National Occupational Standards

Sector: Front Office

Occupation: Front Office Manager

MQF Level: 5

Units:

- **FO501**: Health and safety requirements at the workplace
- **FO502**: Guest relations and customer service management
- **FO503**: Managing the guest check-in and check-out
- **FO504**: Cashier Management
- **FO505**: Work Ethics
- **FO506**: Human Resource Management and Business Development
## FO501: Health and Safety Requirements at the Workplace

This unit lists the knowledge and skills needed by a person holding this position to carry out work in compliance with health and safety requirements. Upon completion of the unit, the persons carrying out this work will possess the necessary knowledge and skills to ensure that the health and safety procedures are followed by all front office staff members at the workplace.

### Performance Criteria

The candidate must have the necessary knowledge and skills to manage and administer their workplace so that:

1. Safe working practices are carried out according to the workplace health and safety regulations.
2. Company and department safety and security policies and procedures are followed to ensure a clean, safe, and secure environment.
3. Property specific procedures are in place for handling emergency situations (e.g., evacuations, medical emergencies, natural disasters).
4. Procedures related to health and safety issues are reviewed and, where necessary, improved.

### Required Knowledge

The Level 5 Front Office Manager must know, evaluate and explain:

1. The roles and responsibilities of themselves and others as per national Health and Safety Legislation.
2. The legal notice 293 of 2016 main scope and their individual legal responsibilities, with particular interest in S.L. 424.30.
3. Health concerns associated with the workplace and safe practices when carrying out work.
4. Potential hazards at the place of work (such as electricity, slippery surfaces, contaminants, irritants, fire, heights, and improper use of tools and equipment).
5. The importance of being alert to the presence of hazards at the place of work.
6. The necessary precautions to be taken to implement health and safety policies and regulations at the workplace.
7. The health and safety risks associated with their role and that of their front office staff regarding tools, materials and equipment.
8. The procedures for dealing with potential hazardous material at the place of work.
9. Unsafe work procedures or conditions and report them to management and/or security/safety personnel.
10. The first aid facilities that exist within work area.
11. Emergency procedures at the workplace in case of a fire, bomb threat, etc.
12. Contact details of responsible persons to whom to report health and safety matters.

### Required Skills

The Level 5 Front Office Manager must be able to:

1. Comply with duties and obligations defined in national Health and Safety legislation.
2. Work according to Health and Safety regulations and other relevant regulations that apply on the job.
3. Identify which health and safety procedures are applicable and relevant to their particular working environment.
4. Adhere to work processes as per legitimate instructions.
5. Control health and safety hazards within own capability and job responsibility.
7. Take the necessary action with regard to work related accidents, or other injuries.
8. Comply with, and setup where necessary, warning signs at the workplace.
9. Oversee that front office staff perform work functions without causing unnecessary damage to work areas.
10. Recognise hazards, risks and hazardous materials at the workplace.
11. Deal with hazards, risks and hazardous material according to workplace regulations
12. Seek expert assistance when help is needed and falls out of own responsibility
13. Follow emergency procedures at the workplace.
14. Recognize emergency situations, take necessary action and report immediately to superiors.
15. Contact relevant authorities in case of emergency.
16. Evaluate, suggest and implement agreed changes to improve health and safety processes at the workplace.
FO502: Guest relations and customer service management

This unit lists the knowledge and skills needed by a person holding this position to oversee work related to guest relations and customer satisfaction. Upon completion of the unit, the persons carrying out this work will possess the necessary knowledge and skills to provide excellent customer satisfaction. This includes overseeing the day-to-day front office staff work practices to ensure that everyone is providing the expected level of customer service. Create a positive work environment and ensure that all employees are fully aware of their respective work activities.

**Performance Criteria**
The candidate must have the necessary knowledge and skills to manage and administer their workplace so that:

1. Guests are welcomed and acknowledged in a friendly and professional manner;
2. Different room and hotel facilities are explained and instructions are provided on using these facilities;
3. All guest requests, concerns and complaints are recorded, acted upon and, where necessary, followed-up;
4. Guests are provided directions and information on the different transport types available and places of interest;
5. Front office staff are well trained and supported in conducting their tasks.

**Required Knowledge**
The Level 5 Front Office Manager must know, evaluate and explain:

1. The company operational policies to address specific guest requests e.g. a room change.
2. The company's/department’s standard operating procedures.
3. The accessibility of the hotel and what services are available for persons with physical or sensory disabilities.
4. How to operate the telephone switch board and answer telephone calls in a correct manner.
5. The different room and hotel facilities and their location.
6. The guest internet access, television system, entertainment system, telephone system and any other in-room technology and/or service.
7. Places of interest - give directions and suggest different means to visit them.
8. The different methods of transport available to the guest.
9. The type of action to take following a guest telephone call. This could be a simply query on the opening times of the hotel restaurant to something much more urgent such as a medical emergency.
10. How to accept and record a new room reservation.
11. The role and functions of the different staff within the front office operation.

