

INDUSTRIAL SKILLS FRAMEWORK (INDSF) HOSPITALITY

HOUSEKEEPING



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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.

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.

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 Hospitality 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.

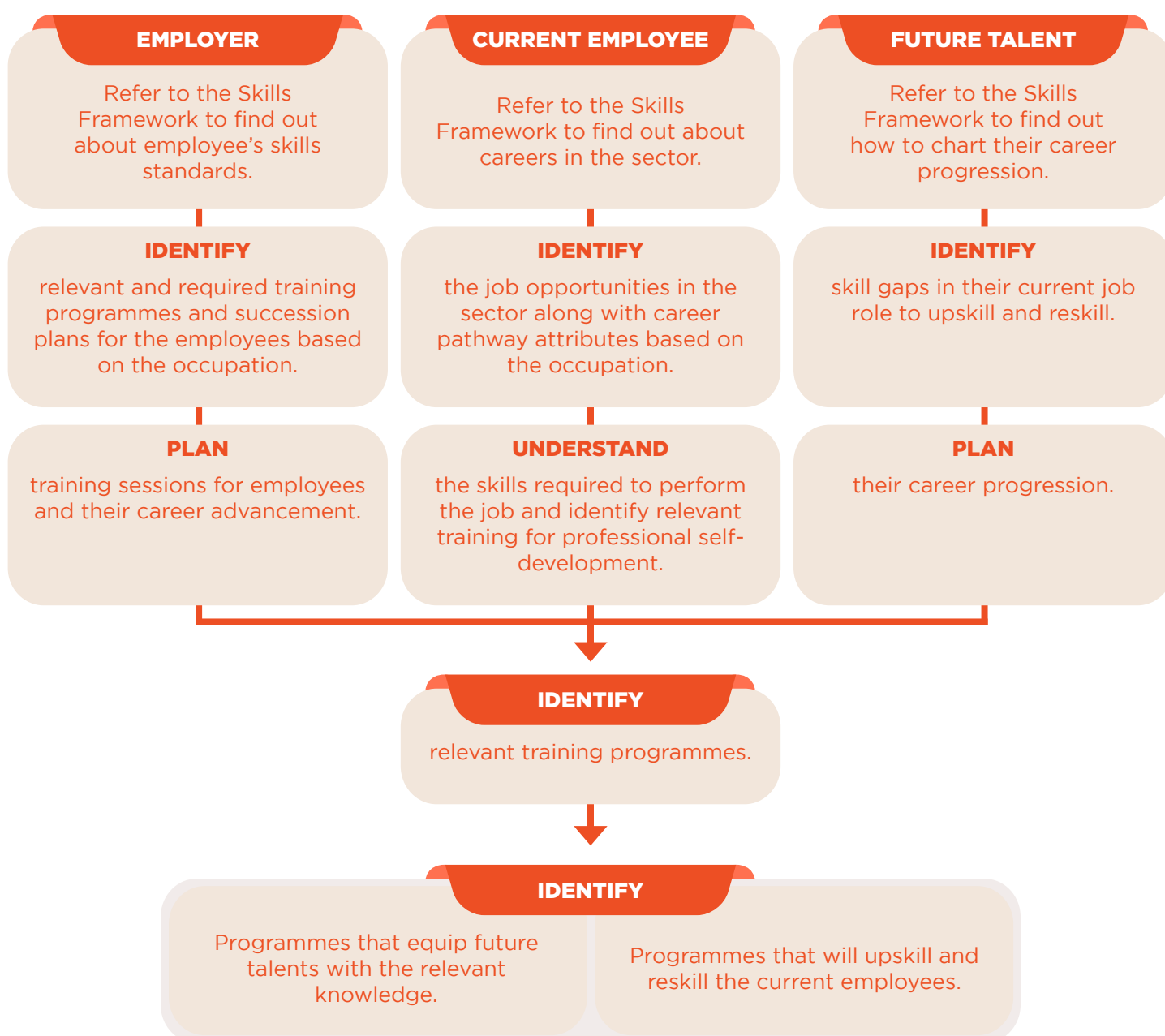
The Gross Value Added of Tourism Industries grew to RM 245 billion, marking a 10.5% increase from the previous year.

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

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.

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.

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.

