

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

<b>TSC Category</b>	Customer Experience					
<b>TSC</b>	People and Relationship Management					
<b>TSC Description</b>	Manage the organisation's manpower to drive service excellence					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
	<b>FSS-CEX-1004-1.1</b>		<b>FSS-CEX-3004-1.1</b>	<b>FSS-CEX-4004-1.1</b>	<b>FSS-CEX-5004-1.1</b>	
	Recognise the importance of inclusiveness, demonstrate the use of emotional intelligence and resilience to handle diversity in the service environment, and monitoring one's actions in handling diversity		Manage a diverse service environment, which involves promoting inclusiveness, building team cohesion and managing diversity challenges and opportunities that may have implications on service delivery	Develop a manpower resource plan and optimise the use of the workforce in a service environment, which includes evaluating the team's performance and communicating manpower plans and changes to the workforce	Establish the organisation's talent management strategy for the service workforce and develop strategies to enhance productivity and engage staff	
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Types of diversity markers</li> <li>Diversity challenges and opportunities</li> <li>Aspects of emotional intelligence</li> <li>Methods to demonstrate resilience</li> <li>Methods to monitor own actions in handling diversity</li> </ul>		<ul style="list-style-type: none"> <li>Strategies to promote an inclusive work environment</li> <li>Types of diversity markers and their implications at work</li> <li>Strategies to build team cohesion to achieve organisational service excellence</li> <li>Assess diversity challenges and opportunities</li> <li>Methods to manage diversity challenges and opportunities in the service environment</li> </ul>	<ul style="list-style-type: none"> <li>Components of manpower resource plan</li> <li>Criteria to evaluate performance of team</li> <li>Techniques for optimising manpower resources</li> <li>Methods of communicating manpower plans and changes</li> </ul>	<ul style="list-style-type: none"> <li>Components of talent management strategy</li> <li>Benefits of talent management strategy</li> <li>Methods for enhancing productivity of workforce</li> <li>Criteria for reviewing talent management strategy</li> </ul>	
<b>Abilities</b>	<ul style="list-style-type: none"> <li>Recognise the importance of inclusiveness when working in a diverse service environment</li> <li>Apply emotional intelligence when interacting with team members and customers in a diverse service environment</li> <li>Demonstrate resilience when faced with challenges in a diverse service environment</li> <li>Monitor own actions in handling diversity</li> </ul>		<ul style="list-style-type: none"> <li>Promote an inclusive work environment which embraces diversity</li> <li>Build team cohesion to achieve organisational service excellence</li> <li>Manage challenges and opportunities relating to diversity that have implications on service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Develop manpower resource plan in line with organisation's vision, mission, values and service operations plan</li> <li>Evaluate performance of team in line with service operations plan</li> <li>Gather feedback and data on performance of team</li> <li>Analyse the current tasks, roles and responsibilities assigned to the job and the job competencies required</li> </ul>	<ul style="list-style-type: none"> <li>Establish talent management strategy aligned with the organisation's vision, mission and values to achieve service excellence</li> <li>Establish strategies to enhance productivity of service workforce</li> <li>Review talent management strategy to meet the diverse and changing needs of the organisation</li> </ul>	

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			<ul style="list-style-type: none"><li>• Identify ways to enhance the productivity of the job</li><li>• Communicate manpower plans and changes to team</li><li>• Conduct team meetings to share the changes in job scope</li><li>• Explain the rationale behind manpower changes</li><li>• Reinforce how manpower changes will help the organisation achieve service excellence</li></ul>		
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