

**SKILLS FRAMEWORK FOR TOURISM
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Enterprise Risk Management					
TSC	Business Continuity Planning					
TSC Description	Develop and implement business continuity plans for organisational preparedness of disruptive events					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-RIM-2001-1.1-1	TOU-RIM-3001-1.1	TOU-RIM-4001-1.1	TOU-RIM-5001-1.1	TOU-RIM-6001-1.1
		Support execution of organisation's business continuity measures	Facilitate the development of business continuity strategies and plans	Manage and implement business continuity plans	Develop and maintain business continuity strategies, policies and guidelines	Endorse business continuity frameworks, strategies, policies and plans
Knowledge		<ul style="list-style-type: none"> Terms of Reference (TOR) for each roles and responsibilities Procedures relating to implementation of plans Details of business continuity plans Techniques for business continuity management 	<ul style="list-style-type: none"> Problem-solving steps in developing business continuity strategies Facilitation techniques in the development of business continuity plans Types of disruptive events 	<ul style="list-style-type: none"> Own role in implementation of business continuity plans Compositions of business continuity teams Business continuity team members' roles and responsibilities Types of continuity plans Business continuity resources 	<ul style="list-style-type: none"> Own role in development of business continuity frameworks, strategies, policies and plans Relevant regulatory requirements and leading practice principles of business continuity management Types of tests for business continuity plans Business continuity management governance Own role in conduct of independent reviews and audits of business continuity plans Overall business continuity testing plans and test result components Assessment reporting to relevant stakeholders 	<ul style="list-style-type: none"> Objectives and scope of business continuity management Awareness of leading practices for business continuity management within the industry Business continuity frameworks, policies, strategies and plans Levels of maturity in organisational business continuity management
Abilities		<ul style="list-style-type: none"> Identify own roles and responsibilities in business continuity operations 	<ul style="list-style-type: none"> Apply facilitation techniques to support development of business continuity strategies 	<ul style="list-style-type: none"> Identify business continuity team composition, roles and responsibilities in 	<ul style="list-style-type: none"> Design organisation-wide business continuity policies and frameworks to maintain critical business functions and 	<ul style="list-style-type: none"> Ensure business continuity plans and crisis management plans are in accordance with

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		<ul style="list-style-type: none"> Apply procedures to support implementation of business continuity plans 	<ul style="list-style-type: none"> Interpret business continuity strategies to assist in the development of business continuity plans Recommend refinements to business continuity strategies and business continuity plans in consultation with relevant stakeholders 	<p>consultation with relevant stakeholders</p> <ul style="list-style-type: none"> Execute business continuity plans in accordance with recovery strategies, business continuity strategies and frameworks Coordinate the organisation's crisis response and recovery activities in accordance with business continuity policies Identify and manage the synergies and conflicts in resource availability and access to facilitate optimum resource allocation Implement procedures to communicate with and educate employees on business continuity plans 	<p>recover from disruptive events</p> <ul style="list-style-type: none"> Ensure alignment of business continuity plans with organisational strategic objectives Establish business continuity management governance to support the development and implementation of business continuity plans and guidelines Conduct independent reviews and audits to ensure integration of individual business unit's business continuity plans across the organisation Assess and report readiness of business continuity plans to relevant stakeholders Refine organisational business continuity plans to ensure relevance to the organisation in accordance with the current threat environment 	<p>business continuity strategies</p> <ul style="list-style-type: none"> Validate and approve business continuity frameworks, policies, strategies and plans Provide oversight to business continuity management within the organisation to ensure rapid responses during disruptive events
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