## SKILLS FRAMEWORK FOR RETAIL

### TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT

**TSC Category**  
Personal Management and Development

**TSC**  
Workforce Diversity and Harmony

**TSC Description**  
Develop and implement strategies that support diversity and cross-cultural cooperation within the workplace

### TSC Proficiency Description

<table>
<thead>
<tr>
<th>TSC Proficiency</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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</table>
| **Knowledge**  
Participate in networking and team building activities to establish working relationships and support organisational and team priorities | RET-PMD-3007-1.1 | RET-PMD-4007-1.1 | Develop effective working relationships and networks to provide strategic value to the organisation | Create and foster strong organisational relationships throughout the organisation to provide strategic value to the organisation |
| **Abilities**  
Establish working relationships with network members to improve knowledge sharing and collaboration | RET-PMD-3007-1.1 | RET-PMD-4007-1.1 | Develop and monitor the performance of diverse teams | Identify and prioritise networks which may provide strategic value to the organisation or the workplace |

### Knowledge

- Legal and ethical considerations relating to sharing of information with the organisation and conflict resolution
- Organisational policies and procedures relating to sharing of information within the organisation and conflict resolution
- Relevant professional or industry codes of practice and standards relating to business networking
- Common barriers to communication at the organisational, group and individual levels
- Types of workforce diversity
- Benefits of diversity, cooperation and engagement in the organisation
- Diversity and conflict management
- Legal and ethical considerations relating to participation in internal and external networking opportunities, conflict management and workplace diversity
- Organisational policies and procedures relating to business networking, organisational diversity and conflict management
- Relevant professional or industry codes of practice and standards relating to business networking
- Implications and impact of networking and collaboration opportunities on employees and the organisation
- Relevant local, regional and international networks
- Common barriers to developing a diverse and cooperative workplace
- Workforce characteristics and trends
- Types of workforce diversity
- Legal and ethical considerations relating to organisational participation in networking and opportunities for collaboration, workplace diversity and conflict management
- Organisational policies and procedures relating to business networking, organisational diversity and conflict management
- Relevant professional or industry codes of practice and standards relating to managing organisational diversity and business networking
- Relevant local, regional and international networks
- Common barriers to developing a diverse and cooperative workplace
- Common barriers to developing a diverse and cooperative workplace
- Diversity management practices

### Abilities

- Establish working relationships with network members to improve knowledge sharing and collaboration
- Pursue collaborative opportunities to support beneficial outcomes
- Develop and monitor the performance of diverse teams
- Identify and prioritise networks which may provide strategic value to the organisation or the workplace
- Lead organisation and support diversity and cooperation at all levels of the organisation
<table>
<thead>
<tr>
<th>Networking Opportunities</th>
<th>Technical Skills and Competencies (TSC) Reference Document</th>
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<tbody>
<tr>
<td>Pursue collaborative opportunities to support mutually beneficial outcomes</td>
<td>Identify and review the implementation of systems and processes to support organisational diversity strategies</td>
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<td>Facilitate information exchange among network and team members to support organisational and team priorities</td>
<td>Identify sources of conflict and negotiate issues to reach mutually acceptable outcomes</td>
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<td>Communicate expectations to guide team focus and performance in accordance to its roles and purposes</td>
<td>Review the effectiveness of the conflict resolution strategies and take actions to prevent the recurrence of conflicts</td>
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<td>Establish team processes to encourage collaborations and shared responsibilities for decisions and actions</td>
<td>Adjust interpersonal style and respond appropriately to emotional cues when interacting with others to meet the requirements of the social and cultural business contexts</td>
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<tr>
<td>Identify roles and responsibilities of team members to minimise sources of conflict that may affect team performance</td>
<td>Keep abreast of organisational diversity management systems and processes by subscribing to diverse learning channels to enhance own knowledge for workplace application</td>
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<td>Work with affected team members to resolve, monitor and review agreed actions to resolve conflicts</td>
<td>Identify and access new platforms to expand networking opportunities and establish new working relationships</td>
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<td>Support diversity in the team and encourage cooperation and engagement to build team cohesiveness</td>
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<td>Apply emotional intelligence to guide one’s thinking and actions when interacting with others to build team relationships</td>
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<td>Engage in regular self-reflection to identify own areas for improvement in conflict management</td>
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<td>Communicate expectations of cross cultural awareness throughout organisation to promote organisational diversity</td>
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<td>Identify innovative approaches to support team building</td>
<td>Encourage and support senior management to build stronger teams across the organisation</td>
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<td>Participate in team building activities with senior management team to develop instrumental relationships required to lead the organisation</td>
<td>Keep abreast of organisational diversity management practices by subscribing to diverse learning channels and participating in peer discussion platforms to enhance own knowledge for workplace application</td>
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<td>• Improve own conflict management skills by seeking feedback from peers and supervisor to enhance own effectiveness in managing team conflicts to achieve desired outcomes</td>
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