

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

|                                    |   |   |   |  |   |   |
|------------------------------------|---|---|---|--|---|---|
| <b>TSC Category</b>                | People Management   |   |   |  |   |   |
| <b>TSC</b>                         | People Development  |   |   |  |   |   |
| <b>TSC Description</b>             | Build a healthy pipeline of talent pool within the organisation, review talent capabilities, identify skill needs and encourage personal learning and development |   |   |  |   |   |
| <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-PMD-2002-1.1-1</b>   | <b>HAS-PMD-3002-1.1</b>   | <b>HAS-PMD-4002-1.1</b>  | <b>HAS-PMD-5002-1.1</b>   | <b>HAS-PMD-6002-1.1</b>   |
|                                    |   | Apply workplace learning techniques to enhance work performance of team members   | Work as a team leader effectively to identify and address skill development needs of team members to enhance team capabilities. and motivate team members' independence on capability development   | Identify team leaders' skill requirements, facilitate their learning opportunities to enhance performance and coach team leaders to help them develop their skills and gain confidence   | Engage managers in building and developing employees' skills, review organisation talent capability, develop high potential employees to meet organisational requirements and engage and support line managers in their capability development  | Identify and groom successors, support organisational learning and development and engage employees to develop a strong organisational base   |
| <b>Knowledge</b>                   |   | <ul style="list-style-type: none"> <li>• Characteristics of competency-based training</li> <li>• Workplace learning methods</li> <li>• Components of workplace learning plans</li> <li>• Questioning techniques</li> <li>• Instructional techniques and methods of working with team members to increase capability and performance</li> <li>• Principles of giving and receiving feedback</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to the identification of individual capability development requirements</li> <li>• Organisational policies and procedures relating to employee capability development</li> <li>• Relevant professional or industry codes of practice and standards relating to management of capability development as a team leader</li> <li>• Communication channels relevant for disseminating information regarding capability development</li> <li>• Market trends and developments on new and emerging skill requirements, talent management and learning and development</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to the management of capability development</li> <li>• Organisational policies and procedures relating to capability development</li> <li>• Relevant professional or industry codes of practice and standards relating to management of capability development as a manager of a department or cross functional team</li> <li>• Implications and impact of coaching and mentoring activities on the individuals participating in the processes</li> <li>• Models and methods of training needs analysis</li> <li>• Market trends and developments on new and emerging skill requirements, talent</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to organisational talent capability management</li> <li>• Organisational policies and procedures relating to organisational talent capability management activities</li> <li>• Models, methods and tools used to develop high potential employees</li> <li>• Market trends and developments in relation to talent management and employee engagement</li> <li>• Concepts and theories of employee engagement</li> <li>• Importance of employee engagement</li> <li>• Relationship between employee engagement and performance</li> <li>• Relationship between talent management</li> </ul> | <ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to succession planning and organisational learning and development</li> <li>• Organisational policies and procedures relating to succession planning and organisational learning and development</li> <li>• Relevant professional or industry codes of practice and standards relating to learning and development</li> <li>• Implications and impact on employees and the organisation arising from succession management processes, learning and development processes and engagement activities</li> <li>• Relationship between engagement and performance</li> </ul> |

