# SKILLS FRAMEWORK FOR HUMAN RESOURCE
## TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

### TSC Category
**Workforce Development**

### TSC
**Learning and Development Programme Management**

### TSC Description
Establish and implement learning and development programmes and channels to facilitate employees’ growth and capability building

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<th>TSC Proficiency Description</th>
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- Support the execution of learning and development programmes
- Implement learning and development programmes to ensure a smooth learning and development experience for employees
- Develop learning and development programmes and channels to build capabilities
- Direct learning and development programmes and channels in alignment with organisation’s objectives

### Knowledge

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- Types of learning and development programmes
- Venues and resources used in learning and development programmes
- Communication techniques and channels
- Administrative tasks and processes to support learning and development programmes
- Components of feedback form
- Types of data and documentation generated in training programmes
- Functions of report generating systems
- Techniques to analyse feedback
- Features of an optimal learning and development experience for employees
- Organisational policies and procedures related to learning and development implementation
- Vendor management techniques and best practices
- Roles and responsibilities of various stakeholders in the delivery of learning and development programmes
- Stakeholder engagement techniques and best practices
- Best practices in designing feedback forms
- Organisation’s learning and development needs
- Components of learning and development roadmaps
- Principles, theories and models of effective learning
- Types of learning and development channels
- Characteristics of learning and development programmes including the methods of delivery
- Legal requirements related to the learning and development programmes
- Techniques of evaluating the effectiveness of learning and development programmes
- Best practices of learning and development programme design
- New and emerging channels for learning and development
- Stakeholder engagement techniques and best practices
- Organisation’s objectives and business needs
- New technologies used in the delivery of learning and development
- Components of learning and development programme frameworks
- Principles and processes of financial budgeting
- Critical success factors for effective learning and development programmes

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<th>Trends in learning and development</th>
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**SKILLS FRAMEWORK FOR HUMAN RESOURCE**  
**TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**
| Abilities                                                                                         | • Disseminate information about learning and development programmes  
|                                                                                                  | • Respond to routine enquiries from employees related to learning and development programmes  
|                                                                                                  | • Coordinate the arrangement of venues and resources required  
|                                                                                                  | • Communicate with training providers on their requirements  
|                                                                                                  | • Track registrations and attendance for the learning and development programmes  
|                                                                                                  | • Apply for grants for learning programmes  
|                                                                                                  | • Gather learning effectiveness feedback  
|                                                                                                  | • Generate learning effectiveness reports  
|                                                                                                  | • Maintain systems for the generation of learning effectiveness reports and storage of learning and development data  
|                                                                                                  | • Report learning and development expenses for specified time periods  
|                                                                                                  | • Develop learning calendar based on learning and development programmes developed  
|                                                                                                  | • Roll out learning and development programmes aligned to organisational policies  
|                                                                                                  | • Secure venues and resources required  
|                                                                                                  | • Manage vendors providing training services  
|                                                                                                  | • Provide support to key stakeholders in the delivery of learning and development programmes  
|                                                                                                  | • Develop learning effectiveness feedback forms  
|                                                                                                  | • Analyse learning effectiveness feedback to identify gaps to suggest areas for improvement  
|                                                                                                  | • Identify grant schemes available for learning programmes  
|                                                                                                  | • Revise learning and development administration processes to enhance employees’ learning and development experience  
|                                                                                                  | • Analyse learning and development budget utilisation  
|                                                                                                  | • Design learning and development roadmaps and workplace learning plans to address learning needs  
|                                                                                                  | • Select appropriate channels of delivery to meet identified learning and development objectives  
|                                                                                                  | • Formulate learning and development programmes in accordance with legislative requirements  
|                                                                                                  | • Develop content for learning programmes in consultation with line managers  
|                                                                                                  | • Evaluate effectiveness of various learning and development programmes and channels  
|                                                                                                  | • Refine learning and development programmes for continuous improvement  
|                                                                                                  | • Present learning and development budget utilisation  
|                                                                                                  | • Establish learning objectives for learning and development programmes  
|                                                                                                  | • Establish frameworks for designing learning and development programmes  
|                                                                                                  | • Identify emerging trends and technologies in learning and development channels  
|                                                                                                  | • Develop financial budgets for learning and development programmes  
|                                                                                                  | • Secure buy-in from key stakeholders on investments in learning and development programmes  
|                                                                                                  | • Align learning and development programmes and channels to organisation’s objectives  
|                                                                                                  | • Adapt learning and development frameworks to incorporate emerging trends in training programme development  
|                                                                                                  | • Establish the criteria and measures to evaluate the effectiveness of learning and development programmes and channels  
|                                                                                                  | • Evaluate the impact of different learning and development programmes and channels on business performance |