<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Learning and Development Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSC</td>
<td>Staff Development Management</td>
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<tr>
<td>TSC Description</td>
<td>Manage staff capabilities and competency-based development through learning and development activities to build a skilled workforce</td>
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<td>TSC Proficiency Description</td>
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<tr>
<td>Level 1</td>
<td>Level 2</td>
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<td>ECM-LDM-3003-1.1</td>
<td>ECM-LDM-4003-1.1</td>
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<tr>
<td>Implement staff development plans to support the development of staff competency and capability</td>
<td>Manage staff competency and capability development plans</td>
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**Knowledge**

- Learning and development theories and practices
- Principles of personal development planning (PDP)
- Theories and principles of mentoring and coaching
- Theories and principles of giving and receiving of performance feedback
- Methods of developing personal competence portfolios
- Competency-based assessment methods and techniques
- Methods of tracking competency developments
- Learning and development frameworks
- Models and methods to evaluate the effectiveness of learning and development frameworks
- Methods of Training Needs Analysis (TNA) techniques and methods
- Methods of planning and scheduling
- Principles of succession planning
- Methods of supporting the development of the next generation of managers and leaders
- Strategic human resource (HR) management
- Principles of career progression
- Methods of identifying capability gaps within the organisation and actions to close the gaps
- Executive coaching and mentoring theories and practice
- Learning theories and practices
- Organisational policies and strategies relating to staff development and talent management
- Relevant professional or industry Codes of Practice and standards relating to professional continuing development
- Industry and international best practices for staff development and talent management
- Market trends and developments in relation to staff development to build a highly skilled, motivated and innovative organisation

**Abilities**

- Support staff development plans and learning activities
- Support human resource (HR) and line management in the coaching and assessment of staff
- Manage staff development plans and learning activities
- Update learning and development management systems
- Evaluate and approve staff development plans and learning activities
- Review succession planning, and organisational capability development plans
- Create a vision for the organisation to build a highly skilled, motivated and innovative organisation
- Formulate integrated HR strategies to manage change successfully
| • Apply a range of learning and development tools  
  • Develop training and competency development progress reports | • Review training and competency development progress reports  
  • Manage TNA activities | • Set and maintain learning and development budgets  
  • Promote a strong learning culture throughout the organisation  
  • Build effective internal and external relationships with key stakeholders | • Improve aspects of strategy execution that rely on talent  
  • Target workforce investments to create the highest strategic returns for the organisation  
  • Build resilience in the organisation to cope with change  
  • Keep abreast of new trends in staff development management to maximise staff’s strengths |