

**SKILLS FRAMEWORK FOR FOOD SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

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| TSC Category | Business Management | | | | | |
| TSC | Enterprise Risk Management | | | | | |
| TSC Description | Provide guidance on developing return-to-normal procedures, direct crisis responses as well as establish parameters for contingency planning | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | FSS-RIM-3017-1.1 | FSS-RIM-4017-1.1 | FSS-RIM-5017-1.1 | FSS-RIM-6017-1.1 |
| | | | Facilitate the development of business continuity strategies and plans | Manage and implement business continuity plans | Develop and maintain business continuity strategies, policies and guidelines | Endorse business continuity frameworks, strategies, policies and plans |
| Knowledge | | | <ul style="list-style-type: none"> • Problem-solving steps in developing business continuity strategies • Facilitation techniques in the development of business continuity plans • Types of disruptive events | <ul style="list-style-type: none"> • Own role in implementation of business continuity plans • Compositions of business continuity teams • Business continuity team members' roles and responsibilities • Types of continuity plans • Business continuity resources | <ul style="list-style-type: none"> • Own role in development of business continuity frameworks, strategies, policies and plans • Relevant regulatory requirements and leading practice principles of business continuity management • Types of tests for business continuity plans • Business continuity management governance • Own role in conduct of independent reviews and audits of business continuity plans • Overall business continuity testing plans and test result components • Assessment reporting to relevant stakeholders | <ul style="list-style-type: none"> • Objectives and scope of business continuity management • Awareness of leading practices for business continuity management within the industry • Business continuity frameworks, policies, strategies and plans • Levels of maturity in organisational business continuity management |

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| <p>Abilities</p> | | | <ul style="list-style-type: none"> • Apply facilitation techniques to support development of business continuity strategies • Interpret business continuity strategies to assist in the development of business continuity plans • Recommend refinements to business continuity strategies and business continuity plans in consultation with relevant stakeholders | <ul style="list-style-type: none"> • Identify business continuity team composition, roles and responsibilities in consultation with relevant stakeholders • Execute business continuity plans in accordance with recovery strategies, business continuity strategies and frameworks • Coordinate the organisation's crisis response and recovery activities in accordance with business continuity policies • Identify and manage synergies and conflicts in resource availability and access to facilitate optimum resource allocation • Implement procedures to communicate with and educate employees on business continuity plans | <ul style="list-style-type: none"> • Design organisation-wide business continuity policies and frameworks to maintain critical business functions and recover from disruptive events • Ensure alignment of business continuity plans with organisational strategic objectives • Establish business continuity management governance to support the development and implementation of business continuity plans and guidelines • Conduct independent reviews and audits to ensure integration of individual business unit's business continuity plans across the organisation • Assess and report readiness of business continuity plans to relevant stakeholders • Refine organisational business continuity plans to ensure relevance to the organisation in accordance with the current threat environment | <ul style="list-style-type: none"> • Ensure business continuity plans and crisis management plans are in accordance with business continuity strategies • Validate and approve business continuity frameworks, policies, strategies and plans • Provide oversight to business continuity management within the organisation to ensure rapid response during disruptive events |
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