

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

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| <b>TSC Category</b>    | Personal Management and Development                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>TSC</b>             | Learning and Development                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>TSC Description</b> | Manage employees' learning and development activities to maximise employee' potential and capabilities to contribute to the organisation |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>TSC Proficiency</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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                        | <Insert TSC Code>                                                                                                                        | <b>FSS-PDV-2007-1.1</b>                                                                                                                                                                                                                                                                                                                                                                                    | <b>FSS-PDV-3007-1.1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>FSS-PDV-4007-1.1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>FSS-PDV-5007-1.1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>FSS-PDV-6007-1.1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                        |                                                                                                                                          | Apply workplace learning techniques to enhance employees' development                                                                                                                                                                                                                                                                                                                                      | Analyse competency based assessment and workplace learning techniques                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Support employees to develop their skills and facilitating learning opportunities and coaching junior management employees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Drive employee developmental programmes in alignment to business needs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Mentor successors, support organisational learning and development and engage employees to develop a strong organisational base                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Knowledge</b>       |                                                                                                                                          | <ul style="list-style-type: none"> <li>• Characteristics of competency-based training</li> <li>• Workplace learning methods</li> <li>• Components of a workplace learning plan</li> <li>• Questioning techniques</li> <li>• Instructional techniques and methods for working with team members to increase capability and performance</li> <li>• Principles of giving and receiving of feedback</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to the identification of individual development requirements</li> <li>• Relevant professional or industry codes of practice and standards</li> <li>• Models and methods for evaluating the performance of individuals</li> <li>• Communication techniques and channels relevant for disseminating information</li> <li>• Role and accountability for identification of skill development needs</li> <li>• Models and methods of training needs analysis</li> <li>• Instructional techniques and methods for working with team members to increase capability and performance</li> <li>• Negotiation skills for working with team members to identify</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to identification of individual training requirements</li> <li>• Market trends and developments in relation to business functions which may aid in identifying new and emerging skill requirements</li> <li>• Roles and accountability for identifying appropriate employee skill requirements</li> <li>• Methods of facilitation of individual learning opportunities</li> <li>• Instructional techniques and methods for working with team members to increase performance</li> <li>• Relevant professional or industry codes of practice and standards</li> <li>• Communication techniques and channels relevant for disseminating information regarding</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to the broader development and provision of human resource information and services</li> <li>• Links between human resource and organisational strategies</li> <li>• Communication techniques and channels relevant for disseminating</li> <li>• Facilitation and communication skills for working with stakeholders in the development of human resource activities, services and programmes</li> <li>• Models and methods for evaluating the effectiveness of human resource activities, services and programmes</li> <li>• Legal and ethical considerations relating to consultation and</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to succession planning, and organisational learning and development</li> <li>• Organisational policies and procedures relating to succession planning, and organisational learning and development</li> <li>• Relevant professional or industry codes of practice and standards relating to learning and development</li> <li>• Implications and impact on employees and the organisation arising from succession management processes, learning and development processes, and engagement activities</li> <li>• Relationship between engagement and performance</li> <li>• Concepts and theories of succession planning and employee engagement</li> </ul> |

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|                  |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>appropriate learning and development opportunities</p> <ul style="list-style-type: none"> <li>Facilitation methods for involving employees in a range of communication and consultative processes</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                           | <p>team activities, services and products</p> <ul style="list-style-type: none"> <li>Models and methods of training needs analysis</li> <li>Negotiation techniques for encouraging employees to participate in processes to improve skills</li> <li>Implications and impact of coaching and mentoring activities on the individuals participating in the process</li> </ul>                                                                                                                                                                                                                                                                                                             | <p>communication with organisational stakeholders</p> <ul style="list-style-type: none"> <li>Relationship between strategies developed at more senior levels and the operational or functional requirements of other areas within an organisation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Market trends and developments in relation to succession management, employee engagement and learning and development</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Abilities</b> |  | <ul style="list-style-type: none"> <li>Develop workplace learning plan using appropriate workplace learning methods</li> <li>Prepare to facilitate workplace learning</li> <li>Provide on-the-job instruction, coaching to increase the capability and performance of team members</li> <li>Communicate expectations of team performance in a positive manner</li> <li>Facilitate workplace learning using workplace learning plan</li> <li>Provide feedback on work progress</li> </ul> | <ul style="list-style-type: none"> <li>Identify learning and development opportunities that support the development of team member skills</li> <li>Translate team members' skill requirements into learning and development plans</li> <li>Encourage and support team members to develop and share their skills and experiences to enhance team effectiveness</li> <li>Provide on-the-job instruction, coaching and mentoring to increase the capability and performance of team leaders</li> <li>Communicate expectations of team performance in a positive manner</li> <li>Provide feedback on work progress</li> </ul> | <ul style="list-style-type: none"> <li>Review organisational strategies and business plans that impact on team competency requirements</li> <li>Select and use tools to review current skills of employees</li> <li>Establish employees' learning priorities</li> <li>Support employee in writing learning and development plans</li> <li>Facilitate learning and development opportunities to address skills needs</li> <li>Provide resources and support for learning and development</li> <li>Establish clear learning outcomes and timeframes</li> <li>Work with employee to explore issues and develop options</li> <li>Review learning outcomes against learning goals</li> </ul> | <ul style="list-style-type: none"> <li>Identify human resource trends that may impact on organisational performance</li> <li>Implement or initiate identified changes to human resource activities, services and programmes to support the organisation's strategic and business goals</li> <li>Establish performance indicators and measures for the effectiveness of human resource activities, services and programmes designed to support the organisation's strategic and business goals</li> <li>Review organisation's strategic and business plans to identify areas impacting on human resource activities, services and programmes</li> </ul> | <ul style="list-style-type: none"> <li>Develop a succession management strategy in consultation with the human resources function and other relevant personnel to facilitate succession planning</li> <li>Identify critical roles and feeder positions to provide opportunities to groom successors</li> <li>Work with managers and identified successors to create and implement development and retention plans</li> <li>Prioritise learning and development programmes to support employees in the development of their professional, technical and managerial competencies</li> <li>Empower senior managers to demonstrate independence and</li> </ul> |

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|  |  |  | <ul style="list-style-type: none"> <li>• Provide opportunities for team members to take on higher duties and learn in the workplace</li> </ul> |  | <ul style="list-style-type: none"> <li>• Facilitate involvement of stakeholders to review human resource service effectiveness and clarify future expectations and requirements</li> <li>• Communicate with stakeholders to clarify their needs relating to human resource activities, services and programmes</li> </ul> | <ul style="list-style-type: none"> <li>responsibility for their personal development</li> <li>• Promote engagement strategies to improve organisational performance</li> </ul> |
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