**Required Skills**
The Level 5 Front Office Manager must be able to:

1. Ensure guests are greeted and acknowledged in a friendly and professional manner.
2. Ensure that, wherever possible, a guest is referred to by title or surname.
3. Where possible anticipate guests' service needs and take the necessary action.
4. Listen attentively to any questions or concerns by the guest, respond positively and take any required action.
5. Ensure that there are proper procedures in place to address the specific needs of guests with

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1 The term hotel refers to any tourist accommodation establishment.
special needs.
6. Seize potential opportunities to improve the profitability of the company e.g. potential sales opportunities.
7. Ensure that the telephone switchboard station is operated correctly.
8. Ensure that telephone calls are answered in a polite and professional.
9. Ensure that telephone calls are answered within a reasonable time as per company policy.
10. Ensure that guest calls are answered, notes taken and acted upon.
11. Ensure guests calls are followed up to ensure their requests or problems have been addressed to their satisfaction.
12. Ensure that any outstanding requests or problems from the previous day, or as recorded in the departmental logbook, receive priority and are resolved.
13. Ensure guests are supplied with information and directions regarding property amenities, services, and hours of operation, local places/areas of interest and current activities.
14. Ensure that the front office staff are knowledgeable on the hotel’s room features/facilities (e.g. mini-bar, TV, etc.).
15. Ensure front office staff are knowledgeable on how to record new room reservations.
16. Provide support and training to all new front office staff.
17. Provide support and training to all front office staff to implement any new workplace procedures.
18. Where necessary implement changes to improve guest relations and customer service.
FO503: Managing the guest check-in and check-out

This unit lists the knowledge and skills needed by a person holding this position to oversee the work duties of the front office staff when checking in and checking out the guest. Ensure that guests’ queries or concerns on arrival or during their departure/check-out are handled as per company policy. Obtain and review feedback to ensure guests had a satisfactory stay.

Performance Criteria
The candidate must have the necessary knowledge and skills to manage and administer their workplace so that:
1. Guests are checked in and checked out according to company policy.
2. All front office staff are well aware of hotel procedures, opening hours of hotel facilities and location of guest rooms.
3. Front office staff is adequately trained and aware of the standard operating procedures when checking in and checking out guests.
4. Changes of existing procedures (where necessary) to improve the checking in and checking out of guests.

Required Knowledge
The Level 5 Front Office Manager must know, evaluate and explain:

1. Procedures for guest check-in including walk-ins, pre-booked and groups, amongst others.
2. Procedures for room allocation covering room changes, upgrades, etc.
3. Procedures for guest check-out from billing, to feedback, to ensuring housekeeping is aware that the room was vacated.
4. The role and functions of the different staff within the front office operation.

Required Skills
The Level 5 Front Office Manager must be able to:

1. Ensure guests are checked-in according to company policy.
2. Ensure that front office staff secure a valid form of payment for rooms (unless pre-paid) and any applicable taxes.
3. Set up accurate accounts for each guest as per company policy.
4. Ensure rooms are assigned and welcome pack (where applicable) prepared according to company policy.
5. Ensure good communication between front office staff and housekeeping supervisory staff so that both departments work seamlessly together.
6. Ensure front office staff are capable of upselling when a customer wants a room that is different to the original reservation.
7. Ensure front office staff keep track of changes in room status for housekeeping.
8. Ensure there is an efficient system in place to inform guests of any new messages, mail, etc.
9. Ensure guests are checked-out according to company policy.
10. Thank guests and provide a warm farewell.
11. Ensure that the front office staff clear departures in the computer system to indicate that rooms are no longer occupied.
12. Ensure that there is a system in place to accept or refuse late check-out requests.
13. Ensure guest registration forms are filed according to company policy and Maltese legislation.
14. Provide support and training to all new front office staff.
15. Provide support and training to all front office staff when implementing any new workplace...
16. Where necessary implement changes to improve the checking in and checking out of guests.
**FOS04: Cashier Management**

This unit lists the knowledge and skills needed by a person holding this position to oversee work related to cashier duties at the hotel front desk. Upon completion of the unit, the persons carrying out this work will possess the necessary knowledge and skills to manage the front office cashiering operation.

**Performance Criteria**

The candidate must have the necessary knowledge and skills to manage and administer their workplace so that:

1. The cash float and the electronic point of sale are correctly used according to company policy.
2. Payments, foreign exchange and other transactions are correctly processed.

**Required Knowledge**

The Level 5 Front Office Manager must know, evaluate and explain:

1. The different methods of payment.
2. How to operate an EPOS (Electronic Point of Sale) system and the hotel front desk software, where applicable.
3. The different types of receipts.
4. How to use a cash float and perform an end-of-shift reconciliation.
5. The role and functions of the different staff within the front office operation.

