

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

TSC Category	Human Resource Management					
TSC	Volunteer Management					
TSC Description	Manage recruitment, training, deployment and participation of volunteers					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	TOU-HRM-1040-1.1	TOU-HRM-2040-1.1	TOU-HRM-3040-1.1			
	Support implementation of organisational procedures to manage volunteers	Implement organisational procedures to manage volunteers	Develop organisational procedures to manage volunteers			
Knowledge	<ul style="list-style-type: none"> Types of events that require volunteer support Techniques for conducting volunteer orientation Techniques for conducting on-the-job training for volunteers Techniques for volunteer supervision Techniques to resolve and manage volunteer conflicts and complaints 	<ul style="list-style-type: none"> Profile of volunteers required for events Volunteer management systems Sources of recruiting volunteers Legal, industrial and organisational requirements when utilising volunteers Techniques to recruit and select volunteers Training and development of volunteers 	<ul style="list-style-type: none"> Manpower needs of events Recruitment and selection plan development Volunteer management system development Volunteer role job specifications and descriptions development Volunteer retention plan development 			
Abilities	<ul style="list-style-type: none"> Support recruitment of volunteers based on profiles of volunteers required for events Conduct orientations for volunteers Support allocation of work assignments to volunteers Brief volunteers on roles and responsibilities Conduct debrief to volunteers on event details Provide on-the-job training to volunteers to 	<ul style="list-style-type: none"> Analyse volunteer role requirements according to event requirements Maintain relationships with recruitment agencies for continued volunteer pipelines Implement volunteer recruitment and selection plans according to event requirements Develop volunteer retention plans according to organisational policies and procedures 	<ul style="list-style-type: none"> Develop manpower needs according to event requirements Develop volunteer management systems Develop job specifications and descriptions of volunteer roles Develop volunteer recruitment and selection plans Evaluate training and development plans of volunteers 			

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	<p>meet organisational and event goals and objectives</p> <ul style="list-style-type: none"> • Deploy volunteers • Monitor volunteers' performance • Apply conflict resolution techniques to manage conflicts among volunteers 	<ul style="list-style-type: none"> • Facilitate deployment of volunteers • Organise training and development of volunteers 	<ul style="list-style-type: none"> • Evaluate effectiveness of volunteer retention plans in consultation with relevant stakeholders 			
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