## TSC Category
Front Office Operations and Services

## TSC Description
Provide reception and front desk services to guests, including guest registration and room check-in and check-out processes

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1: Perform front office operations to meet guest needs</th>
<th>Level 2: Supervise front office operations</th>
<th>Level 3: Manage front office operations and handling guests’ concerns and feedback</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6: Lead front office operations to achieve key performance indicators</th>
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</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td>• Importance and guidelines for performing start-of-shift and end-of-shift activities</td>
<td>• Importance of supervising and performing start-of-shift and end-of-shift activities and reviewing staff work assignments, cashier collections, remittances and other operational activities</td>
<td>• Guidelines and procedures to prepare for start-of-shift and end-of-shift activities</td>
<td>• Guidelines for managing resources and work schedules</td>
<td>• Importance of responding to changes in business levels</td>
<td>• Resource planning to support delivery of front office services</td>
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<td>• Operational guidelines of the required property management system and operating consoles to facilitate front desk activities</td>
<td>• Guidelines on reviewing property information in property management system</td>
<td>• Importance of reviewing daily occupancy, inventory and guest activities from the property management system</td>
<td>• Types of quality control tools</td>
<td>• Sources of operational results to determine front office’s achievement of key performance indicators</td>
<td>• Key performance indicators for evaluating effectiveness of front office operations</td>
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<td>• Guidelines on safekeeping cash float, cashier-related transactions and handling of foreign exchange transactions</td>
<td>• Strategies for managing property inventory in full-house or near full-house situations</td>
<td>• Guidelines for managing resources and work schedules</td>
<td>• Types of master keys and communication devices, and their usage</td>
<td>• Sources of operational results to determine front office’s achievement of key performance indicators</td>
<td>• Service recovery techniques to manage unresolved and escalated guests’ concerns</td>
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<td>• Importance of proper documentation and handling of cashier-related transactions and issues</td>
<td>• Importance of reporting irregularities in operations and discrepancies in property status through appropriate channels</td>
<td>• Importance of responding to changes in business levels</td>
<td>• Guidelines and procedures for performing pre-arrival activities and room assignments for VIP guests</td>
<td>• Types of operational results to determine front office’s achievement of key performance indicators</td>
<td>• Techniques for evaluating operational results against organisational objectives</td>
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<td>• Assignment of rooms, processing of reservations, updating check-in and check-out records, and other activities to be performed prior to guests’ arrivals and/or departures</td>
<td>• Guests’ personal particulars required by hotels licensing regulations</td>
<td>• Importance of responding to changes in business levels</td>
<td>• Guidelines for implementing actions to meet organisational objectives</td>
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<td>• Guidelines for protecting guests’ privacy, safety and security</td>
<td>• Types of guests and services accorded with VIP status</td>
<td>• Technics for evaluating operational results against organisational objectives</td>
<td>• Legal requirements for compliance</td>
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<td>• Legal requirements for compliance</td>
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</tbody>
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| **SKILLS FRAMEWORK FOR HOTEL AND ACCOMMODATION SERVICES**  
| **TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT** |
| **Abilities** |
| ** Categories of properties, their amenities and facilities**  
| **Guidelines and techniques to perform upselling and suggestive selling**  
| **Importance of reporting irregularities within the work area to appropriate persons and departments**  
| **Guidelines on workplace safety and health**  
|  | **establishing methods of payment**  
|  | **Guidelines for reporting guests’ concerns and feedback to managers and documenting the feedback**  
|  | **Organisational guidelines on limits of authority**  
|  | **Strategies for service recovery and techniques to handle irate guests**  
|  | **Guidelines on workplace safety and health and organisation’s duty of care to guests**  
|  | **Techniques for coaching services entitled to VIP guests**  
|  | **Techniques for suggestive selling and guidelines for establishing methods of payment**  
|  | **Techniques of root cause analyses**  
|  | **Strategies for resolving problems and feedback escalation related to front office operations**  
|  | **Strategies for handling service recovery and compensation policies for handling service breakdowns**  
|  | **Guidelines for documenting concerns, feedback escalation and problems related to front office operations** |
| **Perform start-of-shift activities and end-of-shift activities**  
| **Perform activities prior to guest arrivals and departures**  
| **Handle check-in and check-out activities**  
| **Handle cashier and foreign exchange transactions**  
| **Perform inter-departmental communications to address the needs of guests**  
| **Coordinate and prioritise resources to support contingency plans that arise in the course of work**  
|  | **Perform start-of-shift and end-of-shift activities**  
|  | **Supervise front office operations in accordance with organisational procedures**  
|  | **Attend to guest arrivals and departures**  
|  | **Handle and resolve irregularities and guest concerns and feedback related to front office operations**  
|  | **Record and follow up on work processes that compromise security of guests**  
|  | **Implement corrective actions on staff work assignments, check-in records and staff**  
|  | **Monitor and perform start-of-shift activities and end-of-shift activities**  
|  | **Monitor front office operations to ensure all functions are operating efficiently in accordance with organisational procedures**  
|  | **Manage VIP guest arrivals and departures**  
|  | **Resolve guests’ concerns and feedback escalation**  
|  | **Anticipate the special needs and requests of guests and ensure guests’ well-being is taken care of throughout their stay**  
|  | **Organise resources in accordance with resource plan and organisational requirements**  
|  | **Implement actions to meet organisational objectives**  
|  | **Oversee effectiveness of front office operations, in accordance with organisational policies and procedures**  
|  | **Oversee compliance with legal and finance requirements**  
|  | **Evaluate operational results against organisational objectives and key performance indicators** |
| Interactions with guests to rectify problems and close performance gaps | Recognise the concerns of guests and team members | Manage unresolved, escalated concerns from guests |
| Adjust priorities to respond to the changing needs of guests in an accurate and timely manner | Seek feedback from guests through informal platforms to enhance their experience at the property | Resolve front office performance issues |
| • Recognise the concerns of guests and team members | • Advocate feedback loops for continuous improvement to encourage a work environment where team members' feedback is valued | • Recognise opportunities to apply new and evolving technologies |
| • Seek feedback from guests through informal platforms to enhance their experience at the property | • Provide guidance and encouragement to boost team morale and sense of belonging | • Provide necessary support and resources for team member to carry out their decisions |