Inventory Management	4	• Manage Inventory
2	Butler Service Delivery	4	<ul style="list-style-type: none"> • Certification in Culinary* • Certification in Food and Beverage Service* • Diploma in Culinary* • Diploma in Food and Beverage*
3	Club Floor Operations Management	4	• Diploma in Hotel Management*
4	Legal Compliance Management	4	• Standard Operating Procedures (SOP) Training
5	Technology Adoption	4	• Hotel PMS System
6	Crisis Management	3	• Crisis Management Training

Concierge

Level: 5

Job Description

- Responsible for overseeing daily concierge operations to ensure excellent guest service.
- Responsible for coordinating and assigning work, handling issues, and performing concierge duties when necessary.
- Responsible for staying updated on industry trends, surroundings, competitor practices, and emerging technologies to enhance the guest experience.
- Responsible for serving as a role model and promoting a service-orientated culture.
- Responsible for monitoring service quality and guest satisfaction, addressing concerns, and seeking feedback.
- Responsible for ensuring workplace safety, monitoring compliance, identifying security threats, and responding to emergencies.
- Responsible for assessing training needs, implementing plans, and monitoring team performance.
- Responsible for possessing strong communication and interpersonal skills, thriving in a fast-paced environment, and collaborating well.

Roles & Responsibilities

- To ensure operational efficiency by coordinating day-to-day concierge service operations. |
- To supervise the concierge team to ensure they provide guest service according to organisational standards and procedures.
- To conduct regular staff training on customer service, problem-solving, and conflict resolution.
- To allocate work assignments and plan resources for team members.
- To coordinate concierge activities to support functions and events.
- To handle any irregularities related to the delivery of concierge services.
- To assist the team by performing concierge duties when necessary.
- To maintain a professional image by monitoring the personal grooming of concierge staff.
- To monitor and facilitate timely and appropriate responses to guest requests.
- To resolve guests' concerns and feedback to ensure their satisfaction.
- To propose improvements for operational efficiency and enhancing the guest experience.

Pre-Requisites

- A Diploma in Hotel Management with 3 to 5 years of experience.

	Soft Skills	Competency Level	Recommended Training
1	Service Orientation	4	• Customer Service
2	Communication	4	• Positive Communication
3	Problem Solving	4	• Handling Guest Complaints
4	Interpersonal Skills	4	• Leadership Training
5	Teamwork	4	• Interpersonal Skills
6	Leadership	4	• Customer Service

	Technical Skills	Competency Level	Recommended Training
1	Customer Experience Management	4	• Excellent Customer Service
2	Organisational Relationship Building	4	• Front Office Operations Training*
3	People and Relationship Management	4	• Data Management
4	Technology Adoption and Innovation	4	• Excellent Customer Service
5	Concierge and Uniformed Service Delivery	3	• Concierge and Uniformed Service Training
6	Crisis Management	3	• Crisis Management Training
7	People Development	3	• Standard Operating Procedures (SOP) Training
8	Workplace Safety and Health Performance Management	2	• Basic Safety and Health Training

Guest Experience Manager

Level: 5

Job Description

- Responsible for overseeing and improving the overall guest experience in the hotel establishment.
- Responsible for providing excellent customer service, anticipating guest needs, and resolving issues or concerns.
- Responsible for collaborating with different departments to create a smooth and personalised experience for hotel guests.

