### TSC Category
People Development

### TSC Description
Manage employees’ learning and development activities to maximise employees’ potential and capabilities to contribute to the organisation

<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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<td>HCE-PDV-2007-1.1</td>
<td>HCE-PDV-3007-1.1</td>
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<td>HCE-PDV-3007-1.1</td>
<td>HCE-PDV-8007-1.1</td>
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<td></td>
<td>Apply workplace learning techniques to enhance employees’ development</td>
<td>Analyse competency-based assessments and workplace learning techniques</td>
<td>Support employees to develop their skills, facilitate learning opportunities and coach junior management employees</td>
<td>Drive employee developmental programmes in alignment to business needs</td>
<td>Mentor successors, support organisational learning and develop and engage employees to develop a strong organisational base</td>
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### Knowledge
- Characteristics of competency-based training
- Workplace learning methods
- Components of a workplace learning plan
- Questioning techniques
- Instructional techniques and methods for working with team members to increase capability and performance
- Principles of giving and receiving feedback
- Legal and ethical considerations relating to the identification of individual development requirements
- Relevant professional or industry codes of practice and standards
- Models and methods for evaluating the performance of individuals
- Communication techniques and channels relevant for disseminating information
- Role and accountability for identifying skill development needs
- Models and methods of training needs analysis
- Instructional techniques and methods for working with team members to increase capability and performance
- Negotiation skills for working with team members to identify appropriate learning and development opportunities
- Facilitation methods for involving employees in a range of communication and consultative processes
- Legal and ethical considerations relating to the identification of individual training requirements
- Market trends and developments in relation to business functions which may aid in identifying new and emerging skill requirements
- Roles and accountability for identifying appropriate employee skill requirements
- Methods of facilitation of individual learning opportunities
- Instructional techniques and methods for working with team members to increase performance
- Relevant professional or industry codes of practice and standards
- Communication techniques and channels relevant for disseminating information regarding team activities, services and products
- Models and methods of training needs analysis
- Negotiation techniques for encouraging employees to participate in processes to improve skills
- Implications and impact
- Legal and ethical considerations relating to the broader development and provision of human resource information and services
- Links between human resources and organisational strategies
- Communication techniques and channels relevant for disseminating information
- Facilitation and communication skills for working with stakeholders in the development of human resource activities, services and programmes
- Models and methods for evaluating the effectiveness of human resource activities, services and programmes
- Legal and ethical considerations relating to consultation and communication with organisational stakeholders
- Relationship between strategies developed at more senior levels and the operational or functional requirements of other areas within an organisation
- Legal and ethical considerations relating to succession planning, and organisational learning and development
- Organisational policies and procedures relating to succession planning, and organisational learning and development
- Relevant professional or industry codes of practice and standards relating to learning and development
- Implications and impact on employees and the organisation arising from succession management processes, learning and development processes, and engagement activities
- Relationship between engagement and performance
- Concepts and theories of succession planning and employee engagement
- Market trends and developments in relation to succession management, employee engagement and learning and development
### Abilites

- Apply workplace learning plans using appropriate workplace learning methods
- Prepare to facilitate workplace learning
- Provide on-the-job instructions and coaching to increase the capability and performance of team members
- Communicate expectations of team performance in a positive manner
- Facilitate workplace learning using workplace learning plans
- Provide feedback on work progress
- Identify learning and development opportunities that support the development of team member skills
- Translate team members’ skill requirements into learning and development plans
- Provide on-the-job instructions, coaching and mentoring to increase the capability and performance of team leaders
- Communicate expectations of team performance in a positive manner
- Provide feedback on work progress
- Provide opportunities for team members to take on higher duties and learn in the workplace
- Review organisational strategies and business plans that impact on the team’s competency requirements
- Select and use tools to review current skills of employees
- Establish employees’ learning priorities
- Support employees in drafting learning and development plans
- Facilitate learning and development opportunities to address skills needs
- Provide resources and support for learning and development
- Establish clear learning outcomes and timeframes
- Review learning outcomes against learning goals
- Identify human resource trends that may impact on organisational performance
- Implement identified changes to human resource activities, services and programmes to support the organisation’s strategic and business goals
- 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
- Review organisation’s strategic and business plans to identify areas impacting on human resource activities, services and programmes
- Facilitate involvement of stakeholders to review human resource service effectiveness and clarify future expectations and requirements
- Communicate with stakeholders to clarify their needs relating to human resource activities, services and programmes
- Develop succession management strategies in consultation with the human resources function and other relevant personnel to facilitate succession planning
- Identify critical roles and feeder positions to provide opportunities to groom successors
- Work with managers and identified successors to create and implement development and retention plans
- Prioritise learning and development programmes to support employees in the development of their professional, technical and managerial competencies
- Guide senior managers to demonstrate independence and responsibility for their personal development
- Provide engagement strategies to improve organisational performance