## TSC Category
General Management

## TSC
People Management

## TSC Description
Manage the recruitment, performance and development of staff

### TSC Proficiency Description

<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>
</tr>
</thead>
<tbody>
<tr>
<td>Provide guidance to junior team members</td>
<td>Manage performance and development of the team</td>
<td>Manage the recruitment, performance and development of teams and assist in succession planning for critical roles</td>
<td>Drive talent management strategy and succession planning for the department</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Knowledge
- Staff performance appraisal procedures
- Workload scheduling requirements
- Process to roster staff and arrange for leave coverage
- Department goals and standards
- Department and organisation disciplinary measures
- Mediation principles and conflict management methods
- Counselling skills
- Negotiation techniques
- Motivational techniques in staff management
- Organisation's staff development framework
- Principles of manpower planning
- Principles of effective networking
- Staff disciplinary framework, policies and guidelines
- Leadership and management in complex organisations
- Attraction and recruitment methods
- Succession planning procedures
- Organisation's policies and guidelines for succession planning
- Procedures and stakeholder engagement for developing staff development framework
- Legal and ethical considerations related to succession planning, and organisational learning and development
- Organisational approaches to increase team effectiveness
- Implications and impact on employees and the organisation arising from succession management processes
- Concepts and theories of succession planning and employee engagement
- Market trends and developments in relation to succession planning
- Organisation's mentoring framework and guiding principles
- Recruitment trends, methods and strategies
- Principles of workplace culture development and management

### Abilities
- Conduct unbiased performance reviews
- Optimise staff and team performance
- Address staff disciplinary issues
- Mediate staff and/or team conflicts
- Review profession specific performance
- Recruit talent into the organisation and department
- Assist in identifying staff with high potential and
- Interpret organisational policies and impact of team performance using workforce intelligence
<table>
<thead>
<tr>
<th>Manage resources for day-to-day operations of the team’s work</th>
<th>Enable staff to achieve what the organisation has set out to do</th>
<th>Drive employee engagement within department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participates in development of work plans and identify key performance targets for direct reports</td>
<td>Motivate staff to achieve what the organisation has set out to do</td>
<td>Develop a succession planning strategy in consultation with the human resources function and other relevant personnel</td>
</tr>
<tr>
<td>Keep staff focused on activities that achieve departmental goals</td>
<td>Manage staff with different capabilities and initiate career planning</td>
<td>Identify critical roles and feeder positions to provide opportunities to groom successors</td>
</tr>
<tr>
<td>Coach new or junior team members in conduct of duties</td>
<td>Manage staff development framework</td>
<td>Work with managers and identified successors to create and implement development and retention plans</td>
</tr>
<tr>
<td></td>
<td>Identify learning needs of team members and/or supervisees</td>
<td>Mentor identified successors to develop capabilities needed for future roles</td>
</tr>
<tr>
<td></td>
<td>Prioritise and review work plans to ensure alignment to organisational strategic goals</td>
<td>Work with HR to formulate strategies for manpower acquisition and internal capability development</td>
</tr>
<tr>
<td></td>
<td>Support recruitment process</td>
<td>Recruit for senior positions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manage workplace culture and the effect of culture on staff morale</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Drive talent development and retention strategy within the department</td>
</tr>
</tbody>
</table>