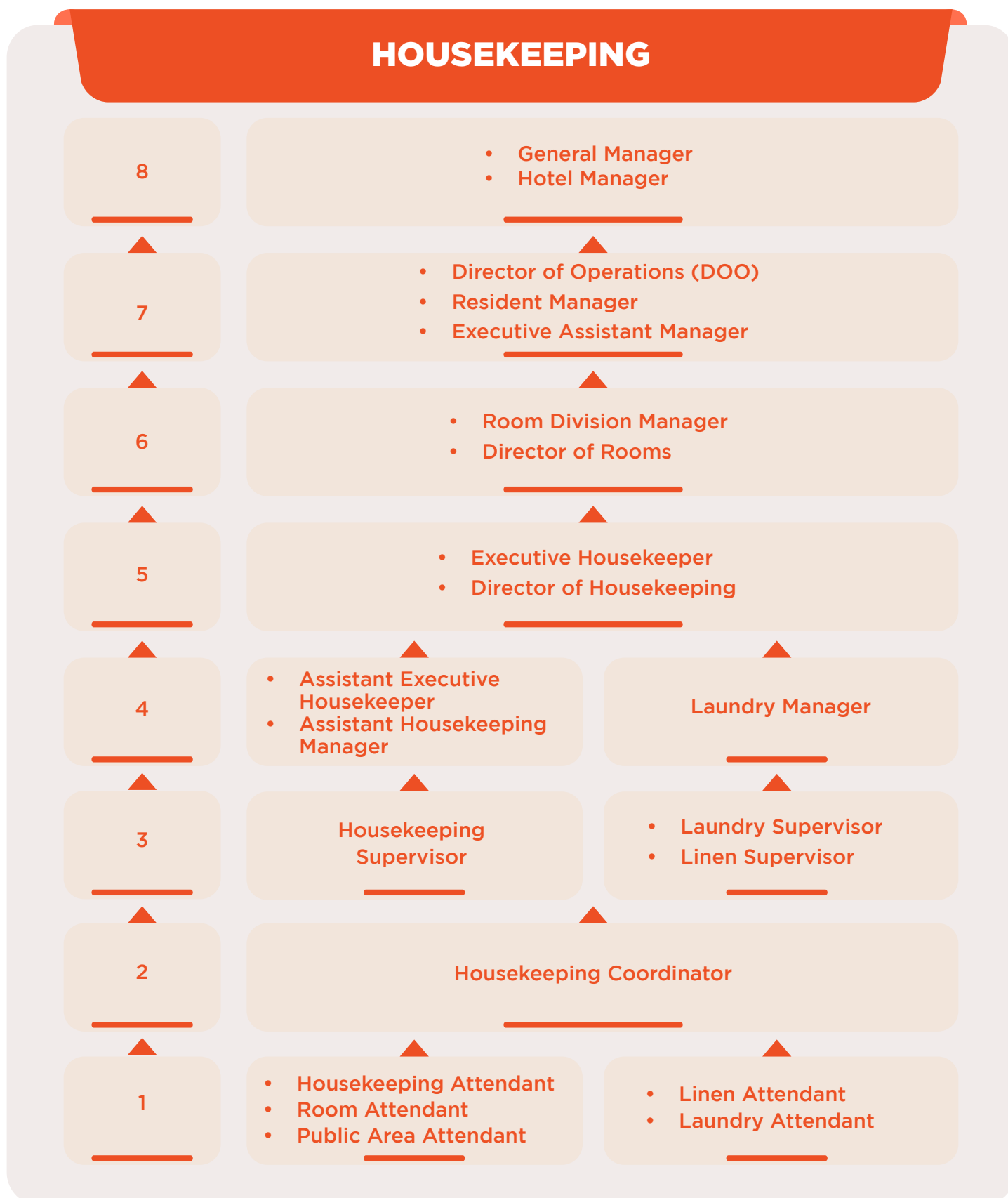
PRIMARY ROLES AND RESPONSIBILITIES

- 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.

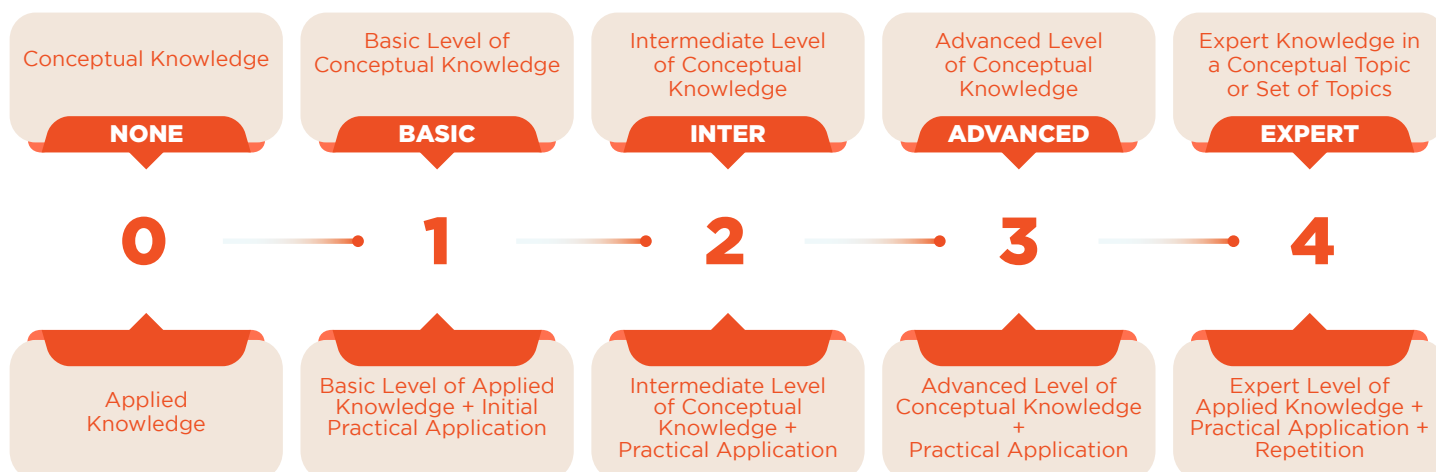
PRIMARY ROLES AND RESPONSIBILITIES

- 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



Required Competency Level (RCL)



| Indicator | | Description |
|-----------|--------------|---|
| 0 | None | Denotes a lack of competence in a specific area or topic |
| 1 | Basic | Denotes an understanding of fundamentals and some initial practical application. |
| 2 | Intermediate | Denotes a solid conceptual understanding and some practical application. |
| 3 | Advanced | Denotes significant conceptual knowledge and practical experience in performing a competency to a consistently high standard. |
| 4 | Expert | Denotes extensive knowledge, refined skills and prolonged experience in performing a defined competency at the highest standards. |

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

Linen or Laundry Attendant

Level: 1

Job Description

- Responsible for ensuring the cleanliness and availability of linens, towels, and other laundry items within the company or organisation.
- Responsible for sorting, washing, drying, folding, distributing linens, and maintaining laundry equipment and inventory.
- Responsible for playing a vital role in providing clean and well-maintained linens to support the organisation's operations.

Roles & Responsibilities

- To support laundry, linen, and uniform room operations, and ensure daily assigned duties are performed.
- To ensure clean garments, uniforms, towels, and linens are delivered to internal and external customers.
- To collect and deliver guests' laundry.
- To perform laundry cleaning.
- To sort and issue linens and uniforms.
- To assist in inventory count.
- To clean and maintain laundry equipment and work area.
- To handle guest requests and respond to concerns and feedback professionally and courteously.
- To comply with hygiene and workplace safety regulations.
- To report safety hazards for workplace safety and security.
- To work as a team player with attention to detail and good communication skills.
- To work on shifts, including weekends and public holidays.
- To be physically fit to meet the demands of the job including standing, walking, lifting heavy loads.

Pre-Requisites

- SPM or higher.

Soft Skills**Competency Level****Recommended Training**

| 1 | Service Orientation | 1 | Customer Service |
|---|----------------------|---|------------------------|
| 2 | Communication | 1 | Positive Communication |
| 3 | Teamwork | 1 | Leadership Training |
| 4 | Interpersonal Skills | 1 | Leadership Training |

Technical Skills**Competency Level****Recommended Training**

| 1 | Public Areas Housekeeping Operations Management | 3 | Public Areas Housekeeping Operations Management |
|---|---|---|--|
| 2 | Productivity Training | 3 | Productivity Improvement |
| 3 | People Management | 3 | People and Relationship Management |
| 4 | Customer Service | 2 | Customer Challenges Management |
| 5 | Planning Skill | 3 | Service Planning and Implementation |
| 6 | Health and Safety | 3 | Workplace Safety and Health Performance Management |

Housekeeping, Room or Public Area Attendant

Level: 1

Job Description

- Responsible for maintaining cleanliness and ensuring an orderly presentation of guest rooms.
- Responsible for cleaning rooms, replenishing amenities and supplies, reporting maintenance issues, and providing excellent customer service.
- Responsible for creating a positive and comfortable environment for guests.

