

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

TSC Category	Personal Management and Development					
TSC	Effectiveness Management					
TSC Description	Set goals with team and evaluate team's effectiveness in achieving the defined goals and objectives					
TSC Proficiency	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	<Insert TSC Code>	<Insert TSC Code>	FSS-PDV-3002-1.1	FSS-PDV-4002-1.1	FSS-PDV-5002-1.1	<Insert TSC Code>
			Facilitate personal and team effectiveness by working in teams effectively and to improve the organisation's performance	Develop organisational effectiveness processes to support improvement strategies	Lead organisational effectiveness enhancement by evaluating systems and processes to support improvement strategies	
Knowledge			<ul style="list-style-type: none"> Organisational policies and procedures which provide clarification or assistance in relation to communication at all levels within the organisation Individual role and accountability for leading effective communication within the team Types of constructive feedback Team member roles and accountability for contributing to effective communication within the team Characteristics of diversity and its impact on the relationship among team members Communication techniques to facilitate a discussion Methods to coach staff in using effective communication techniques 	<ul style="list-style-type: none"> Legal and ethical considerations relating to systems and measures used in organisational effectiveness Methods for collaborating and engaging with organisation members to develop communications Communication techniques and channels relevant for disseminating information regarding organisational activities, services and programmes Implications and impact of organisational communication processes on stakeholders Market trends and developments in relation to influencing individuals Models and methods for working with emotional intelligence 	<ul style="list-style-type: none"> Legal and ethical considerations relating to systems and measures used in organisational effectiveness Organisational policies and procedures which may impact on the development and evaluation of organisational effectiveness programmes Relationship between high level strategy and systems to be used in evaluation Models, methods and systems that may be used in evaluating organisational effectiveness Relevant professional or industry codes of practice and standards relating to organisational effectiveness Market trends and developments in relation to organisational effectiveness systems 	

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			<ul style="list-style-type: none"> • Factors affecting the effectiveness of an implementation plan • Methods used to evaluate the effectiveness of implemented solution and implementation plan • Methods used to identify deficiency in the implemented solution 		<ul style="list-style-type: none"> • Links between organisational effectiveness and other aspects of organisation strategy and operations • Communication techniques and channels relevant for disseminating information • Common barriers to change at the organisation, group and individual level 	
Abilities			<ul style="list-style-type: none"> • Monitor team performance in accordance with organisation procedures • Communicate ideas and performance in the workplace using appropriate verbal and non-verbal cues • Address barriers to communication • Evaluate the risks and consequences of potential actions or decisions in relation to organisation objectives • Work with team to develop and assess options that will lead to successful outcomes in relation to organisation objectives • Delegate duties and responsibilities taking into consideration the competencies of individual team members • Provide guidance and opportunities for team to contribute ideas in 	<ul style="list-style-type: none"> • Collaborate with stakeholders to enhance organisational communications and develop communication channels • Promote the organisation using a variety of communication techniques and behaviours • Encourage and display effective communication techniques and behaviours that demonstrate the organisation's values and ethics • Work with the leadership team to develop plans to implement strategic priorities and directions of the organisation • Identify underlying issues and trends that may affect stakeholders expectations and needs • Maintain integrity of self throughout the decision making process 	<ul style="list-style-type: none"> • Identify systems for evaluating organisational effectiveness • Evaluate organisational effectiveness • Develop strategies to enhance organisational effectiveness • Lead stakeholders to develop strategic priorities for organisational communications • Review effectiveness of communication • Research underlying issues and trends that may affect stakeholders' expectations • Persuade stakeholders to support the achievement of the organisation's strategic priorities • Maintain awareness of market trends and organisational environment to maintain appropriate strategic responses 	

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			<p>relation to organisation objectives</p>	<ul style="list-style-type: none"> • Apply emotional intelligence and use opportunities for reflection on own work performance and leadership style • Maintain awareness and understanding of the skills and knowledge of colleagues and competitors in order to identify professional development opportunities for self • Demonstrate alignment between personal ethics and values and those of the organisation • Evaluate team's effectiveness in accordance with team's goals and objectives 	<ul style="list-style-type: none"> • Seek and encourage the inputs of senior management to develop innovative approaches and responses to emerging issues • Maintain integrity of self and organisation throughout decision making and problem solving process • Communicate decisions and ensure implementation 	
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