

Skills Framework for Food Services

Overview of Technical Skills & Competencies (TSC)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Business Continuity Management	Business Continuity Planning	Develop and implement business continuity plans for organisational preparedness of disruptive events			FSS-RIM-3013-1.1	FSS-RIM-4013-1.1	FSS-RIM-5013-1.1	FSS-RIM-6013-1.1
	Crisis Management	Provide guidance on developing return-to-normal procedures, direct crisis responses as well as establish parameters for contingency planning			FSS-BIN-3066-1.1	FSS-BIN-4066-1.1	FSS-BIN-5066-1.1	FSS-BIN-6066-1.1
Business Development	Business Negotiation	Conduct negotiations to establish win-win outcomes for the organisation			FSS-BIN-3105-1.1	FSS-BIN-4105-1.1	FSS-BIN-5105-1.1	FSS-BIN-6105-1.1
	Business Opportunities Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation	FSS-CFC-2003-1.1		FSS-CFC-3003-1.1	FSS-CFC-4003-1.1	FSS-CFC-5003-1.1	
	Networking	Identify and establish industry stakeholder relationships at all levels of business operations to further the organisation's strategies and objectives			FSS-BIN-3108-1.1	FSS-BIN-4108-1.1	FSS-BIN-5108-1.1	FSS-BIN-6108-1.1
Business Management	Brand Portfolio Management	Formulate brand portfolio strategies, branding features and differentiators			FSS-SNM-3002-1.1	FSS-SNM-4002-1.1	FSS-SNM-5002-1.1	
	Business Change Assessment	Assess the impact of changes in the business organisation, environment, and industry				FSS-BIN-4143-1.1	FSS-BIN-5143-1.1	FSS-BIN-6143-1.1
	Budgeting	Prepare organisational budgets to support short- and long-term business plans through forecasting, allocation and financial policy setting			FSS-FIN-3001-1.1	FSS-FIN-4001-1.1	FSS-FIN-5001-1.1	FSS-FIN-6001-1.1
	Business Performance Management	Implement the organisation's performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps				FSS-BIN-4015-1.1	FSS-BIN-5015-1.1	FSS-BIN-6015-1.1
	Business Planning	Develop business plans by reviewing existing resources to identify growth opportunities to achieve sustainable competitive advantage leading to a high exit valuation			FSS-PNI-3001-1.1	FSS-PNI-4001-1.1	FSS-PNI-5001-1.1	FSS-PNI-6001-1.1
	Business Presentation Delivery	Perform required tasks to prepare and present information in various business settings involving preparation, understanding of audience, delivery and tailoring of messages to be conveyed			FSS-BIN-3077-1.1	FSS-BIN-4077-1.1	FSS-BIN-5077-1.1	
	Enterprise Risk Management	Provide guidance on developing return-to-normal procedures, direct crisis responses as well as establish parameters for contingency planning			FSS-RIM-3017-1.1	FSS-RIM-4017-1.1	FSS-RIM-5017-1.1	FSS-RIM-6017-1.1
	Change Management	Manage organisational change management systems to drive organisational success and outcomes by preparing, equipping and supporting adoption of change			FSS-BIN-3063-1.1	FSS-BIN-4063-1.1	FSS-BIN-5063-1.1	FSS-BIN-6063-1.1
	Cost and Control Management	Manage costs to ensure optimisation of resources and sustainability of business operations		FSS-MAC-2017-1.1	FSS-MAC-3017-1.1	FSS-MAC-4017-1.1	FSS-MAC-5017-1.1	FSS-MAC-6017-1.1
	Creative Entrepreneurship	Develop and inspire the creation of creative or intellectual capital to generate activities for business success				FSS-BIN-4131-1.1	FSS-BIN-5131-1.1	FSS-BIN-6131-1.1
	Financial Planning and Analysis	Facilitate strategic decision-making on the organisation's business finances by collating, verifying and analysing financial data in reports			FSS-FIN-3007-1.1	FSS-FIN-4007-1.1	FSS-FIN-5007-1.1	FSS-FIN-6007-1.1