Roles & Responsibilities

- To create a positive guest impression, responsible for maintaining the cleanliness and orderliness of rooms and / or public areas.
- To address maintenance or replacement needs, perform cleaning tasks, and replenish amenities and supplies.
- To keep track of room cleaning status and handle lost and found items, updating regularly.
- To ensure readiness for each shift, maintain the housekeeping cart before and after each change.
- To assist guests with concerns and special requests, while projecting a professional image.
- To always adhere to hygiene, security, and workplace safety regulations.
- To engage in service-orientated interactions with guests professionally and respectfully.

Pre-Requisites

- SPM or higher.
- Previous experience in housekeeping or a related field is preferred.

Soft Skills**Competency Level****Recommended Training**

| 1 | Service Orientation | 1 | Customer Service |
|---|----------------------|---|------------------------|
| 2 | Communication | 1 | Positive Communication |
| 3 | Teamwork | 1 | Leadership Training |
| 4 | Interpersonal Skills | 1 | Leadership Training |

Technical Skills**Competency Level****Recommended Training**

| 1 | People Management | 1 | People and Relationship Management |
|---|---|---|--|
| 2 | Customer Service | 1 | Customer Challenges Management |
| 3 | Productivity Training | 2 | Productivity Improvement |
| 4 | Planning Skill | 3 | Service Planning and Implementation |
| 5 | Public Areas Housekeeping Operations Management | 4 | Public Areas Housekeeping Operations Management. |

Housekeeping Coordinator

Level: 2

Job Description

Responsible for overseeing and coordinating housekeeping operations to ensure cleanliness and orderliness in a facility.

Roles & Responsibilities

- To ensure adequate coverage for cleaning tasks, coordinate, and schedule housekeeping staff.
- To monitor progress, assign specific cleaning duties to housekeeping team members and evaluate the cleanliness and condition of rooms, common areas, and facilities.
- To ensure the availability of supplies for housekeeping tasks, inventory is managed, and orders are placed as needed.
- To impart knowledge and skills by training and guiding housekeeping staff on cleaning techniques, safety procedures, and customer service skills.
- To address guest concerns, handle requests and complaints related to housekeeping services, taking appropriate actions.
- To maintain organised records and keep reports on housekeeping activities, including room occupancy, maintenance issues, and lost and found items.
- To ensure smooth operations and guest satisfaction, collaborate with other departments such as maintenance and the front desk.
- To uphold high cleanliness standards, comply with health and safety regulations, and enforce policies and procedures.
- To contribute to personnel management and assist in the recruitment, selection, and performance evaluation of housekeeping personnel.
- To enhance service quality by staying updated on industry trends and best practices in housekeeping operations, aiming to improve efficiency and service quality.

Pre-Requisites

- SPM or higher.
- Previous experience in housekeeping or a related field is preferred.

Soft Skills**Competency Level****Recommended Training**

| | | | |
|---|----------------------|---|------------------------|
| 1 | Service Orientation | 1 | Customer Service |
| 2 | Communication | 1 | Positive Communication |
| 3 | Interpersonal Skills | 1 | Leadership Training |
| 4 | Problem Solving | 2 | Leadership Training |
| 5 | Teamwork | 2 | Leadership Training |

Technical Skills**Competency Level****Recommended Training**

| | | | |
|---|-------------------|---|---|
| 1 | Crisis Management | 2 | Crisis Management Training |
| 2 | Customer Service | 2 | Customer Challenges Management |
| 3 | People Management | 2 | People and Relationship Management |
| 4 | Housekeeping | 3 | Room Housekeeping Operations Management |
| 5 | Planning Skill | 3 | Asset and Inventory Management |

Housekeeping Supervisor

Level: 3

Job Description

Responsible for overseeing and supervising the housekeeping team to maintain cleanliness and orderliness in a facility.

Roles & Responsibilities

- To streamline operations, develop work plans and assign tasks to team members.
- To ensure a smooth transition by organising and coordinating work activities at the beginning and end of shifts.
- To uphold organisational standards, supervising and ensuring that cleaning and maintenance tasks follow established procedures.
- To maintain cleanliness standards and conduct inspections of rooms and public areas.
- To optimise efficiency by closely monitoring room turnover.
- To coordinate the maintenance of rooms, and public areas and manage housekeeping equipment ensuring functionality.
- To manage the inventory of housekeeping supplies and equipment to sustain operations.
- To promptly address guest concerns, resolve problems and receive feedback.
- To propose operational efficiency and guest experience enhancements.
- To implement innovation, improvement, and sustainability plans.
- To ensure compliance by monitoring the team's adherence to organisational and regulatory hygiene, workplace safety, and health requirements.
- To enhance security by identifying and monitoring potential threats and taking appropriate actions.
- To handle emergencies by executing response and recovery actions.
- To mitigate risks by implementing loss prevention policies and procedures.

Pre-Requisites

- A diploma or equivalent in Hospitality Management or related fields.
- Proven experience in laundry operations, with some supervisory experience preferred.

| | Soft Skills | Competency Level | Recommended Training |
|---|----------------------|------------------|------------------------|
| 1 | Service Orientation | 2 | Customer Service |
| 2 | Communication | 2 | Positive Communication |
| 3 | Teamwork | 2 | Leadership Training |
| 4 | Interpersonal Skills | 2 | Leadership Training |
| 5 | Problem Solving | 2 | Leadership Training |

| | Technical Skills | Competency Level | Recommended Training |
|---|--|------------------|--------------------------------------|
| 1 | Asset and Inventory Management | 2 | Asset Management Course |
| 2 | Crisis Management | 2 | Crisis Management Course |
| 3 | Customer Challenges Management | 2 | Excellent Customer Service |
| 4 | Loss and Risk Prevention Management | 2 | Risk Management |
| 5 | Public Areas Housekeeping Operations Management | 2 | Facility Management Course |
| 6 | Room Housekeeping Operations Management | 2 | Coordination and Management Training |
| 7 | Workplace Safety and Health Performance Management | 2 | Health and Safety Training |

Laundry or Linen Supervisor

Level: 3

Job Description

- Responsible for overseeing the day-to-day operations of the laundry department in a hotel or similar establishment.
- Responsible for supervising laundry staff, managing inventory and equipment, ensuring efficient laundry processes and maintaining high-quality standards.

