

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

TSC Category	Business Management					
TSC	Continuous Improvement Management					
TSC Description	Apply continuous improvement processes to optimise operating cost, task efficiency and effectiveness in production, services and processes					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-BIN-2034-1.1	TOU-BIN-3034-1.1	TOU-BIN-4034-1.1	TOU-BIN-5034-1.1	TOU-BIN-6034-1.1
		Apply continuous process improvement to workplace activities as well as follow-through the improvement activities	Implement processes to monitor the progress of improvement activities against action plans	Facilitate the organisation's systems and processes related to continuous improvement	Lead the design and application of improvement tools and strategies to meet organisation's continuous improvement goals and targets	Advocate continuous improvement culture across the organisation to meet continuous improvement goals and targets
Knowledge		<ul style="list-style-type: none"> Principles of effective workplace organisation Purpose and benefits of continuous improvement concepts Application of continuous improvement techniques Types of performance indicators 	<ul style="list-style-type: none"> Purpose and benefits of continuous improvement concepts Action planning tools and techniques Concepts and methods of continuous process improvement 	<ul style="list-style-type: none"> Continuous improvement principles Continuous improvement systems, tools and techniques Organisational structure, functions, resources, policies, procedures and culture Internal and external benchmarking principles and practices Methods in developing effective communication in continuous improvement messaging Types of continuous improvement activities and the implementation approach Measurement criteria for continuous improvement performance 	<ul style="list-style-type: none"> Critical organisational processes and their interdependencies Key performance indicators of the organisation and various functions Strategies, tools and techniques in continuous process improvement Opportunity identification methods Opportunity evaluation techniques Cost-benefit analysis techniques Change management principles Methods of managing systems and processes to facilitate continuous improvement 	<ul style="list-style-type: none"> Industry best practices New and emerging trends and technologies Productivity and quality enhancement strategies Environmental sustainability and waste minimisation strategies Methods to formulate continuous improvement system, key performance indicators and tools Strategies, tools and practices for building organisational culture Methods of analysing and assessing continuous improvement opportunities Change management tools and practices
Abilities		<ul style="list-style-type: none"> Identify areas for continuous improvement within own work area Apply continuous improvement techniques 	<ul style="list-style-type: none"> Recommend continuous improvement initiatives Identify improvement goals to be achieved 	<ul style="list-style-type: none"> Execute and supervise initiatives for continuous improvement 	<ul style="list-style-type: none"> Manage systems and processes to facilitate continuous improvement Review continuous improvement data and 	<ul style="list-style-type: none"> Lead improvement opportunities in line with organisation's continuous improvement goals and targets

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		<ul style="list-style-type: none"> • Assist in collecting, collating and compiling data to measure the outcome of the improvement 	<ul style="list-style-type: none"> • Carry out improvement activities in accordance with action plans • Apply appropriate continuous process improvement techniques • Monitor the progress of improvement activities and take appropriate corrective actions • Report and record the outcomes of improvement activities in accordance with organisational procedures 	<ul style="list-style-type: none"> • Implement and review savings, productivity and service improvements • Validate continuous improvement initiatives and activities as planned • Update processes or procedures as a result of the continuous improvement • Monitor continuous improvement progress against the identified key performance indicators • Review the performance improvement before and after the implementation to identify further improvement opportunities • Execute corrective actions in accordance with organisational procedures for issues that arose during the implementation of continuous improvement activities 	<p>information to track improvement progress</p> <ul style="list-style-type: none"> • Analyse, synthesise and interpret complex information • Manage the design and application of improvement tools and strategies • Review and endorse recommendations and plans for continuous improvement projects and activities • Monitor and review efficiency and effectiveness of continuous improvement activities against goals, targets and key performance indicators 	<ul style="list-style-type: none"> • Keep abreast of industry best practices and trends • Evaluate the feasibility of new and emerging technology, procedures and processes used in the industry or adjacent industries • Develop strategies to optimise the value chain of the organisation's processes • Transform continuous improvement strategies into actionable plans • Manage change to facilitate transition or incorporation of new equipment, procedures or processes • Review improvement processes to identify further refinements • Promote a strong culture of continuous improvement across the organisation
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