	Food and Beverage Inventory Management	Manage receipt, dispatch and storage of products and supplies to monitor the purchase of stocks for production effectively	FSS-SCL-1006-1.1	FSS-SCL-2006-1.1	FSS-SCL-3006-1.1	FSS-SCL-4006-1.1	FSS-SCL-5006-1.1	
	Food and Beverage Production Management	Making management decisions to establish, review and refine strategic organisational objectives and policies through collation and analysis of relevant organisational and business information.			FSS-SPI-3005-1.1	FSS-SPI-4005-1.1	FSS-SPI-5005-1.1	FSS-SPI-6005-1.1
	Project Management	Execute projects by managing stakeholder engagement, resources, budgets and resolving problems			FSS-BIN-3021-1.1	FSS-BIN-4021-1.1	FSS-BIN-5021-1.1	FSS-BIN-6021-1.1
	Sales Management	Develop, monitor, and implement sales plan to achieve business objectives				FSS-BIN-4144-1.1	FSS-BIN-5144-1.1	FSS-BIN-6144-1.1
	Vendor Management	Manage vendor relationships by ensuring performance as per contracts, operations within standards established by the organisation such as adherence to safety, security, and compliance standards			FSS-BIN-3028-1.1	FSS-BIN-4028-1.1	FSS-BIN-5028-1.1	
Customer Experience	Customer Acquisition and Relationship Management	Develop customer acquisition strategies to foster customer relationships and attract new customers.		FSS-CEX-2037-1.1	FSS-CEX-3037-1.1	FSS-CEX-4037-1.1	FSS-CEX-5037-1.1	
	Customer Data Analysis	Devise frameworks for customer data analysis to develop an understanding of customer knowledge and behaviour from various customer touchpoints.	FSS-CEX-1038-1.1	FSS-CEX-2038-1.1	FSS-CEX-3038-1.1	FSS-CEX-4038-1.1	FSS-CEX-5038-1.1	
	Customer Experience Management	Compile information and manage communication across various customer touch points to ensure a consistent and pleasant retail experience		FSS-CEX-2041-1.1	FSS-CEX-3041-1.1	FSS-CEX-4041-1.1	FSS-CEX-5041-1.1	
	Customer Loyalty and Retention Strategy Design	Formulate and implement customer loyalty and retention strategies based on data from customer data analysis				FSS-CEX-4039-1.1	FSS-CEX-5039-1.1	FSS-CEX-6039-1.1
	Customer Service Excellence	Create a positive customer experience by establishing customer service standards and implementing corrective actions to improve service delivery gaps	FSS-CEX-1040-1.1	FSS-CEX-2040-1.1	FSS-CEX-3040-1.1	FSS-CEX-4040-1.1	FSS-CEX-5040-1.1	
	E-commerce Management	Develop, manage and execute e-commerce strategies and activities according to organisational objectives		FSS-CFC-2053-1.1	FSS-CFC-3053-1.1	FSS-CFC-4053-1.1	FSS-CFC-5053-1.1	
	Food Product Marketing	Develop strategies for marketing campaigns, including the conceptualising of product stories to create emotional connections with the target audience		FSS-SNM-2043-1.1	FSS-SNM-3043-1.1	FSS-SNM-4043-1.1	FSS-SNM-5043-1.1	
	People and Relationship Management	Manage the organisation's manpower to drive service excellence	FSS-CEX-1004-1.1		FSS-CEX-3004-1.1	FSS-CEX-4004-1.1	FSS-CEX-5004-1.1	
	Service Challenges	Develop a framework to manage and mitigate service challenges and feedback from customers	FSS-CEX-1008-1.1		FSS-CEX-3008-1.1	FSS-CEX-4008-1.1	FSS-CEX-5008-1.1	
	Service Coaching	Coach staff to deliver service in accordance with organisation's service vision, mission and values			FSS-CEX-3009-1.1			
	Service Excellence	Develop a service framework to manage and address service challenges, and partner with partners to deliver service excellence	FSS-CEX-1010-1.1		FSS-CEX-3010-1.1	FSS-CEX-4010-1.1	FSS-CEX-5010-1.1	

Service Innovation	Service Innovation	Drive and implement a service innovation culture in organisations	FSS-CEX-1013-1.1		FSS-CEX-3013-1.1	FSS-CEX-4013-1.1	FSS-CEX-5013-1.1	