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|                  |  |   | <ul style="list-style-type: none"> <li>• Team leader roles and accountabilities for implementing talent management processes</li> <li>• Models, methods and tools for identifying, assessing and managing talent</li> <li>• Professional or industry codes of practice and standards relating to talent management</li> </ul>  | <p>management and learning and development</p> <ul style="list-style-type: none"> <li>• Models, methods and tools for identifying, assessing and managing talent</li> <li>• Professional or industry codes of practice and standards relating to talent management</li> <li>• Line manager roles and accountabilities for implementing talent management processes</li> </ul>  | <p>strategies and the development and implementation of business plans and processes</p> <ul style="list-style-type: none"> <li>• Professional or industry codes of practice and standards relating to talent management</li> </ul>  | <ul style="list-style-type: none"> <li>• Concepts and theories of succession planning and employee engagement</li> <li>• Market trends and developments in relation to succession management, employee engagement, talent management and learning and development</li> <li>• Human capital strategies</li> <li>• Relationship between talent management strategies and the development and implementation of business plans and processes to support their implementation</li> <li>• Professional or industry codes of practice and standards relating to talent management</li> </ul> |
| <b>Abilities</b> |  | <ul style="list-style-type: none"> <li>• Apply workplace learning plans based on appropriate workplace learning methods</li> <li>• Prepare to facilitate workplace learning</li> <li>• Provide on-the-job instructions and coaching to increase the capabilities and performance of team members</li> <li>• Communicate expectations of work performance in a positive manner</li> <li>• Facilitate workplace learning using workplace learning plans</li> <li>• Provide feedback on work progress</li> </ul> | <ul style="list-style-type: none"> <li>• Review team and organisational business plans to identify new and emerging skill requirements</li> <li>• Communicate expectations of team performance and work with team members to identify current and future skill requirements</li> <li>• Translate team members' skill requirements into learning and development plans to facilitate training and development implementation</li> <li>• Identify learning and development opportunities to support the development of team member skills</li> </ul> | <ul style="list-style-type: none"> <li>• Review organisational strategies and business plans to identify impact on team competency requirements</li> <li>• Review current skills of team leaders using appropriate methods and tools to identify skills requirements</li> <li>• Work with team leaders to establish their learning priorities and learning and development plans</li> <li>• Identify learning and development opportunities and provide resources and support to facilitate the development of team leader skills</li> <li>• Review capability development approaches</li> </ul> | <ul style="list-style-type: none"> <li>• Identify critical positions in the organisation and assess their vacancy risks for capability development planning</li> <li>• Assess the capabilities and capacities of existing talent and identify and categorise high potential employees for critical positions</li> <li>• Work with managers and identified successors to develop development and career plans</li> <li>• Support managers in the development of their professional, technical and managerial competencies to improve performance</li> </ul> | <ul style="list-style-type: none"> <li>• Develop succession management strategies in consultation with the human resources function and other relevant personnel to facilitate succession planning</li> <li>• Identify critical roles and feeder positions to provide opportunities to groom successors</li> <li>• Work with managers and identified successors to create and implement development and retention plans</li> <li>• Prioritise learning and development programmes to support employees in the development of their professional, technical</li> </ul>                  |

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|  |  |  | <ul style="list-style-type: none"> <li>• Encourage and support team members to identify, develop and share their skills and experiences to improve their capabilities and performance and enhance team effectiveness</li> <li>• Review effectiveness of the team's capability development approaches to identify areas for improvement</li> </ul> | <p>for team leaders to identify areas for improvement</p> <ul style="list-style-type: none"> <li>• Provide coaching to team leaders to enhance their role performance, taking into consideration their emotional states</li> <li>• Review coaching outcomes against coaching goals to identify areas for improvement in the coaching process</li> </ul> | <ul style="list-style-type: none"> <li>• Empower managers to demonstrate independence and take responsibility for their personal development</li> <li>• Review effectiveness of organisational talent capability development processes to identify areas for improvement</li> <li>• Encourage and motivate managers to promote employee engagement</li> <li>• Mentor the progression and development of high potential employees to meet organisational talent capability requirements</li> </ul> | <p>and managerial competencies</p> <ul style="list-style-type: none"> <li>• Empower senior managers to demonstrate independence and responsibility for their personal development</li> <li>• Promote engagement strategies to improve organisational performance</li> <li>• Review effectiveness of succession management approaches to identify areas for improvement</li> <li>• Consult stakeholders to identify learning and development issues and review existing learning and development systems and processes to identify areas for improvement</li> <li>• Assess the emotional climate of the organisation towards learning and development programmes and exercise organisational awareness to address employees' concerns</li> </ul> |
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