WRITTEN ASSESSMENT RECORD FORM

TSC / Code	Effective People Management /RET-PMD-4002-1.1		
ATO Name	Firstcom Academy Pte. Ltd.	**Total Duration**	
Candidate Name (as in NRIC/Passport)		**NRIC/Passport Number** (Last 4 characters)	
Signature		**Date (DD/MM/YYYY)**	
Assessor Name (as in NRIC/Passport)		**NRIC/Passport Number** (Last 4 characters)	
Signature		**Date (DD/MM/YYYY)**	
Remarks by Assessor:			

Instructions to Candidate

- You are to answer 7 questions in this Written Assessment and all questions must be answered.
- You have a total of 60 minutes to complete the Written Assessment.
- Write your answers below each question. Use a new piece of paper for your answer only if there is insufficient space.
- Upon completion, submit it to your Assessor.

WA1 (Spend approx. 5 minutes answering this question)

Describe two market trends and developments on new and emerging skill requirements, talent management and learning and development that can impact organizations.

Market Trends and Developments		Description
Market Trend 1		
Market Trend 2		

Suggested Answers (Any 2):

Market Trends and Developments	Description
Upskilling and Reskilling	Upskilling and reskilling are becoming increasingly important in today's rapidly changing workplace. As new technologies are developed and new skills are required, organisations must stay ahead of the curve in order to remain competitive. Companies must continually assess the skills of their current employees and identify gaps in order to find the right talent to fill them. This includes developing training and development programs to ensure employees are kept up-to-date on the latest industry trends and technologies. Organisations must also embrace new and emerging skill requirements to stay competitive. Companies must evaluate their existing skill sets and invest in training and development programs to ensure their employees are equipped with the necessary skills to stay ahead of the competition. Learning and development initiatives should

	ensure employees can stay ahead of the curve. This could include providing access to online courses, seminars, and workshops that can help employees stay up-to-date on the latest trends and technologies. Organisations should invest in mentorship programs to provide guidance and support to employees so they can reach their full potential.
Data-driven Talent Management	Companies are increasingly turning to data-driven talent management to identify, assess and develop the right talent. Companies are leveraging on data analytics and artificial intelligence to gain insights on employee performance, engagement and potential. This allows companies to better assess employee capabilities and to develop training and career progression plans for their employees. Data-driven talent management can also help companies predict future skills gaps, identify high-potential employees and create succession plans. Companies can also use data-driven talent management to strengthen their recruitment processes by using predictive analytics to select more qualified candidates. By leveraging on data-driven talent management, companies can also ensure that they are hiring and retaining the right talent.
Digital Learning and Development	Companies are leveraging on digital learning and development tools such as e-learning, virtual reality and augmented reality to support employee learning and development. These tools allow companies to provide more engaging and interactive learning experiences to their employees. The use of these tools also allow companies to save costs on traditional training and development activities. Digital learning and development tools can also be used to assess employees' performance and progress. Companies can use data from these tools to create personalised training plans for each employee and track their progress. Companies can also use these tools to measure employee satisfaction and engagement. By understanding the needs and preferences of employees, companies can create more effective and targeted learning and development programs. Finally, companies can use digital learning and development tools to improve their recruitment and onboarding processes. By leveraging on digital tools, companies can create a more efficient and effective recruitment and onboarding process, and attract and retain the best talent.
Flexible Working Arrangements	Companies are increasingly offering more flexible working arrangements such as flexi-hours, telecommuting and job sharing to better cater to the needs of their employees. This helps to improve employee morale and job satisfaction, as well as to retain top talent. Additionally, flexible working arrangements can help to reduce costs for the company,

	such as reducing the need for office space or travel expenses. Companies should consider the benefits of implementing flexible working arrangements for their employees, both for the benefits of the employees and of the company.
Employer Branding	Companies are putting in more effort in building a strong employer brand to attract and retain top talent. Companies are leveraging on digital and social media channels to showcase their company culture and values, as well as to promote their job opportunities. This helps to create a positive image of the company and to attract top talent. Employer branding is also used to create a consistent and unified message, both internally and externally. Companies can use employer branding to communicate their mission, values, and differentiating factors to their employees, potential candidates, and other stakeholders. This helps to create a strong and unique identity for the company, which can help to boost employee morale and loyalty. Employer branding can also be used to increase visibility, credibility, and trust among potential candidates. Employer branding can also be used to differentiate a company from its competitors. Companies can use employer branding to showcase their unique company culture, values, and mission. This can help to attract and retain top talent, as well as to create a competitive edge in the industry. Overall, employer branding can help to create a positive image of the company, differentiate it from its competitors, and attract and retain top talent.
Employee Wellness	Companies are focusing more on employee wellness to enhance productivity. Companies are offering perks such as flexible working arrangements, wellness programmes, health screenings and counselling services to help employees maintain a healthy work-life balance. This helps to improve employee morale and job satisfaction. In addition, regular assessments of employees' health and well-being can help companies identify and address potential issues before they become problems, resulting in better productivity and engagement.

