<table>
<thead>
<tr>
<th>TSC Category</th>
<th>People Development</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Capability Development</td>
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<tr>
<td>TSC Description</td>
<td>Provide personnel with support for professional development</td>
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<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>SEC-PDV-3001-1.1</td>
<td>SEC-PDV-4001-1.1</td>
<td>SEC-PDV-5001-1.1</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 of feedback

- Legal and ethical considerations relating to 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
- 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
<table>
<thead>
<tr>
<th>Abilities</th>
<th>Technical Skills and Competencies (TSC)</th>
<th>Reference Document</th>
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</table>
| • Develop workplace learning plan using appropriate workplace learning methods  
  • Prepare to facilitate workplace learning  
  • Provide on-the-job instruction, 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 plan  
  • Provide feedback on work progress | • Models and methods of training needs analysis  
  • Negotiation techniques for encouraging employees to participate in processes to improve skills  
  • Implications and impact of coaching and mentoring activities on the individuals participating in the process | • Develop a succession management strategy 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  
  • Empower senior managers to demonstrate independence and responsibility for their personal development  
  • Promote engagement strategies to improve organisational performance |