

<b>TSC Category</b>	Workplace Safety and Security Management					
<b>TSC</b>	Crisis Management					
<b>TSC Description</b>	Apply strategies designed to enable an organisation to deal with disruptive events by planning for responses to potential crises, establishing monitoring systems and training systems, communicating both internally and externally, and leading recovery processes					
<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-BIN-1066-1.1-1</b>	<b>HAS-BIN-2066-1.1-1</b>	<b>HAS-BIN-3066-1.1</b>	<b>HAS-BIN-4066-1.1</b>	<b>HAS-BIN-5066-1.1</b>	<b>HAS-BIN-6066-1.1</b>
	Comply with crisis response procedures during crisis situations	Apply crisis management and communication procedures to assist in the execution of crisis management plans	Execute plans in response to disruptive events and collate post-crisis feedback from stakeholders	Manage crisis assessment situations, determine recovery activities and conduct post-crisis analysis including delivery of training programmes to relevant stakeholders	Develop crisis management plans and recovery strategies for the organisation	Provide leadership during crisis situations, anticipate potential disruptions and develop business continuity strategies
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Definitions and types of crisis situations</li> <li>Organisation crisis response procedures and guidelines</li> <li>Types of resources required for responding to various crisis scenarios</li> <li>Organisational guidelines for crisis communication in response to guest and/or customer queries</li> <li>Organisational guidelines for assisting guests and/or customers during crisis situations</li> </ul>	<ul style="list-style-type: none"> <li>Definition and types of crisis situations</li> <li>Types of crisis response and recovery activities</li> <li>Principles of crisis management and communication</li> <li>Roles and responsibilities as a supporting member of the crisis management team</li> <li>Organisation crisis management and communication procedures and guidelines</li> <li>Types of internal and external communication tools and platforms for crisis communication</li> <li>Relevant stakeholders for various crisis situations</li> <li>Organisation format for documentation on crisis management</li> <li>Emergency control exercises</li> </ul>	<ul style="list-style-type: none"> <li>Organisation crisis management plans, including crisis response and recovery activities</li> <li>Organisation crisis communication plans</li> <li>Types of disruptive events</li> <li>Types of crisis response and recovery activities</li> <li>Critical business functions</li> <li>Business continuity plans</li> <li>Emergency control exercises</li> </ul>	<ul style="list-style-type: none"> <li>Best practices in crisis management</li> <li>Critical work functions in business units</li> <li>Organisation crisis management plans</li> <li>Organisation crisis communication plans</li> <li>Operational roles and responsibilities of a manager handling a crisis</li> <li>Crisis response and recovery activities</li> <li>Documentation components for crisis response and recovery activities</li> <li>Resources required for crisis situations</li> </ul>	<ul style="list-style-type: none"> <li>Organisational business continuity strategies</li> <li>Best practices in crisis management</li> <li>Best practices in crisis communication</li> <li>Damage assessment of disruptive events</li> <li>Types of stakeholder management</li> <li>Established stakeholders' communication platforms</li> <li>Business impact and implications of disruptive events on organisation</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends in crisis management</li> <li>Global standards in development of business continuity strategies, policies and guidelines</li> <li>Business impact and implications of disruptive events on the organisation</li> <li>Individual's role in communication with relevant stakeholders during crises</li> </ul>

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

<p><b>Abilities</b></p>	<ul style="list-style-type: none"> <li>Follow organisational procedures in responding to crisis situations</li> <li>Apply appropriate personal safety and protective measures</li> <li>Address guest and/or customer queries in accordance with organisational crisis communication guidelines</li> <li>Guide and assist guests and/or customers in need during crisis situations</li> <li>Participate in the organisation's emergency control exercises to familiarise and prepare oneself in the event of a crisis</li> </ul>	<ul style="list-style-type: none"> <li>Identify individual's role and responsibilities in supporting crisis management</li> <li>Carry out assigned tasks in response to disruptive events by applying crisis management and communication procedures and guidelines</li> <li>Use relevant internal and/or external communication tools, systems and platforms to disseminate information and communicate with relevant stakeholders</li> <li>Record tasks performed in response to disruptive events and after-effects for management review</li> <li>Provide feedback on areas for improvement in relation to crisis management and communication procedures</li> <li>Participate in the organisation's emergency control exercises to familiarise and prepare oneself in the event of crisis occurrence</li> </ul>	<ul style="list-style-type: none"> <li>Identify the impact of internal and external factors on business unit based on identified sources of disruptive events</li> <li>Document crisis responses, communications procedures and recovery activity data</li> <li>Assist in coordinating and integrating crisis response and recovery activities in accordance with recovery and business continuity plans</li> <li>Execute actions in response to disruptive events based on 'return to normal' procedures of crisis management plans</li> <li>Collate and verify information to support dissemination of organisation crisis management key messages to relevant stakeholders</li> <li>Collate post-crisis feedback from relevant stakeholders to highlight areas for improvement</li> <li>Participate in the organisation's emergency control exercises to validate crisis management plans and ensure organisational readiness</li> </ul>	<ul style="list-style-type: none"> <li>Define, identify and classify sources of disruptive events for input into crisis management plans</li> <li>Identify critical business functions and develop risk profiles for business units</li> <li>Allocate resources and implement 'return-to-normal' procedures in accordance with crisis management plans</li> <li>Form crisis communications teams to manage communication processes during disruptive events based on requirements of communications plans</li> <li>Communicate organisational crisis management key messages to relevant stakeholders</li> <li>Conduct post-crisis analysis to determine the need for post-event interventions</li> <li>Deliver training programmes to relevant stakeholders to address the performance gaps for crisis readiness</li> </ul>	<ul style="list-style-type: none"> <li>Identify current trends in disruptions that can impact business processes</li> <li>Design organisation-wide crisis management plans for recovery from disruptive events</li> <li>Direct the implementation of crisis response and recovery activities in accordance with business continuity and recovery strategies</li> <li>Activate 'return-to-normal' procedures in accordance with crisis management plans</li> <li>Activate crisis response and recovery activities and stand-down procedures in accordance with business continuity strategies and crisis management plans</li> <li>Utilise established communication platforms to facilitate communication processes to internal and external stakeholders during disruptive events</li> <li>Refine organisational crisis management plans to ensure relevance to the current threat environment</li> </ul>	<ul style="list-style-type: none"> <li>Monitor implementation of business continuity plans and crisis management plans are in accordance with business continuity strategies</li> <li>Review reports on the business impact of disruptive events on the organisation</li> <li>Anticipate potential disruptions impacting the organisation</li> <li>Approve business continuity plans and crisis management plans in accordance with business continuity strategies</li> <li>Endorse crisis communication plans based on best practices</li> <li>Represent the organisation and manage communication of disruptive events to relevant stakeholders in accordance with crisis communication plans</li> <li>Review proposals for revision of crisis management plans and recovery activities aligned to organisational objectives</li> </ul>
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