WA2 (Spend approx. 10 minutes answering this question)

Describe 2 organisational policies and procedures on capability development with legal and ethical considerations.

Organisational Policies and Procedures		Description
Policy & Procedure 1		
Policy & Procedure 2		

Suggested Answers (any 2):

Organisational Policies and Procedures	Description
Developing a Culture of Learning	Organisations should create, encourage, and promote a culture of learning and development within the workplace. This should include providing resources and support for employees to develop their skills, knowledge, and abilities. Organisations should create a learning and development strategy that outlines how they will support employee development. This should include providing training and education, offering mentorship and coaching programs, and creating a culture of open dialogue and feedback. Additionally, organisations should provide employees with the resources and tools they need to succeed, such as access to online learning platforms, books, and other materials. Organisations should also recognize and reward employees for their achievements and progress. This could include celebrating successes, providing recognition for employees

	who complete training or development activities, or offering bonuses or promotions for those who demonstrate outstanding performance. Ultimately, organisations should strive to create an environment that encourages employees to grow and develop, while recognizing and rewarding their achievements. This will help foster a culture of learning and development, which will benefit both employees and the organisation as a whole.
Developing Skill Sets	Organisational policies should encourage and support employees to develop the necessary skill sets to perform their job effectively. This could include providing resources such as training, education, and mentoring. Organisations should also provide incentives to motivate employees to learn new skills, such as bonuses or additional vacation days for completing training. Additionally, the organisation should establish a clear career ladder for employees to follow and promote from within. This will encourage employees to stay with the organisation and continually develop their skills. Finally, organisations should also provide opportunities for employees to network and collaborate with each other, as this can help them stay on top of industry trends, develop new ideas, and learn from their peers.
Setting Goals	Organisations should provide guidance and support to help employees set achievable goals. This could include setting realistic expectations, providing feedback and recognition for achievement, and offering rewards for reaching goals. Organisations should also provide resources and training to help employees better understand the process of goal setting and how to create meaningful goals that align with the organisation's overall objectives. Additionally, organisations should create a culture of accountability where employees are held responsible for their own performance and progress towards their goals. Finally, organisations should ensure that goals are regularly reviewed, adjusted, and adapted to changing circumstances. Regular check-ins, progress reports, and goal setting conversations should be held between managers and employees to ensure that goals are properly aligned and can be met in the desired timeframe.
Evaluating Performance	Organisations should provide a system for evaluating the performance of their employees and assessing their progress towards reaching their goals. This could include performance reviews and assessments. Performance reviews should be conducted regularly, such as quarterly or annually, and assess the employee's performance against their goals and objectives. Reviews should include feedback from the employee's supervisor, peers, and customers. Assessments should be conducted at regular intervals and help to

	measure an employee's progress towards reaching their goals. Assessments should include an evaluation of the employee's knowledge, skills, and abilities related to their role. Organisations should also provide training and development opportunities to help employees meet their goals and objectives. Training and development opportunities should be tailored to the individual's needs and should include a variety of topics such as leadership, communication, problem-solving, and conflict resolution. Organisations should also provide feedback to employees on their performance and progress. This should include both positive feedback to recognize their successes, as well as constructive feedback to help them improve in areas where they may be struggling. Finally, organisations should ensure that they have a system in place to reward employees for meeting their goals and objectives. Rewards can take the form of bonuses, promotions, or recognition.
Promoting Professional Development	Organisations should provide resources to support the professional development of their employees. This could include providing access to industry events, networking opportunities, and further education. Organisations can also provide funding for employees to attend conferences or take courses to improve their skills. Additionally, organisations can provide access to mentors or coaches that can help employees improve their professional development. Finally, organisations can provide online resources, such as tutorials and webinars, which employees can use to enhance their skills.
Ensuring Equity	Organisations should ensure that all employees have equal access to learning and development opportunities. This could include providing equal pay for equal work and providing the same opportunities to all employees regardless of gender, race, or ethnicity. Additionally, organisations should proactively seek out accessible resources for all employees, such as providing online resources, in-person events, and other learning opportunities that can be accessed by all. Organisations should also ensure that employees have access to mentors and coaches who can provide support and guidance in their learning and development journeys. This should include providing mentors and coaches from different backgrounds and offering mentoring programs tailored to different employees' needs and interests. Organisations should also strive to create an inclusive and supportive environment for employees to pursue learning and development opportunities. This could include providing open forums and discussion groups for employees to share their ideas and experiences, as well as offering flexible working hours and locations to accommodate different