	Service Innovation Culture	Establish service innovation strategies and develop operating systems, policies and processes to support service excellence and innovation				FSS-CEX-4012-1.1	FSS-CEX-5012-1.1	
	Service Innovation Management	Drive and implement a service innovation culture in organisations	FSS-PIN-1021-1.1		FSS-PIN-3021-1.1	FSS-PIN-4021-1.1	FSS-PIN-5021-1.1	
	Service Information and Results	Acquire and analyse data and information to enhance the organisation's service performance		FSS-CEX-2011-1.1	FSS-CEX-3011-1.1	FSS-CEX-4011-1.1	FSS-CEX-5011-1.1	
	Service Leadership	Champion and role model the organisation's service vision, mission and values	FSS-CEX-1014-1.1		FSS-CEX-3014-1.1	FSS-CEX-4014-1.1	FSS-CEX-5014-1.1	
	Service Planning and Implementation	Develop and implement strategies and plans for the service operations	FSS-CEX-1016-1.1		FSS-CEX-3016-1.1	FSS-CEX-4016-1.1	FSS-CEX-5016-1.1	
Enterprise Risk Management	Risk Control and Response Planning	Establish and manage enterprise risk control and response activities to suit the organisation's risk appetite and strategic organisational goals				FSS-RIM-4005-1.1	FSS-RIM-5005-1.1	FSS-RIM-6005-1.1
Food and Beverage Operations	Alcoholic Beverage Preparation	Prepare and serve a range of alcoholic beverages using various beverage preparation techniques		FSS-FBS-2001-1.1	FSS-FBS-3001-1.1	FSS-FBS-4001-1.1		
	Asian Cold Dish and Dessert Preparation	Prepare and present various Asian cold dishes and desserts in accordance with organisational procedures and recipes before serving to customers	FSS-FBS-1002-1.1	FSS-FBS-2002-1.1				
	Asian Cuisine Preparation and Cooking	Prepare and present standard and complex Asian cuisine dishes	FSS-FBS-1003-1.1	FSS-FBS-2003-1.1	FSS-FBS-3003-1.1			
	Bread Preparation	Bake basic and advanced level of bread products	FSS-FBS-1004-1.1	FSS-FBS-2004-1.1	FSS-FBS-3004-1.1			
	Chinese Dry-Heat Dish Preparation and Cooking	Prepare and present standard and complex Chinese dry-heat dishes	FSS-FBS-1005-1.1	FSS-FBS-2005-1.1	FSS-FBS-3005-1.1			
	Chinese Moist-Heat Dish Preparation and Cooking	Prepare and present standard and complex Chinese moist-heat dishes	FSS-FBS-1006-1.1	FSS-FBS-2006-1.1	FSS-FBS-3006-1.1			
	Food and Beverage Equipment Maintenance	Maintain tools and equipment to meet operation requirements and propose strategies for tools and equipment performance improvement		FSS-FBS-2007-1.1	FSS-FBS-3007-1.1	FSS-FBS-4007-1.1	FSS-FBS-5007-1.1	
	Food and Beverage Production Management	Manage operations and production levels in kitchen	FSS-FBS-1008-1.1	FSS-FBS-2008-1.1	FSS-FBS-3008-1.1	FSS-FBS-4008-1.1	FSS-FBS-5008-1.1	
	Food and Beverage Service	Prepare for service of food and beverages to customers in accordance with the service delivery standards of the organisation	FSS-FBS-1024-1.1	FSS-FBS-2024-1.1	FSS-FBS-3024-1.1			
	Food and Beverage Visual Merchandising Presentation	Plan, set up and maintain displays		FSS-FBS-2009-1.1	FSS-FBS-3009-1.1	FSS-FBS-4009-1.1		
	Food Science Application	Apply food science principles food preparation			FSS-FBS-3010-1.1	FSS-FBS-4010-1.1	FSS-FBS-5010-1.1	
	Indian Dry-Heat Dish Preparation and Cooking	Prepare and present standard and complex Indian dry-heat dishes	FSS-FBS-1011-1.1	FSS-FBS-2011-1.1	FSS-FBS-3011-1.1			
	Indian Moist-Heat Dish Preparation and Cooking	Prepare and present standard and complex Indian moist-heat dishes	FSS-FBS-1012-1.1	FSS-FBS-2012-1.1	FSS-FBS-3012-1.1			
	Malay Dry-Heat Dish Preparation and Cooking	Prepare and present standard and complex Malay dry-heat dishes	FSS-FBS-1013-1.1	FSS-FBS-2013-1.1	FSS-FBS-3013-1.1			
	Malay Moist-Heat Dish Preparation and Cooking	Prepare and present standard and complex Malay moist-heat dishes	FSS-FBS-1014-1.1	FSS-FBS-2014-1.1	FSS-FBS-3014-1.1			
