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

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Business Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Organisational Vision, Mission and Values Formulation</td>
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<tr>
<td>TSC Description</td>
<td>Formulate and refine organisational vision, mission and values through assessing internal capabilities, external environment and industry landscape</td>
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### TSC Proficiency Description

<table>
<thead>
<tr>
<th>TSC Proficiency Description</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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<tbody>
<tr>
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<td>TOU-LPM-4001-1.1</td>
<td>TOU-LPM-5001-1.1</td>
<td>TOU-LPM-6001-1.1</td>
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<tr>
<td>Review organisational values to support the vision and mission statements, for strategic planning processes from all stakeholders</td>
<td>Contribute to the formulation of organisation’s vision, mission and values and monitor internal capabilities, external environment and industry landscape to support refinement of organisational statements</td>
<td>Formulate organisation’s vision, mission and values through the assessment of internal capabilities, external environment and industry landscape</td>
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### Knowledge

- Communication methods to cascade organisational vision, mission and values to teams
- Characteristics of an effective vision statement
- Characteristics of an effective mission statement
- Importance of internalising the organisational vision, mission, values and leading by example
- Objectives of cascading organisational vision, mission and values through the organisation
- Stakeholders relationships management
- Organisational vision, mission and values
- Communication methods and plans
- Objectives of cascading organisational vision, mission and values through the organisation
- Characteristics of an effective vision statement
- Characteristics of an effective mission statement
- Relevant stakeholders in communication
- Importance of internalising the organisational vision, mission, values and leading by example
- Qualitative analysis methods to obtain information on organisational vision, mission and values
- Primary and secondary organisational research information
- Research techniques for benchmarking
- Characteristics of an effective vision statement
- Characteristics of an effective mission statement
- Objectives of cascading organisational vision, mission and values
- Relevant stakeholders in formulating and communicating organisational vision, mission and values
- Communication platforms and channels to disseminate vision,
### Abilities

- Consult with relevant stakeholders effectively to confirm or revise the organisation’s mission, vision and values
- Review findings of research and analysis to redefine organisational vision, mission and values
- Develop communication plans and messages
- Obtain inputs of strategic plans to enhance communication of organisational vision, mission and values
- Implement plans and activities to reinforce organisational vision, mission and values
- Contribute to the formulation of organisational vision, mission and values in consultation with senior management
- Cascade organisational vision, mission and values in accordance with communication strategies
- Evaluate outcomes of communication and effectiveness of communication platforms and channels in disseminating messages
- Refine communication strategies to enhance communication of organisational vision, mission and values
- Assess organisational capabilities and review environmental scan findings to determine organisational brand and competitive positioning in consultation with stakeholders
- Benchmark organisational capabilities against industry counterparts to determine sources of competitive advantage
- Review organisational strategic directions and ensure alignment to strategic needs of the organisation
- Formulate organisational vision, mission and values taking into consideration organisational research information
- Articulate organisational vision, mission and values through individual actions to garner buy-in from the organisation
- Refine organisational vision, mission and values on a regular basis to cascade throughout the organisation