

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

<b>TSC Category</b>	Executive Leadership					
<b>TSC</b>	Organisational Vision, Mission and Values Formulation					
<b>TSC Description</b>	Formulate and refine organisational vision, mission and values through assessing internal capabilities, external environment and industry landscape					
<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>HAS-LPM-5001-1.1</b>	<b>HAS-LPM-6001-1.1</b>
					Contribute to the formulation of organisation's vision, mission and values and monitor internal capabilities, external environment and industry landscape to support refinement of organisational statements	Formulate organisation's vision, mission and values through the assessment of internal capabilities, external environment and industry landscape
<b>Knowledge</b>					<ul style="list-style-type: none"> <li>Organisational vision, mission and values</li> <li>Communication methods and plans</li> <li>Objectives of cascading organisational vision, mission and values through the organisation</li> <li>Characteristics of an effective vision statement</li> <li>Characteristics of an effective mission statement</li> <li>Relevant stakeholders in communication</li> <li>Importance of internalising the organisational vision, mission, values and leading by example</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative analysis methods to obtain information on organisational vision, mission and values</li> <li>Primary and secondary organisational research information</li> <li>Research techniques for benchmarking</li> <li>Characteristics of an effective vision statement</li> <li>Characteristics of an effective mission statement</li> <li>Objectives of cascading organisational vision, mission and values</li> <li>Relevant stakeholders in formulating and communicating organisational vision, mission and values</li> <li>Communication platforms and channels to disseminate vision, mission and values information</li> </ul>

<p><b>Abilities</b></p>					<ul style="list-style-type: none"> <li>• Contribute to the formulation of organisational vision, mission and values in consultation with senior management</li> <li>• Cascade organisational vision, mission and values in accordance with communication strategies</li> <li>• Evaluate outcomes of communication and effectiveness of communication platforms and channels in disseminating messages</li> <li>• Refine communication strategies to enhance communication of organisational vision, mission and values</li> </ul>	<ul style="list-style-type: none"> <li>• Assess organisational capabilities and review environmental scan findings to determine organisational brand and competitive positioning in consultation with stakeholders</li> <li>• Benchmark organisational capabilities against industry counterparts to determine sources of competitive advantage</li> <li>• Review organisational strategic directions and ensure alignment to strategic needs of the organisation</li> <li>• Formulate organisational vision, mission and values taking into consideration organisational research information</li> <li>• Articulate organisational vision, mission and values through individual actions to garner buy-in from the organisation</li> <li>• Refine organisational vision, mission and values on a regular basis to cascade throughout the organisation</li> </ul>
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