Roles & Responsibilities

Laundry Operations Supervision

- To oversee daily laundry operations, supervise and coordinate activities such as receiving, sorting, washing, drying, pressing, and delivering laundry items.
- To optimise efficiency and assign duties and responsibilities to laundry staff, ensuring a smooth workflow and proper utilisation of resources.
- To uphold cleanliness and hygiene standards by monitoring and maintaining the cleanliness and hygiene of laundry areas.
- To ensure adherence to established standards by conducting regular inspections and identifying areas for improvement.

Staff Management and Training

- To maintain performance, supervise and motivate the laundry team by providing guidance, support, and feedback.
- To strengthen the team and assist in recruiting, training and onboarding new laundry staff.
- To ensure continuous improvement by coordinating with the Executive Housekeeper or Housekeeping Manager for performance evaluations and implementation of training and development programmes.
- To promote a positive work environment, foster teamwork, open communication, and high morale among staff.

Roles & Responsibilities

Inventory Control and Equipment Management

- To ensure sufficient stock levels by monitoring and managing inventory of linen, uniforms, and other laundry items.
- To maintain control by implementing inventory control procedures, including proper storage, rotation, and handling of items.
- To optimise resource utilisation by collaborating with the purchasing department to source quality laundry supplies and materials at competitive prices.
- To enhance operational efficiency by ensuring proper maintenance and servicing of laundry equipment, maximising efficiency and extending equipment lifespan.

Quality Assurance and Standards

- To maintain high standards and enforce quality control procedures to ensure the delivery of clean, fresh, and well-pressed laundry items.
- To uphold established standards by conducting regular inspections of laundered items.
- To promptly address deficiencies and take corrective actions to maintain high quality and cleanliness.
- To drive improvement, stay updated on industry best practices and implement enhancements to improve operational efficiency and guest satisfaction.

Communication and Collaboration

- To ensure seamless operations by collaborating with other departments such as housekeeping, front office, and food and beverage to achieve guest satisfaction.
- To optimise linen management by communicating and coordinating with the housekeeping department regarding linen needs, priorities and special requirements.
- To ensure guest satisfaction by responding promptly and effectively to guest requests.
- To showcase attention to detail and work independently or as part of a team on various shifts, including weekends and public holidays.
- To handle heavy loads and address concerns related to laundry services, physical fitness is a must.
- To maintain transparency and communication, attend meetings, and provide regular reports on laundry operations and performance to the Executive Housekeeper or Housekeeping Manager.

Safety and Compliance

- To maintain a safe working environment by ensuring compliance with health and safety regulations and proper handling of laundry chemicals and equipment.
- To minimise workplace hazards by implementing and enforcing safety protocols within the laundry department.
- To promote safety awareness by training and educating staff on safety procedures and best practices.
- To stay compliant with regulatory standards by staying updated on regulatory requirements and ensuring their implementation within the laundry department.

Pre-Requisites

- A diploma or equivalent in Hospitality Management or related fields.
- Proven experience in laundry operations, with some supervisory experience preferred.

Soft Skills

Competency Level

Recommended Training

| | Soft Skills | Competency Level | Recommended Training |
|---|----------------------|------------------|------------------------|
| 1 | Service Orientation | 2 | Customer Service |
| 2 | Communication | 2 | Positive Communication |
| 3 | Teamwork | 2 | Leadership Training |
| 4 | Interpersonal Skills | 2 | Leadership Training |
| 5 | Problem Solving | 2 | Leadership Training |

Technical Skills

Competency Level

Recommended Training

| | Technical Skills | Competency Level | Recommended Training |
|---|--|------------------|--------------------------------------|
| 1 | Asset and Inventory Management | 2 | Asset Management Course |
| 2 | Crisis Management | 2 | Crisis Management Course |
| 3 | Customer Challenges Management | 2 | Excellent Customer Service |
| 4 | Loss and Risk Prevention Management | 2 | Risk Management |
| 5 | Public Areas Housekeeping Operations Management | 2 | Facility Management Course |
| 6 | Room Housekeeping Operations Management | 2 | Coordination and Management Training |
| 7 | Workplace Safety and Health Performance Management | 2 | Health and Safety Training |

Laundry Manager

Level: 4

Job Description

- Responsible for managing the laundry operations within a hotel or similar establishment.
- Responsible for overseeing the entire laundry department, including staff management, inventory control, equipment maintenance, and ensuring efficient and high-quality laundry services.
- Responsible for maintaining cleanliness, hygiene, and guest satisfaction by ensuring the timely delivery of clean and well-pressed linens, uniforms, and other laundry items.

Roles & Responsibilities

Laundry Operations Management

- To ensure comprehensive management and oversee all aspects of the laundry department including receiving, sorting, washing, drying, pressing, and delivering laundry items.
- To enhance operational consistency by developing and implementing standard operating procedures (SOPs) for efficient and effective laundry operations.
- To uphold cleanliness and hygiene by monitoring and maintaining standards in the laundry area.
- To ensure a safe working environment by ensuring compliance with health and safety regulations and proper handling of laundry chemicals and equipment.

Staff Management and Training

- To build a competent team by recruiting, training, and supervising laundry staff, including laundry attendants and pressers.
- To optimise workflow, assign duties and responsibilities, set work schedules, and ensure adequate staffing.
- To enhance staff performance by conducting regular evaluations, providing constructive feedback, and implementing training and development programmes.
- To promote a positive work environment by fostering teamwork and open communication among the laundry staff.

Roles & Responsibilities

Inventory Control and Equipment Maintenance

- To optimise stock levels by managing and maintaining inventory of linen, uniforms, and other laundry items.
- To maintain control and implement inventory control procedures, including proper storage, rotation, and handling of items.
- To ensure cost-effective procurement and collaborate with the purchasing department to source quality laundry supplies at competitive prices.
- To enhance operational efficiency by ensuring proper maintenance and servicing of laundry equipment to maximise efficiency and extend equipment lifespan.

Quality Assurance and Standards

- To maintain high standards by implementing and enforcing quality control procedures, ensuring the delivery of clean, fresh, and well-pressed laundry items.
- To uphold established standards by conducting regular inspections of laundered items.
- To promptly address customer concerns and resolve laundry service complaints.
- To drive improvement by staying updated on industry best practices and implementing enhancements to improve efficiency and guest satisfaction.

Budgeting and Financial Management

- To ensure financial stability by developing and managing the laundry department budget, controlling costs and implementing cost-saving measures.
- To maintain fiscal responsibility by monitoring and reporting expenses, analysing financial reports and implementing strategies to improve efficiency and profitability.
- To align pricing with business goals by collaborating with the executive team to determine pricing strategies for laundry services.