	Meat Storage and Fabrication	Apply the principles of identifying, storing, and fabricating of meat and poultry for food service operations	FSS-FBS-1015-1.1	FSS-FBS-2015-1.1	FSS-FBS-3015-1.1			
	Non-alcoholic Beverage Preparation	Prepare and serve standard and non-standard non-alcoholic beverages		FSS-FBS-2016-1.1	FSS-FBS-3016-1.1	FSS-FBS-4016-1.1		
	Pastry Preparation	Bake pastry products that range from basic, intermediate to advanced pastry-based confectioneries	FSS-FBS-1017-1.1	FSS-FBS-2017-1.1	FSS-FBS-3017-1.1	FSS-FBS-4017-1.1		
	Seafood Storage and Fabrication	Apply the principles of identifying, storing, and fabricating of seafood for food service operations	FSS-FBS-1018-1.1	FSS-FBS-2018-1.1	FSS-FBS-3018-1.1			
	Specialty Cuisine Preparation and Cooking	Prepare and present standard and complex specialty cuisine dishes	FSS-FBS-1019-1.1	FSS-FBS-2019-1.1	FSS-FBS-3019-1.1			
	Western Cold Dish Preparation	Prepare and present Western cold dishes	FSS-FBS-1020-1.1	FSS-FBS-2020-1.1				
	Western Dry-Heat Dish Preparation and Cooking	Prepare and present standard and complex Western dry-heat dishes	FSS-FBS-1021-1.1	FSS-FBS-2021-1.1	FSS-FBS-3021-1.1			
	Western Moist-Heat Dish Preparation and Cooking	Prepare and present standard and complex Western moist-heat dishes	FSS-FBS-1022-1.1	FSS-FBS-2022-1.1	FSS-FBS-3022-1.1			
	Wine Service	Present, serve, and provide recommendations on wines from various provenances		FSS-FBS-2023-1.1	FSS-FBS-3023-1.1	FSS-FBS-4023-1.1		
	Food Standards and Workplace Safety Management	Emergency Response Management	Respond to emergencies by executing emergency response plans and procedures to mitigate impact of emergency incidents		FSS-WSH-2022-1.1	FSS-WSH-3022-1.1	FSS-WSH-4022-1.1	FSS-WSH-5022-1.1
		Food Safety and Hygiene	Implement and observe food safety and hygiene policies, identify areas for improvement following hygiene audits, develop and audit food safety and hygiene management systems.	FSS-FRC-1004-1.1	FSS-FRC-2004-1.1	FSS-FRC-3004-1.1	FSS-FRC-4004-1.1	FSS-FRC-5004-1.1
Food Waste Disposal and Reduction		Manage activities for the disposal of food waste and reduction of waste production		FSS-WMO-2007-1.1	FSS-WMO-3007-1.1	FSS-WMO-4007-1.1	FSS-WMO-5007-1.1	
Halal Certification Compliance for Food and Beverages Operations		Apply the Halal certification requirements to food service operations		FSS-FRC-2005-1.1	FSS-FRC-3005-1.1	FSS-FRC-4005-1.1		
Workplace Safety and Health for Food and Beverage Operations		Implement workplace safety and health (WSH) practices in accordance with legislative requirements		FSS-WSH-2092-1.1	FSS-WSH-3092-1.1	FSS-WSH-4092-1.1	FSS-WSH-5092-1.1	
General Management	Business Analysis Management	Execute business impact analysis, risk analysis, testing and exercising to ensure the currency of the organisation's business continuity plans				FSS-RIM-4036-1.1	FSS-RIM-5036-1.1	FSS-RIM-6036-1.1
Infocomm Technology	Data Analytics	Implement data analytics within the organisation to generate business insights and intelligence through the use of statistical and computational techniques and tools, algorithms, predictive data modelling and data visualisation		FSS-BIN-2104-1.1	FSS-BIN-3104-1.1	FSS-BIN-4104-1.1	FSS-BIN-5104-1.1	
	Emerging Technology Scanning	Review new developments in emerging technology to determine their relevance to the organisation		FSS-SNA-2024-1.1	FSS-SNA-3024-1.1	FSS-SNA-4024-1.1	FSS-SNA-5024-1.1	FSS-SNA-6024-1.1
	Information and Communication Technology Disaster Recovery Management	Develop, evaluate and refine policies and processes to guide recovery of critical Information Technology infrastructure and systems following a crisis or disaster		FSS-ICT-2002-1.1	FSS-ICT-3002-1.1-1	FSS-ICT-4002-1.1-1	FSS-ICT-5002-1.1-1	
