

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

TSC Category	Personal Management and Development					
TSC	Workforce Diversity and Harmony					
TSC Description	Develop and implement strategies that support diversity and cross-cultural cooperation within the workplace					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			RET-PMD-3007-1.1	RET-PMD-4007-1.1	RET-PMD-5007-1.1	RET-PMD-6007-1.1
			Participate in networking and team building activities to establish working relationships and support organisational and team priorities	Cultivate collaborative and productive relationships at the workplace to support organisational priorities	Develop effective working relationships and networks to provide strategic value to the organisation	Create and foster strong organisational relationships throughout the organisation to provide strategic value to the organisation
Knowledge			<ul style="list-style-type: none"> Legal and ethical considerations relating to sharing of information with the organisation and conflict resolution Organisational policies and procedures relating to sharing of information within the organisation and conflict resolution Relevant professional or industry codes of practice and standards relating to business networking Common barriers to communication at the organisational, group and individual levels Types of workforce diversity Benefits of diversity, cooperation and engagement in the organisation Diversity and conflict management 	<ul style="list-style-type: none"> Legal and ethical considerations relating to participation in internal and external networking opportunities, conflict management and workplace diversity Organisational policies and procedures relating to business networking, organisational diversity and conflict management Relevant professional or industry codes of practice and standards relating to business networking Implications and impact of networking and collaboration opportunities on employees and the organisation Relevant local, regional and international networks Common barriers to developing a diverse and cooperative workplace Workforce characteristics and trends Types of workforce diversity 	<ul style="list-style-type: none"> Legal and ethical considerations relating to organisational participation in networking and opportunities for collaboration, workplace diversity and conflict management Organisational policies and procedures relating to business networking, organisational diversity and conflict management Relevant professional or industry codes of practice and standards for managing organisational diversity and business networking Relevant professional or industry codes of practice and standards relating to business networking Relevant local, regional and international networks Common barriers to developing a diverse and cooperative workplace Types of workforce diversity 	<ul style="list-style-type: none"> Legal and ethical considerations relating to organisational participation in networking and opportunities for collaboration, and workplace diversity Organisational policies and procedures relating to business networking, organisational diversity and team building Relevant professional or industry codes of practice and standards relating to business networking and team building Implications and impact of strategies to encourage diversity on employees and the organisation Relevant local, regional and international networks Common barriers to developing a diverse and cooperative workplace Team dynamics and group behaviours Diversity management practices
Abilities			<ul style="list-style-type: none"> Establish working relationships with network members to improve knowledge sharing and 	<ul style="list-style-type: none"> Pursue collaborative opportunities to support beneficial outcomes Develop and monitor the 	<ul style="list-style-type: none"> Identify and prioritise networks which may provide strategic value to the organisation or the 	<ul style="list-style-type: none"> Lead organisation and support diversity and cooperation at all levels of the organisation

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			<p>networking opportunities</p> <ul style="list-style-type: none"> • Pursue collaborative opportunities to support mutually beneficial outcomes • Facilitate information exchange among network and team members to support organisational and team priorities • Communicate expectations to guide team focus and performance in accordance to its roles and purposes • Establish team processes to encourage collaborations and shared responsibilities for decisions and actions • Identify roles and responsibilities of team members to minimise sources of conflict that may affect team performance • Work with affected team members to resolve, monitor and review agreed actions to resolve conflicts • Identify and access new platforms to expand networking opportunities and establish new working relationships • Support diversity in the team and encourage cooperation and engagement to build team cohesiveness • Apply emotional intelligence to guide one's thinking and actions when interacting with others to build team relationships • Engage in regular self-reflection to identify own areas for improvement in conflict management 	<p>implementation of systems and processes to support organisational diversity strategies</p> <ul style="list-style-type: none"> • Identify sources of conflict and negotiate issues to reach mutually acceptable outcomes • Review the effectiveness of the conflict resolution strategies and take actions to prevent the recurrence of conflicts • Adjust interpersonal style and respond appropriately to emotional cues when interacting with others to meet the requirements of the social and cultural business contexts • Keep abreast of organisational diversity management systems and processes by subscribing to diverse learning channels to enhance own knowledge for workplace application 	<p>individuals to facilitate networking decisions</p> <ul style="list-style-type: none"> • Identify and review the constraints that may affect participation in networks to develop appropriate responses • Develop strategies to support diversity and cooperation at all levels of the organisation • Review the effectiveness of conflict management strategies and take actions to prevent recurrence of conflicts • Manage team relationships to achieve cross-cultural cooperation and positive outcomes for individuals, teams and the organisation • Support individuals to attain respect and address instances of unfairness or discrimination to promote a positive working environment • Adjust interpersonal style and respond appropriately to emotional cues when interacting with others to meet the requirements of the social and cultural business contexts • Keep abreast of organisational diversity management strategies by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application 	<ul style="list-style-type: none"> • Communicate expectations of cross cultural awareness throughout organisation to promote organisational diversity • Encourage and support senior management to build stronger teams across the organisation • Identify innovative approaches to support team building • Participate in team building activities with senior management team to develop instrumental relationships required to lead the organisation • Keep abreast of organisational diversity management practices by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application
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			<ul style="list-style-type: none"> • Improve own conflict management skills by seeking feedback from peers and supervisor to enhance own effectiveness in managing team conflicts to achieve desired outcomes 			
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