

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

TSC Category	Business Management					
TSC	Productivity Improvement					
TSC Description	Lead and drive work area process goals, job specifications and workplace requirements for productivity initiatives, as well as evaluate work area processes for problems and identify areas for improvement					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-PIN-2015-1.1	TOU-PIN-3015-1.1	TOU-PIN-4015-1.1-1	TOU-PIN-5015-1.1-1	
		Provide insights and generate ideas to improve productivity in the workplace as well as present inputs to next level for further validation	Observe work area processes for problems, identify areas for improvement, implement appropriate productivity tools and techniques for productivity improvement and monitor and review productivity performance data	Manage productivity plans and initiatives, and develop and communicate recommendations for productivity improvement ideas to stateholders	Formulate organisation's productivity road maps and action plans, as well as finalise and design recommendations according to workplace procedures	
Knowledge		<ul style="list-style-type: none"> • Concept of productivity • Importance of productivity • Benefits of higher productivity at workplace • Factors affecting productivity improvement • Need for productivity improvement • Types of productivity measurement • Methods of data collection 	<ul style="list-style-type: none"> • Concept of productivity • Importance of productivity • Benefits of higher productivity at workplace • Factors affecting productivity improvement • Need for productivity improvement • Types of productivity measurement • Methods of data collection • Components of productivity action plan • Tools for productivity analysis 	<ul style="list-style-type: none"> • Productivity concepts and goals for the organisation • Components of productivity action plan • Quantitative and qualitative productivity indicators • Factors affecting productivity improvement • Types of barriers to productivity improvement • Methods of overcoming barriers to productivity improvement • Types of methods, tools and techniques for productivity improvement • Types of productivity measurements 	<ul style="list-style-type: none"> • Productivity concepts and goals for the organisation • Components of productivity roadmap and action plan • Productivity management structures to facilitate productivity framework implementation in the organisation and their characteristics • Quantitative and qualitative productivity indicators • Types of productivity measurement • Methods to analyse the relationship between productivity measurements and factors that influence productivity 	

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					<ul style="list-style-type: none"> Importance of respective role in contributing to productivity improvement 	
Abilities		<ul style="list-style-type: none"> Identify importance of productivity at workplace Facilitate implementation of productivity and process initiatives Review selected techniques and tools for workplace productivity improvement Track productivity performance Provide feedback on ways to improve productivity and processes 	<ul style="list-style-type: none"> Identify potential areas and opportunities for productivity measurement and improvement Select and implement tools and techniques for productivity improvement Monitor productivity measurements Analyse productivity performance data Report and recommend productivity improvement 	<ul style="list-style-type: none"> Manage productivity action plans and initiatives Review potential areas and opportunities for productivity measurement and improvement Identify and align industry best practices for process and productivity improvement Assess and propose solutions to overcome barriers to productivity improvement Evaluate tools and techniques for productivity improvement Monitor productivity measurements Review productivity performance data Report and recommend productivity improvement to relevant stakeholders 	<ul style="list-style-type: none"> Develop organisation's productivity road map and action plan Establish productivity measurements Identify and review resources required for implementation of the productivity framework Motivate employees to participate in the productivity improvement initiatives Provide training to stakeholders to implement the productivity framework Evaluate the effectiveness of implementation of the productivity framework 	