Roles & Responsibilities

- To create and execute strategies aimed at improving guest satisfaction and loyalty.
- To supervise, train, and motivate a team of guest service representatives to deliver exceptional customer service consistently.
- To monitor and address guest feedback and reviews to enhance the overall guest experience.
- To collaborate with various departments to ensure smooth operations and provide a seamless guest experience.
- To handle escalated guest complaints professionally, striving for prompt resolution and ultimate guest satisfaction.
- To establish and enforce guest service standards, policies, and procedures.
- To conduct regular staff training on customer service, problem-solving, and conflict resolution.
- To evaluate guest satisfaction metrics such as surveys, ratings, and reviews, and provide recommendations for improvement.
- To coordinate special requests and arrangements for VIP guests or special events.
- To stay updated on industry trends, surroundings, competitor practices, and emerging technologies to continually enhance the guest experience.
- To work collaboratively with the marketing and sales teams to plan and execute promotional activities that boost guest engagement and satisfaction.
- To create a welcoming and friendly atmosphere, ensuring a positive initial impression for guests.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration, or a related field.
- Proven experience in a guest service or customer experience management role, preferably in the hospitality, travel, or service industry.
- A minimum of 3 years of equivalent work experience.

Soft Skills

Competency Level

Recommended Training

1	Communication	4	• Positive Communication
2	Customer Service	4	• Excellent Customer Service
3	Problem-Solving	4	• Handling Guest Complaints
4	Teamwork	4	• Leadership Training
5	Conflict Resolution	4	• Leadership Training

Technical Skills

Competency Level

Recommended Training

1	Customer Experience Management	4	• Excellent Customer Service
2	Crisis Management	4	• Crisis Management Training
3	Customer Challenges Management	4	• Crisis Management Training
4	Social Media Management	4	• Social Media Management
5	Familiarity with Safety and Security Systems	4	• Basic Safety and Security System

Front Office Manager or Operations Manager

Level: 6

Job Description

- Responsible for overseeing all front office teams, including the front desk, concierge, bell service, and club floor. They are tasked with developing and implementing operational strategies, procedures, and service standards to ensure the department meets performance requirements.
- Responsible for collaborating with the revenue department to maximise room occupancy and revenue, build guest relationships, and manage customer loyalty programmes.
- Responsible for handling knowledge management and monitoring service performance to address guest issues effectively.
- Responsible for leading innovation and sustainability initiatives, assessing industry best practices and new technology, managing operational risks, and handling departmental budgets, staff development, and performance management.
- Responsible for being well-organised, detail-orientated, and capable of multitasking in a fast-paced environment.

Roles & Responsibilities

- To develop and implement operational strategies and plans for front office operations.
- To create and assess operating procedures and service standards for front office operations.
- To supervise front office operations to ensure organisational standards and procedures compliance.
- To monitor and coordinate room availability and rates with the revenue department to maximise occupancy and revenue.
- To build and nurture guest relationships to foster customer loyalty.
- To assess and manage customer loyalty strategies and programmes to attract and retain guests.
- To spearhead knowledge management efforts to streamline front office operations.
- To monitor front office logs for special requests, instructions, and information to ensure customer satisfaction and operational efficiency.
- To address challenging guest issues and concerns.
- To engage with guests to gather feedback on service quality.

Roles & Responsibilities

- To evaluate front office service quality and guest satisfaction levels to identify areas for improvement.
- To lead innovative and improvement initiatives to enhance the guest experience, service quality, and operational efficiency.
- To drive sustainable operations through the implementation of green initiatives.
- To evaluate industry best practices and new technology applications for potential organisational adoption.
- To review compliance management to ensure adherence to organisational guidelines and legal regulations relevant to front office operations.
- To develop the front office team's crisis management, business continuity, and recovery plans.
- To take the lead in budget forecasting processes for the front office.
- To manage departmental budgets to ensure efficient resource utilisation and proper accounting.
- To oversee the implementation of staff capability development plans.
- To lead the management of staff performance to accomplish department goals.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration, or related fields.
- Previous experience in the hospitality industry is highly valued.
- At least 3 to 5 years of experience as an assistant front manager.

