### TSC Category
General Management

### TSC
Staff Performance Management

### TSC Description
Maximise employee performance to meet business goals by aligning organisational objectives with internal processes, creating learning and development for staff and providing systems of feedback and support

<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>
<td>MAR-GMT-3011-1.1</td>
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<td></td>
<td>Track employee performance and identify skills development needs</td>
<td>Appraise staff performance and develop learning and development (L&amp;D) plans to improve staff and organisational performance</td>
<td>Establish the organisation’s staff development systems and guidelines</td>
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### Knowledge
- Relevant technical knowledge of functional areas
- Types of competencies required of employees within the department
- Staff performance management concepts
- Key performance indices for employee performance
- Types of performance tracking systems, templates and processes
- Types of organisational learning and development (L&D) strategies
- Appraisal, assessment and benchmarking approaches
- Processes of conducting appraisal interviews
- Performance monitoring and evaluation processes
- Standards of performance in the industry
- Standards of behaviour and performance expected in the organisation
- Industry standards for training and development practices
- Elements of L&D
- Types of performance indicators for L&D plans
- Organisation’s products, policies and processes
- Organisation’s vision, mission and values
- Organisation’s performance management strategies
- Emerging industry employee development trends
- Career architecture
- Organisational succession management strategies
- Manpower forecasting techniques
- Principles of succession planning

### Abilities
- Utilise analytic processes and tracking systems to track staff performance
- Assess employee performance and deliver regular feedback for improvement
- Identify performance gaps and skill
- Assess staff performance based on clearly defined and relevant criteria and objectives
- Identify factors affecting the quality of performance
- Develop benchmarks for staff performance assessments
- Design learning and development (L&D) plans based on analysis of positions in the department critical to the organisation

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| Development needs for employees based on organisational L&D strategies | Give constructive feedback on staff performance | Establish performance indicators to benchmark effectiveness of L&D programmes |
| Coordinate training and development programmes for staff | Translate employees' skills requirements into L&D plans | Suggest potential successors within department for leadership positions based on requirements of organisation succession management strategies |
| Monitor the performance of L&D plans based on progression and development of participating employees | Comply with legal requirements, industry regulations, organisational policies and professional codes | |
| Establish performance indicators to benchmark effectiveness of L&D programmes | Review performance of existing L&D plans to identify required changes | |
| Implement modifications to improve L&D plans to reflect changes required | | |