Communication and Collaboration

- To ensure seamless operations and guest satisfaction by collaborating with other departments, such as housekeeping, front office, and food and beverage.
- To optimise linen management by communicating and coordinating with the housekeeping department regarding linen needs, priorities, and special requirements.
- To maintain transparency and communication by attending meetings and providing regular reports to senior management on laundry operations and performance.
- To stay compliant with regulatory standards by remaining updated on regulatory requirements and ensuring their implementation within the laundry department.

Pre-Requisites

- Diploma or equivalent in Hospitality Management or related fields.
- Proven experience in laundry operations, preferably in a hotel or similar.

| | Soft Skills | Competency Level | Recommended Training |
|---|----------------------|------------------|------------------------|
| 1 | Service Orientation | 2 | Customer Service |
| 2 | Communication | 2 | Positive Communication |
| 3 | Teamwork | 2 | Leadership Training |
| 4 | Interpersonal Skills | 2 | Leadership Training |
| 5 | Problem Solving | 2 | Leadership Training |

| | Technical Skills | Competency Level | Recommended Training |
|---|--|------------------|-----------------------------------|
| 1 | Asset and Inventory Management | 2 | Asset Management Course |
| 2 | Loss and Risk Prevention Management | 2 | Risk Management |
| 3 | Public Areas Housekeeping Operations Management | 2 | Facility Management Course |
| 4 | Workplace Safety and Health Performance Management | 2 | Health and Safety Training |
| 5 | Customer Challenges Management | 2 | Excellent Customer Service |
| 6 | Laundry Operations | 2 | Laundry Operations and Management |

Assistant Executive Housekeeper

Level: 4

Job Description

- Responsible for supporting the Executive Housekeeper in managing and overseeing the housekeeping department of a hotel or similar establishment.
- Responsible for assisting in maintaining cleanliness, orderliness, and guest satisfaction by ensuring the smooth operations of the housekeeping department.
- Responsible for working closely with the Executive Housekeeper to enforce procedures, supervise staff, and maintain high housekeeping standards.

Roles & Responsibilities

Housekeeping Operations Support

- To support the Executive Housekeeper and assist in planning, organising, and supervising all housekeeping activities including cleaning, maintenance, laundry, and linen management.
- To enhance operational consistency by helping implement and enforce SOPs for efficient and effective housekeeping operations.
- To ensure high standards by monitoring cleanliness and hygiene throughout the property, covering guest rooms, public areas and back-of-house areas.
- To uphold quality by assisting in inspecting the quality of cleaning and ensuring adherence to established standards.

Staff Supervision and Training

- To assist the Executive Housekeeper by helping supervise and manage the housekeeping team.
- To optimise workflow, help assign duties and responsibilities to staff, assist in setting work schedules, and ensure adequate staffing levels.
- To enhance staff performance by collaborating with the Executive Housekeeper to conduct regular performance evaluations, provide feedback, and assist in implementing training and development programmes.
- To promote a positive work environment by fostering teamwork and open communication among the housekeeping team.

Inventory and Equipment Management

- To optimise inventory management and assist in managing inventory of cleaning supplies, equipment, and linens, ensuring adequate stock levels.

- To maintain fiscal responsibility by collaborating with the Executive Housekeeper to monitor and report expenses, analyse financial reports, and implement strategies to improve efficiency.
- To ensure cost-effective procurement and help coordinate with the purchasing department to source quality supplies and equipment at competitive prices.
- To maintain operational efficiency and support the Executive Housekeeper in ensuring proper maintenance and upkeep of housekeeping equipment.

Quality Assurance and Standards

- To uphold brand standards, health and safety regulations, and cleanliness guidelines by assisting the Executive Housekeeper in ensuring compliance.
- To evaluate standard adherence and support in conducting regular inspections to assess cleanliness, maintenance, and adherence to guidelines.
- To promptly address deficiencies and assist in implementing corrective actions to maintain a high level of quality and cleanliness.
- To drive improvement, stay updated on industry best practices, and support in implementing measures to enhance guest satisfaction.

Communication and Collaboration

- To ensure smooth operations and collaborate with other departments, such as front office, engineering, and food and beverage.
- To optimise communication and assist in coordinating with the front office regarding room status, guest requests, and special requirements.
- To address guest needs and support in responding promptly and effectively to guest feedback, concerns, and requests related to housekeeping services.
- To maintain transparency and communication, attend meetings, and provide regular reports to the Executive Housekeeper on housekeeping operations and performance.

Sustainability and Environmental Practices

- To promote eco-friendly operations and support the implementation of sustainable practices and initiatives to minimise waste and conserve resources.
- To foster awareness by assisting in training and educating staff on sustainable practices and encouraging their participation in environmental conservation efforts.
- To enhance efficiency and collaborate with the Executive Housekeeper to monitor and report energy usage, water consumption, and waste management and implement measures for improvement.

Pre-Requisites

- A diploma or equivalent in Hospitality Management or related fields.
- Proven experience in housekeeping or related roles.

| | Soft Skills | Competency Level | Recommended Training |
|---|----------------------|------------------|------------------------|
| 1 | Service Orientation | 2 | Customer Service |
| 2 | Communication | 2 | Positive Communication |
| 3 | Teamwork | 2 | Leadership Training |
| 4 | Interpersonal Skills | 2 | Leadership Training |
| 5 | Problem Solving | 2 | Leadership Training |

| | Technical Skills | Competency Level | Recommended Training |
|---|--|------------------|-----------------------------------|
| 1 | Asset and Inventory Management | 2 | Asset Management Course |
| 2 | Loss and Risk Prevention Management | 2 | Risk Management |
| 3 | Public Areas Housekeeping Operations Management | 2 | Facility Management Course |
| 4 | Workplace Safety and Health Performance Management | 2 | Health and Safety Training |
| 5 | Customer Challenges Management | 2 | Excellent Customer Service |
| 6 | Laundry Operations | 2 | Laundry Operations and Management |

Executive Housekeeper or Director of Housekeeping

Level: 4

Job Description

- Responsible for managing and overseeing the housekeeping department of a hotel or similar establishment.
- Responsible for ensuring cleanliness, orderliness, and overall guest satisfaction by implementing and maintaining high standards of housekeeping operations.
- Responsible for leading a team of housekeeping staff, establishing and enforcing procedures, and collaborating with other departments to provide exceptional guest experiences.

Roles & Responsibilities

Housekeeping Operations Management

- To ensure comprehensive management by planning, organising, and supervising all housekeeping activities including cleaning, maintenance, laundry, and linen management.
- To optimise operational consistency by developing and implementing SOPs for efficient and effective housekeeping operations.
- To uphold high standards and maintain cleanliness and hygiene throughout the property, including guest rooms, public areas, and back-of-house areas.
- To ensure quality by monitoring and inspecting the quality of cleaning and ensuring adherence to established standards.

