

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

TSC Category	People Management					
TSC	Staff Management					
TSC Description	Apply the organisation's human resource policies, procedures and standards to effectively manage staff under the direct control of the position holder ranging from coordination to directing people and teams					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HAS-BIN-3039-1.1	HAS-BIN-4039-1.1-1	HAS-BIN-5039-1.1	HAS-BIN-6039-1.1
			Interpret the organisation's policies, procedures and standards to manage staff under his direct control	Facilitate the implementation of the organisation's policies, procedures and standards to supervise, motivate and empower staff under his control	Lead team performance objectives setting and direction, and manage individual and team performance	Strategise staff management practices to direct teams and chart career progression pathways and opportunities
Knowledge			<ul style="list-style-type: none"> • First-line management principles and practices • Techniques of managing staff • Methods of motivation • Methods of goal setting and performance management • Methods of delegation and associated responsibilities • Time management methods • Methods of effective communication • Methods of leading by example 	<ul style="list-style-type: none"> • Legal and industry requirements, and organisational policies and procedures for planning and developing staff rosters • Methods to motivate and empower staff • Methods of conducting on-the-job supervision to enhance work performance • Techniques for providing positive and negative feedback to staff • Processes for resolving employee conflicts • Team building and self-development techniques • Methods of implementing change • Coaching and mentoring techniques • Management and leadership styles • Methods of influencing and persuasion 	<ul style="list-style-type: none"> • Principles and practices of managing people • Methods of empowerment • Methods in cultivating workplace relationships • Team leadership techniques • Change management techniques • Self-managing techniques • Appraisal techniques • Methods of enhancing personal effectiveness • Methods of engaging people • Methods of developing interpersonal awareness 	<ul style="list-style-type: none"> • Organisational leadership principles and practices • Continuing professional development • Performance measurement and reward strategies • Strategic human resource management • Organisational psychology methodologies • Methods of building high performance teams • Methods of managing succession and talent • Methods of developing emotional intelligence
Abilities			<ul style="list-style-type: none"> • Effectively coordinate individual and team activities 	<ul style="list-style-type: none"> • Plan, review and make adjustments to duty rosters in response to 	<ul style="list-style-type: none"> • Manage individual and team activities 	<ul style="list-style-type: none"> • Lead individual and team activities

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			<ul style="list-style-type: none"> • Build effective working relationships with individuals and teams • Communicate effectively with individuals and teams • Delegate work activities to individuals and teams • Develop and communicate clear roles and responsibilities 	<ul style="list-style-type: none"> contingencies, and in compliance with legal, industry and organisational requirements • Apply effective leadership skills through self-development to motivate and empower staff for organisational effectiveness • Supervise individual and team activities and performance to ensure organisational goals are achieved • Address staff performance concerns based on assigned tasks • Resolve conflicts between staff, in accordance with organisational policies • Provide positive and negative feedback to improve staff job performance • Contribute to workplace change projects and programmes • Promote an effective team working culture by employing ways to effectively enhance relationships among co-workers • Influence and persuade staff positively 	<ul style="list-style-type: none"> • Set and communicate individual and team based objectives • Delegate tasks and objectives to individuals and teams • Manage workplace conflicts • Manage individual and team performance • Manage workplace change management projects • Provide performance feedback to individuals and teams • Communicate effectively with individuals and teams • Empower individuals and teams • Manage performance appraisals 	<ul style="list-style-type: none"> • Set and communicate organisational goals and objectives • Implement performance measurement and reward systems and monitor their effectiveness • Lead organisational change management projects • Implement succession planning activities and talent management systems • Build high performance work teams • Lead in setting high ethical and moral standards • Communicate openly and effectively with individuals and teams
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