**Required Skills**

The Level 5 Front Office Manager must be able to:

1. Ensure all payment types are processed as per company policy (e.g. cash, cheques, debit cards, etc).
2. Ensure cash is accurately handled.
3. Ensure receipts, refunds and change are given to customer.
4. A standard operations procedure is in place so that staff count and check the cash float at the beginning and at the end of each shift so as to ensure that the amount is correct and adequate change is available.
5. Ensure that the end of shift reports on the financial transactions are carried out.
6. Ensure contingency lists are prepared to have a record of all guests in case of an emergency.
7. Ensure that credit card authorization reports are carried out and checked for discrepancies.
8. Foreign exchange transactions are carried out in line with company policy.
9. Provide support and training to all new front office staff.
10. Provide support and training to all front office staff when implementing any new workplace procedures.
11. Where necessary implement changes to improve the check in and check out procedures.
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<th><strong>FO505: Work Ethics</strong></th>
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<td>This unit lists the knowledge and skills needed by a person holding this position to oversee and carry out work in an ethical and professional manner. This unit covers work ethics related to relations with customers and colleagues.</td>
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**Performance Criteria**

The candidate must have the necessary knowledge and skills to manage and administer their workplace so that:

1. A professional and courteous attitude with customers is maintained.
2. A harmonious team work environment with colleagues is maintained.
3. Work obligations are respected.
4. Difficult or unexpected situations are dealt with in a professional manner.

**Required Knowledge**

The Level 5 Front Office Manager must know, evaluate and explain:

1. The meaning and implications of a customer centric business.
2. The importance of maintaining a team mind-set among colleagues.
3. The importance of being aware of cultural diversity among staff members and clients.
4. The rules and regulations of the workplace.
5. Own duties, functions and responsibilities.
6. The duties and functions of subordinates.
7. Emotional management techniques.
8. The importance of good interpersonal communication.

**Required Skills**

The Level 5 Front Office Manager must be able to:

1. Value the customer and colleagues by adopting a professional and courteous attitude and by showing a proactive approach.
2. Address clients/customers in a professional manner while being aware of cultural diversity.
3. Ensure customer satisfaction whilst managing the front office operations.
4. Effectively deal with customer complaints to maintain high satisfaction levels among clientele.
5. Create and maintain a positive mind-set among employees.
6. Ensure tasks are carried out effectively and efficiently according to the workplace standards and procedures.
7. Ensure all staff attend work on time and in a presentable manner wearing clean and appropriate clothing according to the workplace requirements.
8. Speak to co-workers using clear, appropriate and professional language.
9. Support all co-workers and treat them with dignity and respect.
10. Respect and follow superiors’ instructions.
11. Guide and instruct subordinates in a positive, professional and polite manner.
12. Actively listen to and consider the concerns of other employees, responding appropriately and effectively.
13. Collect feedback periodically from employees and from customers to evaluate and develop existing procedures.
FO506: Human Resource Management and Business Development

This unit lists the knowledge and skills needed by a person holding this position to ensure proper staff management and leadership. This unit covers the knowledge skills and competencies to deal with staff related issues, training, motivation, conflict resolution and business development.

Performance Criteria
The candidate must have the necessary knowledge and skills to manage and administer their workplace so that:
1. All staff records, time plans and work schedules are prepared on time.
2. New staff is recruited (where necessary) and trained.
3. All staff is aware of their performance expectations and recognised for their successes.
4. Staff conflicts, negligence, complaints and misconducts are resolved.
5. The front office and room revenue, profitability and quality goals are maintained.

Required Knowledge
The Level 5 Front Office Manager must know, evaluate and explain:
1. Workplace regulations regarding shifts, scheduling, vacation leave, etc.
2. Functions of all staff members at the workplace.
3. Training needs of new recruits as well as ongoing training when new procedures are introduced.
4. The importance of staff motivation.
5. The importance of good interpersonal communication.
6. Different ways to give feedback to staff members – e.g. acknowledging good performance.
8. Business development - including new market opportunities.
9. The importance of good revenue management.

Required Skills
The Level 5 Front Office Manager must be able to:
1. Manage staff time plans and the staff roster.
2. Estimate staff workload and compensations.
3. Maintain records of payroll and attendance.
4. Assist in the formulation of job descriptions.
5. Identify and report on staff shortages.
6. Assist in recruiting, monitoring and training of new staff.
7. Supervise activities and performance of all front office staff.
8. Recognise good staff performance.
9. Maintain discipline among staff.
10. Tackle misconduct and staff negligence.
11. Resolve conflicts among employees.
12. Recommend means to improve staff performance and motivation.
13. Ensure the continuous professional development of staff.
14. Provide feedback to staff members on performance.
15. Tackle complaints or concerns from staff members.
16. Develop new market opportunities.
17. Implement changes according to market trends and customer feedback.
18. Manage the departmental expenses.
19. Ensure a profitable and quality operation.