Staff Management and Training

- To build a competent team by recruiting, training, and managing a skilled and motivated housekeeping team.
- To optimise workflow by assigning duties and responsibilities to staff, setting work schedules, and ensuring adequate staffing.
- To enhance staff performance by conducting regular performance evaluations, providing feedback, and implementing training and development programmes.
- To promote a positive work environment, and foster teamwork and open communication within the housekeeping team.

Staff Management and Training

- To optimise inventory management by managing the inventory of cleaning supplies, equipment, and linens, ensuring adequate stock levels.
- To maintain fiscal responsibility by developing and managing the housekeeping budget, controlling costs, and implementing cost-saving measures.

Roles & Responsibilities

- To ensure cost-effective procurement by collaborating with the purchasing department to source quality supplies and equipment at competitive prices.
- To enhance financial efficiency, monitor and report expenses, analyse financial reports, and implement strategies to improve efficiency.

Quality Assurance and Standards

- To maintain brand standards by ensuring housekeeping operations comply with health and safety regulations, and cleanliness guidelines.
- To assess adherence to standards by conducting regular inspections to evaluate cleanliness and maintenance.
- To promptly address deficiencies and implement corrective actions to maintain a high level of quality and cleanliness.
- To drive improvement by staying updated on industry best practices and implementing measures to enhance guest satisfaction.

Communication and Collaboration

- To ensure smooth operations by collaborating with other departments, such as front office, engineering, and food and beverage.
- To optimise communication by communicating and coordinating with the front office regarding room status, guest requests, and special requirements.
- To address guest needs by promptly and effectively responding to feedback, concerns, and requests related to housekeeping services.
- To maintain transparency and communication by attending meetings and providing regular reports to senior management on housekeeping operations and performance.

Sustainability and Environmental Practices

- To promote eco-friendly operations, implement sustainable practices and other initiatives to minimise waste, conserve resources, and support environmental conservation efforts.
- To foster awareness by training and educating staff on sustainable practices and encouraging participation in environmental conservation efforts.
- To enhance efficiency by monitoring and reporting energy usage, water consumption, and waste management, implementing measures for improvement.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration, or a related field (Master's Degree preferred).
- Proven experience in room division management or a similar leadership role.

| | Soft Skills | Competency Level | Recommended Training |
|---|----------------------|------------------|------------------------|
| 1 | Service Orientation | 2 | Customer Service |
| 2 | Communication | 2 | Positive Communication |
| 3 | Teamwork | 2 | Leadership Training |
| 4 | Interpersonal Skills | 2 | Leadership Training |
| 5 | Problem Solving | 3 | Leadership Training |
| 6 | Resources Management | 3 | Resources Management |

| | Technical Skills | Competency Level | Recommended Training |
|----|---|------------------|---|
| 1 | Budgeting | 2 | Budgeting Techniques and Financial Analysis |
| 2 | Business Continuity Planning | 2 | Business Continuity and Crisis Management |
| 3 | Business Negotiation | 2 | Ethical Decision Making |
| 4 | Business Presentation Delivery | 2 | Effective Presentation Skill Public Speaking Skills |
| 5 | Business Relationship Building | 2 | Building and Maintaining Strong Business Relationships |
| 6 | Change Management | 2 | Corporate Governance Principles and Practices* (ESG Training) |
| 7 | Corporate Governance | 2 | Advanced Risk Assessment and Management Strategies |
| 8 | Crisis Management | 2 | Compliance Frameworks and Risk Mitigation |
| 9 | Customer Feedback and Relationship Management | 2 | Teambuilding / Conflict Management / Networking and Relationship Management |
| 10 | Dispute Resolution | 2 | Effective Performance Management and Employee Engagement Strategies |
| 11 | Hospitality Data Collection and Analysis | 2 | Talent Development and Succession Planning |
| 12 | Innovation Management | 2 | Lean Management and Process Optimisation |
| 13 | Knowledge Management | 2 | Leadership Development for Service Excellence |

| | Technical Skills | Competency Level | Recommended Training |
|----|--------------------------------------|------------------|---|
| 14 | Legal Compliance Management | 2 | Service Quality Measurement and Analysis Training |
| 15 | Organisational Relationship Building | 2 | Fostering Culture of Innovation in Service Delivery |
| 16 | People Development | 2 | Implementing and Managing Technological Innovation |
| 17 | People and Performance Management | 2 | Strategy Planning and Vision Alignment |
| 18 | Resource Management | 2 | Budgeting Techniques and Financial Analysis |

Rooms Division Manager or Director of Rooms

Level: 6

Job Description

- Responsible for overseeing various aspects of the accommodation and guest services.
- Responsible for ensuring a seamless and positive experience for guests.

Roles & Responsibilities

Overall Operations Oversight

- To provide comprehensive leadership and offer overall guidance and strategic direction for the rooms division, encompassing front office, housekeeping, and related areas.
- To ensure seamless operations by collaborating with other department heads and fostering cohesion in the overall operations.

Staff Management

- To build a skilled team by recruiting, training, and managing staff performance within the rooms division.
- To ensure continuous improvement by conducting regular performance evaluations and providing constructive feedback for professional development.
- To promote ongoing development by developing and implementing training programmes for staff within the rooms division.

Guest Services

- To uphold high standards and ensure exceptional guest services throughout the rooms division.
- To professionally address, handle and resolve guest concerns and complaints promptly.
- To promote a culture of excellence and foster an environment where staff embraces exceptional customer service as a core value.

Revenue Management

- To maximise room revenue and occupancy by collaborating with the sales and marketing team.
- To optimise revenue and implement pricing strategies and promotions.
- To stay competitive by monitoring and analysing market trends and competitor activities.

Roles & Responsibilities

Budgeting and Financial Management

- To ensure financial stability by developing and managing the rooms division's annual budget.
- To maintain fiscal responsibility by monitoring financial performance, identifying variances, and implementing corrective actions.
- To ensure profitability by controlling costs and expenses within the rooms division.

Housekeeping Management

- To ensure cleanliness and order by supervising housekeeping operations throughout the property.
- To maintain consistency by implementing and enforcing housekeeping standards and procedures.
- To uphold quality by monitoring room inspections and implementing quality control measures.

Security and Safety

- To prioritise and ensure the safety and security of guests and staff.
- To maintain security by implementing and enforcing security procedures and emergency response plans.

Technology and Systems

- To optimise technological efficiency by overseeing the implementation and maintenance of technology systems related to room reservations, property management, and guest services.
- To ensure proficiency by ensuring that staff is trained on relevant systems.

