### TSC Category
People Management

### TSC
People Development

### TSC Description
Build a healthy pipeline of talent pool within the organisation, review talent capabilities, identify skill needs and encourage personal learning and development

<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>Work as a team leader</td>
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<td>effectively to identify and address skill development needs of team members to enhance team capabilities, and motivate team members’ independence on capability development.</td>
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<tr>
<td>Identify team leaders’ skill requirements, facilitate their learning opportunities to enhance performance and coach team leaders to help them develop their skills and gain confidence.</td>
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<tr>
<td>Engage managers in building and developing employees’ skills, review organisation talent capability, develop high potential employees to meet organisational requirements and engage and support line managers in their capability development.</td>
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<td>Identify and groom successors, support organisational learning and development and engage employees to develop a strong organisational base.</td>
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### Knowledge
- Legal and ethical considerations relating to the identification of individual capability development requirements
- Organisational policies and procedures relating to employee capability development
- Relevant professional or industry codes of practice and standards relating to management of capability development as a team leader
- Communication channels relevant for disseminating information regarding capability development
- Market trends and developments on new and emerging skill requirements, talent management and learning and development
- Legal and ethical considerations relating to the management of capability development
- Organisational policies and procedures relating to capability development
- Relevant professional or industry codes of practice and standards relating to management of capability development as a manager of a department or cross functional team
- Implications and impact of coaching and mentoring activities on the individuals participating in the processes
- Models and methods of training needs analysis
- Market trends and developments on new and emerging skill requirements, talent management and learning and development
- Legal and ethical considerations relating to organisational talent capability management
- Organisational policies and procedures relating to organisational talent capability management activities
- Models, methods and tools used to develop high potential employees
- Market trends and developments in relation to talent management and employee engagement
- Concepts and theories of employee engagement
- Importance of employee engagement
- Relationship between employee engagement and performance
- Relationship between talent management strategies and the
- 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
<table>
<thead>
<tr>
<th>Abilities</th>
<th>Team leader roles and accountabilities for implementing talent management processes</th>
<th>Models, methods and tools for identifying, assessing and managing talent</th>
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<th>Development and implementation of business plans and processes</th>
<th>Professional or industry codes of practice and standards relating to talent management</th>
<th>Professional or industry codes of practice and standards relating to talent management</th>
<th>Concepts and theories of succession planning and employee engagement</th>
<th>Market trends and developments in relation to succession management, employee engagement, talent management and learning and development</th>
<th>Human capital strategies</th>
<th>Relationship between talent management strategies and the development and implementation of business plans and processes to support their implementation</th>
<th>Professional or industry codes of practice and standards relating to talent management</th>
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<tr>
<td>Review team and organisational business plans to identify new and emerging skill requirements</td>
<td>Review organisational strategies and business plans to identify impact on team competency requirements</td>
<td>Review current skills of team leaders using appropriate methods and tools to identify skills requirements</td>
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<td>Identify critical positions in the organisation and assess their vacancy risks for capability development planning</td>
<td>Assess the capabilities and capacities of existing talent and identify and categorise high potential employees for critical positions</td>
<td>Work with managers and identified successors to develop development and career plans</td>
<td>Support managers in the development of their professional, technical and managerial competencies to improve performance</td>
<td>Develop succession management strategies in consultation with the human resources function and other relevant personnel to facilitate succession planning</td>
<td>Identify critical roles and feeder positions to provide opportunities to groom successors</td>
<td>Work with managers and identified successors to create and implement development and retention plans</td>
<td>Prioritise learning and development programmes to support employees in the development of their professional, technical</td>
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<td>Communicate expectations of team performance and work with team members to identify current and future skill requirements</td>
<td>Work with team leaders to establish their learning priorities and learning and development plans</td>
<td>Identify learning and development opportunities and provide resources and support to facilitate the development of team leader skills</td>
<td>Review capability development approaches</td>
<td>Identify critical positions in the organisation and assess their vacancy risks for capability development planning</td>
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<td>Translate team members’ skill requirements into learning and development plans to facilitate training and development implementation</td>
<td>Identify learning and development opportunities to support the development of team member skills</td>
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| • Encourage and support team members to identify, develop and share their skills and experiences to improve their capabilities and performance and enhance team effectiveness  
• Review effectiveness of the team’s capability development approaches to identify areas for improvement | • Empower managers to demonstrate independence and take responsibility for their personal development  
• Review effectiveness of organisational talent capability development processes to identify areas for improvement  
• Encourage and motivate managers to promote employee engagement  
• Mentor the progression and development of high potential employees to meet organisational talent capability requirements | • Empower senior managers to demonstrate independence and responsibility for their personal development  
• Promote engagement strategies to improve organisational performance  
• Review effectiveness of succession management approaches to identify areas for improvement  
• Consult stakeholders to identify learning and development issues and review existing learning and development systems and processes to identify areas for improvement  
• Assess the emotional climate of the organisation towards learning and development programmes and exercise organisational awareness to address employees’ concerns |

| • Provide coaching to team leaders to enhance their role performance, taking into consideration their emotional states  
• Review coaching outcomes against coaching goals to identify areas for improvement in the coaching process | • Review effectiveness of organisational talent capability development processes to identify areas for improvement  
• Encourage and motivate managers to promote employee engagement  
• Mentor the progression and development of high potential employees to meet organisational talent capability requirements | • Empower senior managers to demonstrate independence and responsibility for their personal development  
• Promote engagement strategies to improve organisational performance  
• Review effectiveness of succession management approaches to identify areas for improvement  
• Consult stakeholders to identify learning and development issues and review existing learning and development systems and processes to identify areas for improvement  
• Assess the emotional climate of the organisation towards learning and development programmes and exercise organisational awareness to address employees’ concerns |