

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

<b>TSC Category</b>	Human Resource Management					
<b>TSC</b>	Succession Planning					
<b>TSC Description</b>	Manage succession pipelines of critical positions through development of key talents and mitigation of succession planning personnel risks, including enhancement of talent pipelines and development of retention measures for critical talents					
<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-HRM-4039-1.1</b>	<b>TOU-HRM-5039-1.1</b>	<b>TOU-HRM-6039-1.1</b>
				Implement succession planning processes within organisation	Develop planning framework to ensure healthy succession pipeline strategies for the organisation	Transform succession planning in support of organisational strategic goals
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>Principles of succession planning</li> <li>Procedures for assessing talents</li> <li>Selection criteria for top talent pool</li> </ul>	<ul style="list-style-type: none"> <li>Models for succession planning</li> <li>Top talent identification framework</li> <li>Guidelines for implementation of succession plans</li> <li>Evaluation criteria for succession plans</li> </ul>	<ul style="list-style-type: none"> <li>Business strategy factors that influence succession planning</li> <li>Knowledge and abilities required by business-critical positions</li> <li>Models for leadership development</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>Identify in-service personnel as top talents using top talent selection criteria</li> <li>Implement talent retention measures for top talents at the junior levels of the organisation</li> <li>Mentor top talents at the junior levels on areas of development</li> </ul>	<ul style="list-style-type: none"> <li>Lead identification of critical positions and skill sets for succession in accordance with organisational mission and strategies</li> <li>Develop succession management plans based on results of talent pool assessment</li> <li>Drive succession management plans in accordance with action plans developed</li> <li>Initiate succession planning strategies in accordance with succession targets and implementation plans</li> </ul>	<ul style="list-style-type: none"> <li>Lead development of business cases for succession planning in alignment with organisational long-term strategic direction</li> <li>Mentor top talents in senior management on areas of development</li> <li>Approve developmental plans for top talents</li> <li>Identify business-critical positions for succession planning in alignment with business strategies</li> </ul>

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					<ul style="list-style-type: none"> <li>Mentor top talents at the management levels on areas of development</li> </ul>	
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