	Soft Skills	Competency Level	Recommended Training
1	Problem Solving	4	• Handling Guest Complaints
2	Communication	4	• Positive Communication
3	Decision Making	4	• Strategic Leadership and Management
4	Resource Management	4	• Resource Management
5	Interpersonal Skills	4	• Advanced Interpersonal Skills

	Technical Skills	Competency Level	Recommended Training
1	Crisis Management	4	• Crisis Management
2	Customer Feedback and Relationship Management	4	• Customer Service
3	Environmental Sustainability Management	4	• Environmental Sustainability, ISO 14000*
4	Front Office Operations Management	4	• Front Office Operations Management
5	Hospitality Data Collection and Analysis	4	• Data Analysis
6	Knowledge Management	4	• Leadership Training
7	Room Revenue Management	4	• Revenue Management
8	Revenue Optimisation	4	• Revenue Management
9	Staff Management	4	• Leadership Management
10	Workplace Safety and Health Performance Management	4	• Basic Safety and Health Training

Director of Operations (DOO) or Executive Assistant Manager (EAM)

Level: 7

Job Description

- Responsible for supporting the executive team by managing day-to-day operations, handling all operational departments, and ensuring they maintain high hotel standards.
- Responsible for representing the hotels in the absence of the General Manager as the EAM or DOO.
- Responsible for identifying process improvement opportunities, providing support to the executive team, and may supervise other operational staff.

Roles & Responsibilities

- To support senior managers and executives with scheduling, meetings, and task prioritisation.
- To facilitate effective communication between executives and stakeholders by managing calls, emails, and messages.
- To coordinate meetings, conferences, and appointments for the executive team.
- To assist in managing projects and initiatives led by the executive team. Coordinate activities, track progress, and collaborate with cross-functional teams.
- To analyse and summarise data for reports, presentations, and dashboards. Provide insights and recommendations based on data analysis to support decision-making.
- To cultivate and maintain positive relationships with internal and external stakeholders, acting as a professional liaison between executives and stakeholders.
- To handle sensitive information professionally and carefully, ensuring compliance with data protection and privacy regulations.
- To assist in budget planning, monitoring, and financial analysis. Collaborate closely with the finance department for budget management, invoicing, expense tracking, and financial reporting.
- To identify opportunities for process improvements and operational efficiency within the executive team workflows. Streamline administrative processes, implement best practices, and leverage technology tools for increased productivity.
- To support the executive team in managing activities across departments, collaborating with administrative staff, and providing leadership to ensure smooth team operations.

Pre-Requisites

- A Bachelor's Degree in Business Administration, Operations Management, or a similar profession; or a Master's Degree, or MBA.
- 10 years of working experience.

	Soft Skills	Competency Level	Recommended Training
1	Communication	4	• Positive Communication
2	Organisation and Time Management	4	• Time Management
3	Leadership	4	• Leadership Training
4	Problem Solving	4	• Handling Guest Complaints
5	Interpersonal Skill	4	• Advanced Interpersonal Skills

	Technical Skills	Competency Level	Recommended Training
1	Data Analysis	4	• Data Management
2	Project Management	4	• Project Management Course
3	Environmental Sustainability Management	4	• Environmental Sustainability, ISO 14000*
4	Legal Compliance Management	4	• Standard Operating Procedures (SOP) Training
5	Room Revenue Management	4	• Revenue Management
6	Workplace Safety and Health Performance Management	4	• Occupational Safety and Health Certification

General Manager

Level: 8

Job Description

- Responsible for setting the property's vision, mission, and strategic priorities.
- Responsible for leading the management team in effectively managing different areas of the property to enhance guest experiences and maintain brand image.
- Responsible for developing strategic relationships, overseeing property enhancements, and advocating for the organisation's interests.
- Responsible for promoting a culture of innovation and continuous improvement, overseeing risk and financial management, and representing the organisation as a board member.
- Responsible for fostering a committed workforce, endorsing human resource strategies, handling disciplinary issues, and excelling in communication and leadership.
- Responsible for leveraging strong financial acumen and critical thinking skills to make strategic decisions and solve problems in a fast-paced environment.
- Responsible to be frequently active throughout the property.