	Technology Application and Implementation	Integrate technologies into operations of the organisation to optimise efficiency and effectiveness of processes		FSS-SNA-2025-1.1	FSS-SNA-3025-1.1	FSS-SNA-4025-1.1		
	Technology Strategy Design	Formulate organisation's strategic directions for technology adoption				FSS-SNA-4026-1.1	FSS-SNA-5026-1.1	FSS-SNA-6026-1.1
Innovation	Food and Beverage Recipe Formulation	Innovate new food products through the creation and refinement of recipes			FSS-PIN-3022-1.1	FSS-PIN-4022-1.1	FSS-PIN-5022-1.1	
	Idea Generation and Selection	Facilitate discussions, seek opinions from others, brainstorm ideas to realise business opportunities and improve current working conditions		FSS-PIN-2011-1.1	FSS-PIN-3011-1.1	FSS-PIN-4011-1.1	FSS-PIN-5011-1.1	
	Innovation Management	Manage organisation's ability to respond to internal and external opportunities by using creativity to introduce new ideas, processes and products			FSS-PIN-3024-1.1	FSS-PIN-4024-1.1	FSS-PIN-5024-1.1	FSS-PIN-6024-1.1

	Productivity Optimisation for Food and Beverages Operations	Drive work area process goals, job specifications and workplace requirements for productivity initiatives, to evaluate work area processes for problems and identify areas for improvement	FSS-PIN-1023-1.1	FSS-PIN-2023-1.1	FSS-PIN-3023-1.1	FSS-PIN-4023-1.1	FSS-PIN-5023-1.1	FSS-PIN-6023-1.1
	Sustainable Food Production Design	Design and implement sustainable food production policies, processes and initiatives within the organisation			FSS-SPI-3012-1.1	FSS-SPI-4012-1.1	FSS-SPI-5012-1.1	FSS-SPI-6012-1.1
	System and Work Process Improvement	Evaluate strategic and longer-term impacts of change and improvement processes with communications to employees on the improvement plans, goals and changes to operational procedures	FSS-SPI-1013-1.1	FSS-SPI-2013-1.1	FSS-SPI-3013-1.1	FSS-SPI-4013-1.1	FSS-SPI-5013-1.1	
	Systems Thinking Application	Understand complexity of cause-and-effect relationships of systems and processes across the organisation, as well as evaluate systems based on value-creation and contribution to specific issues		FSS-RET-ACE-2007-1.1	FSS-RET-ACE-3007-1.1	FSS-RET-ACE-4007-1.1	FSS-RET-ACE-5007-1.1	
Leadership and People Management	Vision Leadership	Articulate clear, inspiring organisational goals, plans and priorities, as well as, display behavioural characteristics within the workplace in accordance to organisational values	FSS-RET-ACE-2007-1.1	FSS-RET-ACE-3007-1.1	FSS-RET-ACE-4007-1.1	FSS-RET-ACE-5007-1.1		
Personal Management and Development	Business Stakeholder Management	Establish mutually beneficial relationships with business partners and stakeholders including potential customers and financing partners			FSS-CFC-3037-1.1	FSS-CFC-4037-1.1	FSS-CFC-5037-1.1	FSS-CFC-6037-1.1
	Board Membership	Manage relationships with board members and participate in policy development initiatives to maximise shareholders' value						FSS-CFC-6054-1.1
	Conflict Management	Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively	FSS-BIN-2008-1.1	FSS-BIN-3008-1.1	FSS-BIN-4008-1.1	FSS-BIN-5008-1.1		FSS-BIN-6008-1.1
	Conflict Resolution	Resolve conflicts by evaluating and implementing resolution approaches, analysing mediation outcomes and finding solutions			FSS-BIN-4018-1.1	FSS-BIN-5018-1.1		FSS-BIN-6018-1.1
	Effectiveness Management	Set goals with team and evaluate team's effectiveness in achieving the defined goals and objectives			FSS-PDV-3002-1.1	FSS-PDV-4002-1.1	FSS-PDV-5002-1.1	