Collaboration

- To ensure smooth operations by collaborating with other department heads, including sales, marketing, food and beverage, and maintenance.
- To foster alignment and participate in regular leadership meetings to discuss the overall hotel strategy.

Quality Assurance

- To ensure high standards by implementing and monitoring quality assurance programmes for service and cleanliness.
- To uphold brand consistency by conducting regular inspections ensuring compliance with brand standards.

Continuous Improvements

- To drive continuous improvement and identify improvement areas in processes and services.
- To optimise operations and implement changes aimed at improving efficiency, guest satisfaction, and employee morale.

Roles & Responsibilities

Reporting

- To maintain transparency by preparing and presenting regular reports to senior management on the performance of the rooms division.
- To contribute to continuous improvement by providing insights and recommendations for enhancement based on the reports.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration, or a related field (Master's Degree preferred).
- Proven experience in room division management or a similar leadership role.

| | Soft Skills | Competency Level | Recommended Training |
|---|----------------------|------------------|------------------------|
| 1 | Service Orientation | 3 | Customer Service |
| 2 | Communication | 3 | Positive Communication |
| 3 | Teamwork | 3 | Leadership Training |
| 4 | Interpersonal Skills | 3 | Leadership Training |
| 5 | Problem Solving | 4 | Leadership Training |
| 6 | Resources Management | 4 | Resources Management |

| | Technical Skills | Competency Level | Recommended Training |
|---|--------------------------------|------------------|---|
| 1 | Budgeting | 3 | Budgeting Techniques and Financial Analysis |
| 2 | Business Continuity Planning | 3 | Business Continuity and Crisis Management |
| 3 | Business Negotiation | 3 | Ethical Decision Making |
| 4 | Business Presentation Delivery | 3 | Effective Presentation Skills Public Speaking Skills |
| 5 | Business Relationship Building | 3 | Building and Maintaining Strong Business Relationships |

| | Technical Skills | Competency Level | Recommended Training |
|----|---|------------------|---|
| 6 | Change Management | 3 | Corporate Governance Principles and Practices* (ESG Training) |
| 7 | Corporate Governance | 3 | Advanced Risk Assessment and Management Strategies. |
| 8 | Crisis Management | 3 | Compliance Frameworks and Risk Mitigation |
| 9 | Customer Feedback and Relationship Management | 3 | Teambuilding / Conflict Management / Networking and Relationship Management |
| 10 | Dispute Resolution | 3 | Effective Performance Management and Employee Engagement Strategies |
| 11 | Hospitality Data Collection and Analysis | 3 | Talent Development and Succession Planning |
| 12 | Innovation Management | 3 | Lean Management and Process Optimisation |
| 13 | Knowledge Management | 3 | Leadership Development for Service Excellence |
| 14 | Legal Compliance Management | 3 | Service Quality Measurement and Analysis Training |
| 15 | Organisational Relationship Building | 3 | Fostering Culture of Innovation in Service Delivery |
| 16 | People Development | 3 | Implementing and Managing Technological Innovation |
| 17 | People and Performance Management | 3 | Strategy Planning and Vision Alignment |
| 18 | Resource Management | 3 | Budgeting Techniques and Financial Analysis |

Director of Operations, Resident Manager or Executive Assistant Manager

Level: 7

Job Description

- Responsible for overseeing the operations of the rooms division in a hotel including managing front office operations, housekeeping, reservations, guest services, and other related departments.
- Responsible for ensuring the smooth and efficient operations of all guest-related services and maintaining high levels of guest satisfaction.

Roles & Responsibilities

Departmental Management

- To ensure comprehensive oversight, oversee the daily operations of the front office, housekeeping, reservations, and guest services departments.
- To enhance operational consistency, develop and implement SOPs and policies.
- To drive improvement and monitor departmental performance, including guest satisfaction, occupancy rates and revenue, while implementing strategies for enhancement.
- To foster coordination and collaboration with other department heads, ensuring seamless operations and guest satisfaction throughout the hotel.

Guest Satisfaction

- To uphold exceptional service standards by maintaining and monitoring service guidelines to ensure guest satisfaction.
- To effectively address and respond to guest needs, feedback, concerns, and requests in a timely manner.
- To drive improvement by monitoring guest satisfaction scores, reviews, and surveys, identifying areas for enhancement, and implementing corrective actions.

Staff Management and Development

- To build a proficient team by recruiting, training, and developing skilled and motivated staff within the rooms division.
- To ensure leadership alignment by providing guidance to department managers, set performance expectations, and conduct regular performance evaluations.
- To promote continuous development and implement training programmes to enhance employee skills and knowledge.
- To create a positive work culture and foster a supportive environment encouraging teamwork and open communication.

Roles & Responsibilities

Revenue and Yield Management

- To optimise revenue and collaborate closely with the revenue management team to adjust room rates and manage occupancy levels effectively.
- To seize revenue opportunities by monitoring room availability, rates, and reservations, and make strategic decisions to maximise revenue.
- To stay competitive by analysing market trends, competitor activities, and demand patterns to make informed pricing and inventory decisions.

Budgeting and Financial Management

- To ensure financial stability by developing and managing the departmental budget, ensuring revenue targets are met and expenses are controlled.
- To optimise financial performance, monitor financial reports, analyse performance, and implement strategies to improve profitability.
- To maintain fiscal responsibility by controlling costs through effective resource management, procurement, and inventory control.

Quality Assurance and Compliance

- To maintain brand consistency, quality assurance, and regulatory compliance by ensuring adherence to brand standards and industry regulations.
- To uphold high standards by conducting regular inspections to assess cleanliness, maintenance, and adherence to established guidelines.
- To prioritise safety and security by implementing health, safety, and security protocols, ensuring a safe and secure environment for guests and staff.