Roles & Responsibilities

- To support senior managers and executives with scheduling, meetings, and task prioritisation.
- To facilitate effective communication between executives and stakeholders by managing calls, emails, and messages.
- To coordinate meetings, conferences, and appointments for the executive team.
- To assist in managing projects and initiatives led by the executive team, coordinate activities, track progress, and collaborate with cross-functional teams.
- To analyse and summarise data for reports, presentations, and dashboards. Provide insights and recommendations based on data analysis to support decision-making.
- To cultivate and maintain positive relationships with internal and external stakeholders, acting as a professional liaison between executives and stakeholders.
- To handle sensitive information professionally and carefully, ensuring compliance with data protection and privacy regulations.
- To assist in budget planning, monitoring, and financial analysis. Collaborate closely with the finance department for budget management, invoicing, expense tracking, and financial reporting.

Roles & Responsibilities

- To identify opportunities for process improvement and operational efficiency within the executive team workflows. Streamline administrative processes, implement best practices, and leverage technology tools for increased productivity.
- To support the executive team in managing activities across departments, collaborating with administrative staff, and providing leadership to ensure smooth team operations.

Pre-Requisites

- A Bachelor's Degree in Business Administration, Management, or a related field is typically required. Some organisations may prefer candidates with a Master's Degree in Business Administration (MBA) or a similar advanced degree.
- General Manager positions require previous managerial experience, including team management, operations oversight, and strategic decision-making, as employers seek candidates with extensive experience.

	Soft Skills	Competency Level	Recommended Training
1	Global Mindset	4	• Global Mindset Programme
2	Leadership	4	• Leadership Development Training
3	Transdisciplinary Thinking	4	• Transdisciplinary Thinking Course
4	Decision-Making	4	• Decision-Making Course
5	Interpersonal Skills	4	• Advanced Interpersonal Training

	Technical Skills	Competency Level	Recommended Training
1	Budgeting	4	• Advanced Budgeting Techniques and Financial Analysis
2	Business Continuity Planning / Crisis Management	4	• Advanced Business Continuity and Crisis Management
3	Business Ethics and Values Management	4	• Ethical Decision Making
4	Business Presentation Delivery	4	• Effective Presentation Skills • Public Speaking Skills

	Technical Skills	Competency Level	Recommended Training
5	Business Relationship Building	4	<ul style="list-style-type: none"> Building and Maintaining Strong Business Relationships
6	Change Management	4	<ul style="list-style-type: none"> Change Leadership
7	Corporate Governance	4	<ul style="list-style-type: none"> Corporate Governance Principles and Practices* (ESG Training)
8	Enterprise Risk Management	4	<ul style="list-style-type: none"> Advanced Risk Assessment and Management Strategies
9	Legal Compliance Management	4	<ul style="list-style-type: none"> Compliance Frameworks and Risk Mitigation
10	Organisational Relationship Building	4	<ul style="list-style-type: none"> Teambuilding / Conflict Management / Networking and Relationship Management
11	People and Performance Management	4	<ul style="list-style-type: none"> Effective Performance Management and Employee Engagement Strategies
12	People Development	4	<ul style="list-style-type: none"> Talent Development and Succession Planning
13	Productivity Improvement	4	<ul style="list-style-type: none"> Lean Management and Process Optimisation
14	Service Leadership	4	<ul style="list-style-type: none"> Leadership Development for Service Excellence
15	Service Information and Result	4	<ul style="list-style-type: none"> Service Quality Measurement and Analysis Training
16	Service Innovation Culture	4	<ul style="list-style-type: none"> Fostering Culture of Innovation in Service Delivery
17	Technology Adoption Innovation	4	<ul style="list-style-type: none"> Implementing and Managing Technological Innovation
18	Vision Leadership	4	<ul style="list-style-type: none"> Strategy Planning and Vision Alignment
19	Workplace Safety and Health Performance Management	4	<ul style="list-style-type: none"> Enhancing Workplace Safety and Health Performance

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