

**SKILLS FRAMEWORK FOR TOURISM
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

TSC Category	Business Management					
TSC	Business Performance Management					
TSC Description	Implement organisational performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-BIN-2070-1.1-1	TOU-BIN-3070-1.1	TOU-BIN-4070-1.1	TOU-BIN-5070-1.1	TOU-BIN-6070-1.1
		Collate and provide feedback and data on performance statistics	Monitor performance of the department	Manage organisation performance systems across departments	Formulate organisation performance systems and key performance indicators in alignment with organisational vision, mission and values	Establish organisational guidelines for performance systems according to organisational mission and objectives
Knowledge		<ul style="list-style-type: none"> Available organisational and visitor feedback channels and tools Procedures for gathering and compiling feedback Procedures for providing organisational feedback Organisation's operational excellence standards 	<ul style="list-style-type: none"> Types of performance systems Department's policies, products and processes Performance monitoring and testing procedures 	<ul style="list-style-type: none"> Industry best practices in the implementation of organisational performance systems Gap analysis procedures 	<ul style="list-style-type: none"> Organisation's policies, products and processes Objectives of the organisation's performance systems Key performance indicators Root cause analysis procedures Relevant legal and regulatory requirements 	<ul style="list-style-type: none"> Organisation's vision, mission and values Industry best practices in organisational performance systems Emerging trends and regulatory standards of organisation performance management
Abilities		<ul style="list-style-type: none"> Input feedback into the organisation performance systems within the department Consolidate feedback from stakeholders on processes and visitor experience Provide feedback on operational business processes Apply organisation's operational excellence standards in day-to-day functions and tasks 	<ul style="list-style-type: none"> Document the operational functions of the organisation performance systems within the department Perform tests and checks on business processes in line with monitoring and testing procedures Track the progress and performance of the business processes by comparing testing results in line with the key performance indicators Identify gaps in the business processes 	<ul style="list-style-type: none"> Implement organisation performance systems within the department whilst taking into account its unique requirements Design monitoring and testing procedures for processes within the department, aligning to the requirements of key performance indicators Evaluate the performance of the department against the goals 	<ul style="list-style-type: none"> Develop organisation performance systems in line with business plans and objectives Oversee the implementation of organisational performance systems to ensure consistency across the organisation Develop key performance indicators to assess the overall performance of the organisation based on emerging trends 	<ul style="list-style-type: none"> Establish organisational guidelines for the adoption of organisational performance systems according to business objectives Review organisation performance systems to ensure their alignment with organisational vision, mission and values Endorse key performance indicators in assessing organisational performance as per

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			<p>based on testing results and highlight areas for improvements</p> <ul style="list-style-type: none"> • Perform modifications to close the gaps found in the business functions according to the requirements of the action plans 	<ul style="list-style-type: none"> • Perform gap analyses on the gaps identified within the department • Identify the root causes for the gaps between current and future state of the department based on the gap analyses • Develop reports with recommendations on how to address the root causes and close the gaps in the department • Translate blueprints into implementable action plans 	<ul style="list-style-type: none"> • Perform root cause analyses of the entire organisation • Review reports and develop blueprints to address the gaps identified 	<p>industry best practices and regulatory standards</p> <ul style="list-style-type: none"> • Review blueprints for the addressing of gaps found in the business processes to ensure alignment to organisation mission and objectives
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