	Learning and Development	Manage employees' learning and development activities to maximise employee' potential and capabilities to contribute to the organisation	FSS-PDV-2007-1.1	FSS-PDV-3007-1.1	FSS-PDV-4007-1.1	FSS-PDV-5007-1.1		FSS-PDV-6007-1.1
	Organisational Relationship Building	Influence and facilitate positive working relationships, promote workplace diversity and cultivate a culture of open communication within the organisation			FSS-PDV-3011-1.1	FSS-PDV-4011-1.1	FSS-PDV-5011-1.1	FSS-PDV-6011-1.1
	People Change Management	Drive and facilitate change management processes within the organisation which includes innovation and continuous improvement			FSS-BIN-3127-1.1	FSS-BIN-4127-1.1	FSS-BIN-5127-1.1	FSS-BIN-6127-1.1
	People Development	Build a healthy pipeline of talent pool within the organisation, review talent capabilities, identify skill needs and encourage personal learning and development			FSS-PDV-3009-1.1	FSS-PDV-4009-1.1	FSS-PDV-5009-1.1	FSS-PDV-6009-1.1
	People Management	Manage the staffing, recruitment, performance and development of staff	FSS-PDV-2045-1.1	FSS-PDV-3045-1.1	FSS-PDV-4045-1.1	FSS-PDV-5045-1.1		FSS-PDV-6045-1.1
	Personal Effectiveness	Demonstrate self-awareness and commit to personal development by capitalising individual strengths and seeking ways to address weaknesses			FSS-PDV-3012-1.1	FSS-PDV-4012-1.1	FSS-PDV-5012-1.1	FSS-PDV-6012-1.1
	Personal Performance Management	Demonstrate self-awareness of one's personal development by capitalising on strengths and seeking for improvements to address weaknesses			FSS-PDV-3053-1.1	FSS-PDV-4053-1.1	FSS-PDV-5053-1.1	FSS-PDV-6053-1.1
	Stakeholder Management	Build and maintain constructive relationships with stakeholders to move the organisation toward its business goals			FSS-CFC-3030-1.1	FSS-CFC-4030-1.1	FSS-CFC-5030-1.1	
	Workforce Diversity and Inclusion	Develop and implement strategies that support diversity and cross-cultural cooperation within the workplace			FSS-PDV-3054-1.1	FSS-PDV-4054-1.1	FSS-PDV-5054-1.1	FSS-PDV-6054-1.1
Planning and Implementation	Operational Planning	Translate organisational vision, mission and values into business operational plans as well as to review outcomes for continuous improvements			FSS-PNL-3010-1.1	FSS-PNL-4010-1.1	FSS-PNL-5010-1.1	FSS-PNL-6010-1.1
Project Management	Project After Action Review	Set and determine project after action review (AAR) as well as review and evaluate success of strategic plan after action plans have been implemented				FSS-PMT-4007-1.1	FSS-PMT-5007-1.1	
	Project Execution and Control	Implement projects in accordance with project plan and deliverables, and monitoring and controlling processes performed to influence project outcomes	FSS-PMT-2017-1.1	FSS-PMT-3017-1.1	FSS-PMT-4017-1.1	FSS-PMT-5017-1.1		FSS-PMT-6017-1.1
Quality Management	Risk Appetite and Goals Setting	Manage productive practices to allow for effective and efficient management of work by making changes for continuous improvements in the organisation					FSS-RIM-5018-1.1	FSS-RIM-6018-1.1
	Food and Beverage Quality Audit and Compliance	Audit and assess the quality of food and beverages to ensure compliance	FSS-FRC-2006-1.1	FSS-FRC-3006-1.1	FSS-FRC-4006-1.1	FSS-FRC-5006-1.1		
	Quality Assurance Management	Establish and implement quality assurance (QA) parameters and procedures to ensure compliance with the organisation's Quality Management System (QMS) requirements	FSS-QUA-2013-1.1	FSS-QUA-3013-1.1	FSS-QUA-4013-1.1	FSS-QUA-5013-1.1		
Risk Management, Governance and Regulatory Compliance	Corporate Governance	Develop corporate governance frameworks, establish and implement operationalisation of policies to maintain compliance to statutory laws and regulatory policies	FSS-CGP-2007-1.1	FSS-CGP-3007-1.1	FSS-CGP-4007-1.1	FSS-CGP-5007-1.1		