	employees' needs. Finally, organisations should measure their success in providing equal access to learning and development opportunities. This could include surveying employees to understand their level of satisfaction with the resources, guidance, and support they have received and tracking the progress of employees who have participated in learning and development opportunities.
Encouraging Open Communication	Organisations should encourage open dialogue between employees and management on capability development initiatives. This could include providing feedback opportunities and regular meetings to discuss progress. In addition, organisations can offer employees access to training materials, resources, and support networks which can help employees develop their capabilities. Organisations can also provide employees with financial assistance in the form of tuition reimbursement or other forms of aid to support their capability development. Finally, organisations should set up systems to recognize and reward employees who demonstrate capability development progress. This could include performance bonuses, promotions, or other forms of recognition.
Adhering to Legal and Ethical Practices	Organisations should adhere to all applicable laws and regulations when developing capability development initiatives. This could include ensuring that employees are not discriminated against and that all development opportunities are provided in a fair and equitable manner. Organisations should also ensure that any initiatives meet their own internal standards such as health and safety regulations. Additionally, organisations should ensure that any capability development initiatives are appropriate for the goals and objectives of the organisation and meet any relevant industry standards. Finally, organisations should also ensure that any capability development initiatives are implemented in a cost-effective manner.

WA3 (Spend approx. 10 minutes answering this question)

Describe how the following models, methods and tools can be used for identifying, assessing, and managing talent:

Model, Method, and Tool	How it can be used for identifying, assessing, and managing talent
Model: 9-Box Model	
Method: Talent Assessment	
Tool: Learning and Development Platform	

Suggested Answer:

Model, Method, and Tool	How it can be used for identifying, assessing, and managing talent
Model: 9-Box Model	This model focuses on the relationship between an employee's potential and current performance. It evaluates the potential of employees to move into different roles and provides a framework for career progression. The 9-box model has nine different boxes that represent different levels of performance and potential. The boxes range from low potential and low performance (box 1) to high potential and high performance (box 9). The model is used to assess the current performance and potential of employees and identify those with the highest potential for upward mobility and career progression. It also provides a basis for developing appropriate development plans for individuals and teams. This model can be used to identify high potential employees and develop strategies for retaining them.
Method: Talent Assessment	This method assesses employees' skills and abilities to determine their suitability for different roles and responsibilities. It can help to identify high-potential employees and provide insights into areas for improvement. The process typically involves a combination of assessments, interviews, and evaluations. Assessments can range from cognitive tests that measure problem-solving and analytical skills, to personality tests that gauge emotional intelligence and work ethic. Interviews are used to gain further insight into an employee's experiences, qualifications, and career goals. Evaluations can be done by peers, managers, and other stakeholders to provide feedback on an employee's performance and potential. This type of assessment can be used to select the best candidates for a job, promote qualified employees, and identify training opportunities. It can also be used to evaluate team dynamics and determine how to best assign tasks. By gaining a better understanding of an employee's capabilities, organizations can make more informed decisions about their workforce.

Tool: Learning and Development Platform	This type of platform provides employees with access to training and development resources, helping them to learn new skills and develop their careers. Employees can access a variety of content, such as videos, tutorials, articles, and e-learning courses. This type of platform also provides employers with a way to track employee progress and measure the impact of their training and development initiatives. Some platforms offer analytics and reporting capabilities that enable employers to identify areas where employees need additional support and resources.

WA4 (Spend approx. 10 minutes answering this question)

Describe 2 key roles and responsibilities of the team leader to implement talent management process

Key Roles and Responsibilities	
1.	
2.	

Suggested Answer (Any 2):

Key Roles and Responsibilities	
1.	Identifying and assessing the skills and potential of team members
2.	Developing and implementing plans for employee training and development
3.	Setting performance goals and regularly monitoring and evaluating employee performance
4.	Providing feedback and coaching to team members to help them improve their skills and reach their potential
5.	Collaborating with HR and line managers to create and implement policies and programs related to
6.	Identifying high-potential employees within their team and providing them with opportunities for advancement within the organization
7.	Communicating the company's goals, values and culture to the team.
8.	Encouraging team members to take initiative and be innovative.
9.	Creating a positive and productive working environment for the team.

