

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

<b>TSC Category</b>	Human Resource Management					
<b>TSC</b>	Learning and Development					
<b>TSC Description</b>	Manage employees' learning and development activities to maximise employee' potential and capabilities to contribute to the organisation					
<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>TOU-PDV-2007-1.1</b>	<b>TOU-PDV-3007-1.1</b>	<b>TOU-PDV-4007-1.1</b>	<b>TOU-PDV-5007-1.1</b>	
		Apply workplace learning techniques to enhance employees' development	Analyse competency-based assessment and workplace learning techniques	Support employees to develop their skills and facilitate learning opportunities and coach junior management employees	Drive employee developmental programmes in alignment to business needs	
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>• Characteristics of competency-based training</li> <li>• Workplace learning methods</li> <li>• Components of a workplace learning plan</li> <li>• Questioning techniques</li> <li>• Instructional techniques and methods for working with team members to increase capability and performance</li> <li>• Principles of giving and receiving of feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to the identification of individual development requirements</li> <li>• Relevant professional or industry codes of practice and standards</li> <li>• Models and methods for evaluating the performance of individuals</li> <li>• Communication techniques and channels relevant for disseminating information</li> <li>• Roles and accountability for identification of skill development needs</li> <li>• Models and methods of training needs analysis</li> <li>• Instructional techniques and methods for working with team members to increase capability and performance</li> <li>• Negotiation skills for working with team</li> </ul>	<ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to identification of individual training requirements</li> <li>• Market trends and developments in relation to business functions which may aid in identifying new and emerging skill requirements</li> <li>• Roles and accountability for identifying appropriate employee skill requirements</li> <li>• Methods of facilitation of individual learning opportunities</li> <li>• Instructional techniques and methods for working with team members to increase performance</li> <li>• Relevant professional or industry codes of practice and standards</li> <li>• Communication techniques and channels relevant for disseminating</li> </ul>	<ul style="list-style-type: none"> <li>• Legal and ethical considerations relating to the broader development and provision of human resource information and services</li> <li>• Links between human resource and organisational strategies</li> <li>• Communication techniques and channels relevant for disseminating</li> <li>• Facilitation and communication skills for working with stakeholders in the development of human resource activities, services and programmes</li> <li>• Models and methods for evaluating the effectiveness of human resource activities, services and programmes</li> <li>• Legal and ethical considerations relating to</li> </ul>	

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			<p>members to identify appropriate learning and development opportunities</p> <ul style="list-style-type: none"> <li>Facilitation methods for involving employees in a range of communication and consultative processes</li> </ul>	<p>information regarding team activities, services and products</p> <ul style="list-style-type: none"> <li>Models and methods of training needs analysis</li> <li>Negotiation techniques for encouraging employees to participate in processes to improve skills</li> <li>Implications and impact of coaching and mentoring activities on the individuals participating in the process</li> </ul>	<p>consultation and communication with organisational stakeholders</p> <ul style="list-style-type: none"> <li>Relationship between strategies developed at senior levels and the operational or functional requirements of other areas within an organisation</li> </ul>	
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Develop workplace learning plans using appropriate workplace learning methods</li> <li>Prepare workplace and resources to facilitate workplace learning</li> <li>Provide on-the-job instruction and coaching to increase the capability and performance of team members</li> <li>Communicate expectations of team performance in a positive manner</li> <li>Facilitate workplace learning using workplace learning plans</li> <li>Provide feedback on work progress</li> </ul>	<ul style="list-style-type: none"> <li>Identify learning and development opportunities that support the development of team members' skills</li> <li>Translate team members' skill requirements into learning and development plans</li> <li>Encourage and support team members to develop and share their skills and experiences to enhance team effectiveness</li> <li>Provide on-the-job instruction, coaching and mentoring to increase the capability and performance of team leaders</li> <li>Communicate expectations of team performance in a positive manner</li> </ul>	<ul style="list-style-type: none"> <li>Review organisational strategies and business plans that impact on team competency requirements</li> <li>Select and use tools to review current skills of employees</li> <li>Establish employees' learning priorities</li> <li>Support employees in writing learning and development plans</li> <li>Facilitate learning and development opportunities to address skills needs</li> <li>Provide resources and support for learning and development</li> <li>Establish clear learning outcomes and timeframes</li> <li>Work with employees to explore issues and develop options</li> </ul>	<ul style="list-style-type: none"> <li>Identify human resource trends that may impact on organisational performance</li> <li>Implement or initiate identified changes to human resource activities, services and programmes to support the organisation's strategic and business goals</li> <li>Establish performance indicators and measures for the effectiveness of human resource activities, services and programmes designed to support the organisation's strategic and business goals</li> <li>Review organisation's strategic and business plans to identify areas impacting human resource activities,</li> </ul>	

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