

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

TSC Category	People Management					
TSC	People and Relationship Management					
TSC Description	Manage the organisation's manpower to drive service excellence					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	HAS-CEX-1004-1.1		HAS-CEX-3004-1.1-1	HAS-CEX-4004-1.1		
	Recognise the importance of inclusiveness, demonstrate the use of emotional intelligence and resilience to handle diversity in the service environment and monitor one's actions in handling diversity		Manage a diverse service environment which involves promoting inclusiveness, building team cohesion and managing diversity challenges and opportunities that may have implications on service delivery	Develop a manpower resource plan and optimise the use of the workforce in a service environment, which includes evaluating the team's performance and communicating manpower plans and changes to the workforce		
Knowledge	<ul style="list-style-type: none"> Importance of inclusiveness when working in a diverse service environment Types of diversity markers Diversity challenges and opportunities Aspects of emotional intelligence Methods to demonstrate resilience Methods to monitor own actions in handling diversity 		<ul style="list-style-type: none"> Strategies to promote an inclusive work environment Types of diversity markers and their implications at work Strategies to build team cohesion to achieve organisational service excellence Methods to assess diversity challenges and opportunities Methods to manage diversity challenges and opportunities in the service environment Significance of identifying diversity opportunities in the organisation 	<ul style="list-style-type: none"> Components of manpower resource plan Criteria to evaluate performance of team Techniques for optimising manpower resources Methods of communicating manpower plans and changes 		
Abilities	<ul style="list-style-type: none"> Demonstrate resilience when faced with challenges in a diverse service environment Translate different perspectives on diversity from colleagues into 		<ul style="list-style-type: none"> Build awareness of diversity and promote an inclusive work environment which embraces diversity 	<ul style="list-style-type: none"> Develop manpower resource plan in line with organisation's vision, mission, values and service operations plan 		

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	<p>ideas that may add value to organisation's service delivery</p> <ul style="list-style-type: none"> • Apply emotional intelligence when interacting with team members and customers in a diverse service environment • Deliver service in line with organisation's service standards to a diverse range of customers • Monitor own actions in handling diversity in the service environment to hone own ability to handle diversity 		<ul style="list-style-type: none"> • Build team cohesion to achieve organisational service excellence • Manage diversity challenges and opportunities that have implications on service delivery • Translate diversity challenges into opportunities to foster team cohesion and enhance service delivery 	<ul style="list-style-type: none"> • Evaluate performance of team in line with service operations plan • Gather feedback and data on performance of team • Analyse the current tasks, roles and responsibilities assigned to the job and the job competencies required • Identify ways to enhance the productivity of the job • Communicate manpower plans and changes to team • Conduct team meetings to share the changes in job scope • Explain the rationale behind manpower changes • Reinforce how manpower changes will help the organisation achieve service excellence 		
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