WA5 (Spend approx. 5 minutes answering this question)

Describe 2 models and methods of training needs analysis that an organization can use to identify the skills and knowledge gaps of its employees

Models and Methods	Description

Suggested Answer:

Models and Methods	Description
The Analytical Hierarchy Process	This method is used to identify and prioritise the training needs of employees by considering various factors such as job requirements, individual characteristics, and organisational goals. The AHP can be divided into five steps: 1. Define the purpose of the analysis 2. Identify job requirements and individual characteristics 3. Analyse organisational goals to identify training needs 4. Select training related resources that will meet those needs 5. Develop an action plan to implement the selected resources

	This allows organisations to make informed decisions about which training needs to prioritise and allocate resources to.
The Job Analysis	Job analysis is a method used to determine the knowledge, skills, and abilities required to perform a specific job within an organisation. It involves analysing the tasks, duties, and responsibilities of a job, the conditions under which the job is performed, and the knowledge and skills required to perform the job effectively. This information can then be used to create job descriptions, determine the qualifications required for a position, and identify any training and development needs for employees. Job analysis can be conducted through various methods such as interviews with incumbents, observations, and questionnaires. This method is a foundation for many HR processes such as performance management, compensation, and recruitment.
Interview and Surveys	Interviews and Surveys are common methods used to gather information on the current skills and knowledge of employees, as well as their training needs and preferences. Surveys can be conducted through various means such as online questionnaires, phone interviews, or in-person interviews. Surveys can be used to gather information from a large number of employees in a relatively short period of time, and they allow for anonymity, which can encourage honest and open responses. Interviews, on the other hand, are more time-consuming and can be conducted on a one-on-one basis or in small groups. They allow for more in-depth and detailed information to be collected and allow follow-up questions to be asked. Both methods can provide valuable insights into the current skills and knowledge of employees and their training needs and preferences, and can help organisations to identify areas where training and development is needed and tailor the training to the specific needs of their employees.
Observation	The observation method is used to observe employees performing their job tasks and identify areas where they may need additional training. This method involves observing employees as they perform their job duties, noting their strengths and weaknesses, and identifying areas where they may need additional training or support. Observation allows for direct assessment of the employee's performance and can provide valuable insights into their abilities and areas for improvement. This method can be done through direct observation or through recording employees performance and reviewing it later, it can be done by supervisor, HR professionals, or experts in the field. The observation method is particularly useful for identifying technical and hands-on skills, as well as areas where employees may be struggling with specific tasks or procedures. It can also be used to identify any issues related to equipment, tools, or processes that may be causing difficulties for employees and requiring additional training.
Self-Assessment	The self-assessment method is a way to gather information on the current skills and knowledge of employees and their training needs, by asking employees to evaluate their own skills and knowledge. This

	method involves providing employees with a list of skills or knowledge areas and asking them to assess their own proficiency in each area. Self-assessment can be done through various means such as online questionnaires, paper-based surveys or interviews. Self-assessment allows employees to identify their own strengths and weaknesses, and to identify areas where they would like to receive additional training or support. It can also be used to identify any gaps in skills or knowledge that employees may have, and to tailor training and development programs to meet the specific needs of employees. This method is relatively easy to administer and allows for anonymity, which can encourage honest and open responses. However, it is important to consider that self-assessment may be biassed, and it is recommended to combine it with other methods to have a more complete picture of an employee's skills and needs.

WA6 (Spend approx. 10 minutes answering this question)

Describe 2 professional standards for team leaders relating to talent management and capability development that the organization can use

Professional Standards	Description

Suggested Answers (Any 2):

Professional Standards	Description
Set a Positive Example	As a team leader, it is important to set a positive example for team members to follow. As a leader, team members look to you for guidance and direction, and your actions and behaviour can have a big impact on the team's culture and performance. By setting a positive example, team leaders can inspire and motivate team members to work hard and strive for excellence. This means showing up on time, being reliable and dependable, and consistently delivering high-quality work. Team leaders should also be able to communicate effectively, be open to feedback, and actively work to improve their own skills and knowledge. It's crucial for team leaders to be transparent and honest, aligning their words with their actions, and walking the talk.

