

TSC Category	People Management					
TSC	Organisational Relationship Building					
TSC Description	Influence and facilitate positive working relationships, promote workplace diversity and cultivate a culture of open communication within the organisation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HAS-PMD-3004-1.1	HAS-PMD-4004-1.1	HAS-PMD-5004-1.1	HAS-PMD-6004-1.1
			Seek inputs from team members to cultivate sharing of information, encourage participation in team activities and maintain respect for one another to promote workforce diversity and inclusiveness	Facilitate a culture of open communication and encourage team members to achieve a common purpose in building workplace relationships	Initiate effective networks within the organisation by approaching colleagues at the workplace across functional units proactively to build rapport, seek or provide assistance, promote diversity and enhance one's own network of business relationships	Inspire and influence positive working relationships, promote workplace diversity and inclusiveness and encourage open lines of communication with colleagues to build consensus across the organisation
Knowledge			<ul style="list-style-type: none"> Relationship between high-level strategies, business plans and the performance of team members Facilitation methods for encouraging team member participation in a range of activities Communication techniques and channels relevant for disseminating information regarding team activities, services and products Individual roles and accountabilities for leading and participating in team building activities Team member roles and accountabilities for participating in team building activities 	<ul style="list-style-type: none"> Legal and ethical considerations relating to workplace diversity Organisational policies and procedures which provide clarification or assistance in relation to diversity within the organisation Common barriers to developing a diverse and cooperative workplace Workforce characteristics Individual roles and accountabilities for promoting workforce diversity Team leader role and accountability for promoting workforce diversity Scope of responsibilities as the manager of a department Cross functional teams, in leading and managing several work teams or projects 	<ul style="list-style-type: none"> Legal and ethical considerations relating to workplace diversity Policies and procedures which provide clarification or assistance in relation to diversity within the organisation Common barriers to developing a diverse and cooperative workplace Relevant professional or industry codes of practice and standards for managing diversity Models and methods for managing diversity Individual roles and accountabilities for contributing to a diverse and cooperative work environment Manager roles and accountabilities for encouraging workforce diversity 	<ul style="list-style-type: none"> Legal and ethical considerations relating to workplace diversity Policies and procedures which provide clarification or assistance in relation to diversity within the organisation Facilitation methods for encouraging employee participation in processes Common barriers to developing a diverse and cooperative workplace Relevant professional or industry codes of practice and standards Implications and impact of strategies to encourage diversity on employees and the organisation

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

<p>Abilities</p>			<ul style="list-style-type: none"> • Communicate expectations to ensure team is focused and clear about its role and purpose • Establish team processes to encourage collaboration and shared responsibilities for decisions and actions • Support diversity in the team and encourage cooperation and engagement • Participate in networks to build team rapport • Demonstrate respect and moral values within the workplace 	<ul style="list-style-type: none"> • Develop systems and processes that support organisational diversity strategies • Monitor the implementation of systems and processes to support workforce diversity • Adjust interpersonal style to the social and cultural business contexts 	<ul style="list-style-type: none"> • Develop strategies that support diversity and cooperation at all levels of the organisation • Manage relationships so that cross-cultural cooperation results in positive outcomes for individuals, teams and the organisation • Communicate expectations of cross-cultural awareness throughout functions • Adjust interpersonal style to the social and cultural business contexts 	<ul style="list-style-type: none"> • Lead the development of strategies that support diversity and cooperation at all levels of the organisation • Manage relationships so that cross-cultural cooperation results in positive outcomes for individuals, teams and the organisation • Communicate expectations of cross-cultural awareness throughout organisation • Adjust interpersonal style to the social and cultural business contexts
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