Technology and Systems

- To stay current with industry advancements by staying updated with the latest technology and systems related to hotel operations.
- To optimise operations by implementing and utilising hotel management systems and software for streamlined operations and enhanced guest experiences.
- To drive efficiency by identifying opportunities to leverage technology for process improvement and operational efficiency.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration, or a related field (Master's Degree preferred).
- Proven experience in room division management or a similar leadership role.

| | Soft Skills | Competency Level | Recommended Training |
|---|----------------------|------------------|------------------------|
| 1 | Service Orientation | 4 | Customer Service |
| 2 | Communication | 4 | Positive Communication |
| 3 | Teamwork | 4 | Leadership Training |
| 4 | Interpersonal Skills | 4 | Leadership Training |
| 5 | Problem Solving | 4 | Leadership Training |
| 6 | Resources Management | 4 | Resources Management |

| | Technical Skills | Competency Level | Recommended Training |
|----|---|------------------|---|
| 1 | Budgeting | 3 | Budgeting Techniques and Financial Analysis |
| 2 | Business Continuity Planning | 3 | Business Continuity and Crisis Management |
| 3 | Business Negotiation | 3 | Ethical Decision Making |
| 4 | Business Presentation Delivery | 3 | Corporate Governance Principles and Practices* (ESG Training) |
| 5 | Business Relationship Building | 3 | Advanced Risk Assessment and Management Strategies. |
| 6 | Change Management | 3 | Compliance Frameworks and Risk Mitigation |
| 7 | Corporate Governance | 3 | Teambuilding / Conflict Management / Networking and Relationship Management |
| 8 | Crisis Management | 3 | Effective Performance Management and Employee Engagement Strategies |
| 9 | Customer Feedback and Relationship Management | 3 | Talent Development and Succession Planning |
| 10 | Dispute Resolution | 3 | Lean Management and Process Optimisation |
| 11 | Hospitality Data Collection and Analysis | 3 | Leadership Development for Service Excellence |
| 12 | Innovation Management | 3 | Service Quality Measurement and Analysis Training |
| 13 | Knowledge Management | 3 | Fostering Culture of Innovation in Service Delivery |

| | Technical Skills | Competency Level | Recommended Training |
|----|--------------------------------------|------------------|---|
| 14 | Legal Compliance Management | 3 | Implementing and Managing Technological Innovation |
| 15 | Organisational Relationship Building | 3 | Strategy Planning and Vision Alignment |
| 16 | People Development | 3 | Enhancing Workplace Safety and Health Performance |
| 17 | People and Performance Management | 4 | Effective Presentation Skills Public Speaking Skills |
| 18 | Resource Management | 4 | Building and Maintaining Strong Business Relationships |

General Manager or Hotel Manager

Level: 7

Job Description

- Responsible for overseeing all aspects of hotel operations and ensuring its overall success including managing the staff, maintaining guest satisfaction, maximising revenue, and implementing effective strategies to achieve hotel goals and objectives.
- Responsible as the key leader and decision-maker, ensuring smooth and efficient hotel operations while delivering exceptional guest experiences

Roles & Responsibilities

Operational Management

- To ensure comprehensive management by overseeing and managing all hotel operations, including front desk, housekeeping, food and beverage, maintenance, and other departments.
- To enhance operational consistency by developing and implementing policies, procedures, and standards.
- To gauge performance by monitoring and analysing key performance indicators (KPIs) such as occupancy rates, average daily rate (ADR), revenue per available room (RevPAR), and guest satisfaction scores.
- To drive improvement by identifying areas for enhancement and implementing strategies for improved operational efficiency and guest experiences.
- To foster innovation by leading technology adoption and innovation initiatives for productivity improvement.

Guest Satisfaction

- To uphold high guest satisfaction by maintaining exceptional service standards and responding promptly to feedback and concerns.
- To nurture strong relationships with guests and ensure their needs and expectations are met and exceeded.
- To drive continuous improvement by implementing guest service initiatives and training programmes to enhance service quality and guest experiences.

Financial Management

- To ensure financial stability by developing and managing the hotel's annual budget, ensuring revenue targets are met and expenses are controlled.
- To optimise financial performance by monitoring financial statements, analysing performance, and implementing strategies to maximise revenue and profitability.

Roles & Responsibilities

- To align with revenue goals, set pricing strategies and actively participate in revenue management decisions to optimise room rates and occupancy levels.
- To enhance financial efficiency by revamping cost control measures to effectively manage operational expenditures and improve overall financial performance.

Team Leadership and Development

- To build a proficient team by recruiting, training, and developing a skilled and motivated workforce.
- To provide effective leadership and provide guidance to the hotel staff, fostering a positive and productive work environment.
- To ensure performance alignment by setting expectations, conducting regular performance evaluations, and implementing training and development programmes.
- To promote collaboration by fostering teamwork and effective communication among all hotel departments.

Sales and Marketing

- To drive revenue growth by developing and implementing sales and marketing strategies to increase market share.
- To attract business by establishing relationships with key clients, travel agencies, and corporate accounts to promote the hotel.
- To enhance visibility by participating in sales activities, including client meetings, trade shows, and industry events.

Health and Safety

- To prioritise safety by ensuring compliance with health, safety, and security regulations and implementing appropriate procedures and training programmes.
- To maintain a secure environment and uphold a safe and secure atmosphere for guests and staff, promptly addressing any safety concerns or incidents.

Risk Management

- To strengthen corporate governance by enhancing organisational governance and ensuring compliance management within the operations departments.
- To mitigate risks by implementing a comprehensive risk management framework and policy.
- To ensure business continuity by developing and managing business continuity strategies and plans.
- To handle emergencies and supervise the management of emergencies for effective response and resolution.

Pre-Requisites

- A Bachelor's Degree in Hospitality Management, Business Administration, or a related field (Master's Degree preferred).
- Proven experience in hotel management or similar leadership roles with a minimum of 10 years' experience.
- Strong leadership and management skills.
- Solid financial acumen and knowledge of regulatory compliance.

| | 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 |
| 5 | Business Relationship Building | 4 | Building and Maintaining Strong Business Relationships |
| 6 | Change Management | 4 | Change Leadership |
| 7 | Corporate Governance | 4 | Corporate Governance Principles and Practices* (ESG Training) |
| 8 | Enterprise Risk Management | 4 | Advanced Risk Assessment and Management Strategies |
| 9 | Legal Compliance Management | | Compliance Frameworks and Risk Mitigation |

| | Technical Skills | Competency Level | Recommended Training |
|----|---|------------------|---|
| 10 | Organisational Relationship Building | 4 | Teambuilding / Conflict Management / Networking and Relationship Management |
| 11 | People and Performance Management | 4 | Effective Performance Management and Employee Engagement Strategies |
| 12 | People Development | 4 | Talent Development and Succession Planning |
| 13 | Productivity Improvement | 4 | Lean Management and Process Optimisation |
| 14 | Service Leadership | 4 | Leadership Development for Service Excellence |
| 15 | Service Information and Result | 4 | Service Quality Measurement and Analysis Training |
| 16 | Service Innovation Culture | 4 | Fostering Culture of Innovation in Service Delivery |
| 17 | Technology Adoption Innovation | 4 | Implementing and Managing Technological Innovation |
| 18 | Vision Leadership | 4 | Strategy Planning and Vision Alignment |
| 19 | Workplace Safety and Health, Performance Management | 4 | Enhancing Workplace Safety and Health Performance |

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