	Legislative and Regulatory Compliance	Develop and implement organisation's compliance programmes with relevant legislative and regulatory requirements	FSS-CGP-1023-1.1		FSS-CGP-3023-1.1	FSS-CGP-4023-1.1	FSS-CGP-5023-1.1	FSS-CGP-6023-1.1
	Loss and Risk Prevention Management	Manage loss and risk policies and procedures to prevent loss and risk incidents in daily business operations to safeguard the property, safety and well-being of guests and/or customers			FSS-RIM-3033-1.1	FSS-RIM-4033-1.1		
	Risk and Crisis Management	Apply strategies designed to enable an organisation to deal with disruptive events by planning for responses to potential crises, establishing monitoring systems and training systems, communicating both internally and externally, and leading recovery processes			FSS-RIM-3037-1.1	FSS-RIM-4037-1.1	FSS-RIM-5037-1.1	FSS-RIM-6037-1.1
	Risk Compliance and Governance	Enforce corporate governance and risk compliance within the organisation through the establishment of policies, compliance programmes and management systems				FSS-RIM-4004-1.1	FSS-RIM-5004-1.1	FSS-RIM-6004-1.1

General Descriptors for TSC – For Reference Purposes

Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Responsibility (Degree of supervision and accountability)					
Work under direct supervision Accountable for tasks assigned	Work with some supervision Accountable for a broader set of tasks assigned	Work under broad direction May hold some accountability for performance of others, in addition to self	Work under broad direction Hold accountability for performance of self and others	Accountable for achieving assigned objectives, decisions made by self and others	Accountable for significant area of work, strategy or overall direction
Autonomy (Degree of decision-making)					
Minimal discretion required. Expected to seek guidance	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Exercise judgment; Adapt and influence to achieve work performance	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Empower to chart direction and practices within and outside of work (including professional field/ community), to achieve/ exceed work results
Complexity (Degree of difficulty of situations and tasks)					
Routine	Routine	Less routine	Less routine	Complex	Complex
Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)					
<ul style="list-style-type: none"> Recall factual and procedural knowledge Apply basic skills to carry out defined tasks Identify opportunities for minor adjustments to work tasks 	<ul style="list-style-type: none"> Understand and apply factual and procedural knowledge in a field of work Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools Present ideas and improve work 	<ul style="list-style-type: none"> Apply relevant procedural and conceptual knowledge, and skills to perform differentiated work activities and manage changes Able to collaborate with others to identify value-adding opportunities 	<ul style="list-style-type: none"> Evaluate and develop factual and conceptual knowledge within a field of work Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems Manage work activities which may be unpredictable Facilitate the implementation of innovation 	<ul style="list-style-type: none"> Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work Manage and drive complex work activities 	<ul style="list-style-type: none"> Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice Demonstrate exemplary ability to innovate, and formulate ideas and structures

|

|

|

|

|