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| TSC Category | People Management | | | | | |
| TSC Title | People and Performance Management | | | | | |
| TSC Description | Establish and implement performance management and remuneration strategies in the organisation to drive business results | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | HAS-PDV-3049-1.1 | HAS-PDV-4049-1.1 | HAS-PDV-5049-1.1 | HAS-PDV-6049-1.1 |
| | | | Implement team plans and monitor team's progress towards the achievement of results, which includes managing and rewarding team performance | Develop and implement team plans to meet business objectives, which includes managing team performance to achieve business results and rewarding team performance | Formulate business plans and monitor divisional performance to meet business results, which includes working with management team to develop performance management strategies to manage and reward performance to achieve business results | Establish business objectives and review organisational performance to meet business results, which includes working with stakeholders to identify performance management and remuneration strategies to manage and reward performance |
| Knowledge | | | <ul style="list-style-type: none"> Organisational policies and procedures relating to interpretation and implementation of plans, and performance management processes and tools Legal and ethical considerations relating to performance management Implications and impact of performance management process on employees and the organisation | <ul style="list-style-type: none"> Organisational policies and procedures relating to development of team plans, identification and management of risks, remuneration and performance management Legal and ethical considerations relating to performance management Professional or industry codes of practice and standards relating to remuneration and performance management Theories and concepts on performance management and incentives Market trends and developments related to remuneration and performance management | <ul style="list-style-type: none"> Organisational policies and procedures relating to the measurement of organisational performance Professional or industry codes of practice and standards relating to performance management and remuneration Implications and impact on employees and the organisation arising from performance management and remuneration Models and methods of business planning Market trends and developments related to measures of organisational performance | <ul style="list-style-type: none"> Professional or industry codes of practice and standards that may impact on setting of business objectives Implications and impact on employees and the organisation arising from organisational performance measurement processes, and remuneration and performance management processes Models and methods of business planning Models and methods of performance management |

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

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| <p>Abilities</p> | | | <ul style="list-style-type: none"> • Interpret team plans to allocate tasks and resources to team members • Negotiate and document the deliverables and performance expectations of team members • Monitor implementation of team plans to generate desired results • Provide feedback to team members to maintain awareness of expected and actual performance • Assess emerging risks that may impact on team performance and identify risk mitigation measures • Report on evaluation of team plan implementation to update management team • Manage and reward employee performance to ensure performance standards are met in accordance to team requirements • Identify learning and development programmes to support the team's performance • Evaluate implementation outcomes and the team's performance against success criteria to determine areas for improvements • Assess emotional states of team members when managing team performance to ensure individual needs are addressed | <ul style="list-style-type: none"> • Work with team leaders to develop team plans in accordance to expected performance • Identify, request and allocate resources required for teams to implement the team plans • Identify the success criteria to evaluate team performance • Provide regular feedback to team leaders to maintain awareness of expected and actual performance to make improvement • Manage and reward team leader performance in accordance with organisational policies and procedures to achieve expected performance • Support team leaders to manage issues relating to employee performance to achieve team results • Identify and monitor potential risks of strategic impact to business objectives to develop mitigation strategies • Analyse data on team performance to prepare recommendations to enhance future activities and performance of the team • Consult stakeholders to obtain inputs and garner support on team plans • Assess emotional states of team leaders and respond appropriately to | <ul style="list-style-type: none"> • Consult stakeholders to gather inputs to develop business plans • Develop divisional business plans to specify the deliverables and expectations of each department, business unit or team and allocate resources required for implementation • Identify the success criteria to evaluate divisional performance • Identify trends and potential risks to assess their strategic impact to the organisation in accordance to organisational risk management framework • Identify appropriate methods to gather data and measure divisional performance • Establish reporting mechanisms and timelines to support effectiveness of measurement • Work with management team and human resource specialists to define performance management and remuneration requirements in line with departmental operations and roles • Facilitate the development of a policy framework to support implementation of performance management and reward strategies | <ul style="list-style-type: none"> • Establish and prioritise organisational business objectives to support the achievement of organisational vision, mission and values • Provide support and resources required to achieve business objectives • Develop strategies to measure organisation performance against business objectives • Monitor data and reports on organisation performance activities to provide support and resources as required • Monitor emerging and identified risks to assess their strategic impact to the organisation in accordance to organisational risk management framework • Work with stakeholders to identify performance management and remuneration requirements to develop management and reward strategies • Delegate responsibility to implement performance management and reward strategies • Review organisational performance and work with stakeholders to prepare strategies to enhance future performance • Communicate business objectives to |
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| | | | | <p>emotional cues when managing performance across teams to ensure individual needs are addressed</p> | <ul style="list-style-type: none"> Analyse reports and related measures to take appropriate actions to enhance future performance Apply emotional intelligence to guide own thinking and actions when working with others to develop policy frameworks | <p>stakeholders to garner their support and buy-in</p> <ul style="list-style-type: none"> Assess the emotional climate of the organisation towards organisational reward policy and exercise organisational awareness to address employees' concerns |
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