Communicate Effectively	Effective communication is a key responsibility for team leaders. Clear and effective communication is essential for ensuring that team members understand their roles, responsibilities, and goals, and that they have the information they need to complete their work. Team leaders should be able to communicate effectively with team members at all levels of the organisation, and should be able to adapt their communication style to suit different situations and audiences. This includes being able to communicate clearly and concisely, both verbally and in writing, and being able to actively listen to and address the concerns and ideas of team members. Team leaders should be able to use different forms of communication, such as email, instant messaging, and video conferencing, and be able to provide regular updates and progress reports to the team and management.
Establish Clear Goals	A team leader should be able to clearly define the goals and objectives of the team and ensure that all members have a shared understanding of the team's direction. By clearly defining the goals and objectives of the team, team leaders can ensure that all members have a shared understanding of the team's direction and are working towards the same objectives. This includes breaking down larger goals into smaller, more manageable tasks, and ensuring that the team's objectives align with the overall goals and objectives of the organisation. Team leaders should be able to communicate the goals and objectives to the team members clearly, and be able to provide regular updates on progress towards achieving them. Team leaders should also be able to work with team members to set individual performance goals and objectives, and provide regular feedback and coaching to help team members achieve their goals.
Foster Collaboration	Team leaders should be able to facilitate collaboration between team members and foster a team-oriented environment. Fostering collaboration is an important responsibility for team leaders. By facilitating collaboration between team members, team leaders can help to create a positive and productive working environment where team members feel valued and supported. This can lead to improved communication, higher levels of trust, and increased motivation among team members. Team leaders can foster collaboration by encouraging open communication and active participation from all team members, promoting teamwork and cooperation, and providing opportunities for team members to work together on projects and initiatives. Team leaders should be able to recognize and celebrate the successes of the team as a whole, and not just individual members.
Monitor Performance	Team leaders should be able to monitor team performance and provide feedback to help the team reach its goals. By monitoring team performance, team leaders can identify areas where the team is excelling, as well as areas where improvements are needed. This includes keeping track of key performance indicators, such as productivity, quality, and customer satisfaction, and using data to identify trends and patterns. Team leaders should also be able to provide

	regular feedback to team members on their performance, both positive and constructive, in order to help them improve. Team leaders should be able to identify and address any issues or challenges that the team is facing, and work with team members to develop and implement solutions. Team leaders should be able to recognize and reward team members for their achievements, in order to increase motivation, engagement and retention.
Show Respect	Team leaders should demonstrate respect for team members and their ideas. A team leader should create an environment where team members feel comfortable sharing their ideas and perspectives, and where their contributions are valued. This means being open to new ideas and being willing to listen to the suggestions and feedback of team members, regardless of their position or tenure within the organisation. Team leaders should be respectful of team members' time and commitments, and be mindful of the workload and stress levels of team members. By showing respect for team members, team leaders can create a positive and supportive work environment that can lead to increased motivation and engagement among team members.
Manage Conflict	Team leaders should be able to manage conflict between team members and ensure that the team remains focused on its goals. Conflicts within a team can have a negative impact on productivity and morale, so it's important for team leaders to be able to identify and address conflicts quickly and effectively. This includes being able to identify the root causes of conflicts and working with team members to find mutually beneficial solutions. Team leaders should be able to mediate conflicts between team members and facilitate open and honest communication. Team leaders should be able to create a positive and inclusive team culture that promotes mutual respect, understanding, and cooperation among team members. It is also important to be able to recognize the signs of potential conflicts and intervene before they escalate. By managing conflicts effectively, team leaders can help to maintain a positive work environment, foster teamwork and collaboration, and ensure that the team remains focused on achieving its goals.
Show Appreciation	Team leaders should recognize and appreciate the efforts of team members and celebrate successes. Recognizing and appreciating the contributions of team members can help to increase motivation and engagement, and can foster a sense of pride and ownership among team members. Team leaders should be able to identify and recognize the achievements of team members, both individually and as a team, and should be able to provide regular feedback and recognition. Celebrating team successes is another way for team leaders to show appreciation for the work of the team and to create a positive and inclusive team culture. This can be done by organising team events or activities, recognizing team members in front of their peers, or even simply expressing gratitude and appreciation. Team leaders should be able to recognize the efforts of individual team members by providing rewards, such as bonuses, promotions or even additional training and development

	opportunities. Showing appreciation and recognition can help to increase the motivation, engagement and satisfaction of team members, and foster a positive and productive team culture.

WA7 (Spend approx. 5 minutes answering this question)

Describe 2 possible impacts on coaching in the workplace.

Impact on Coaching in the Workplace	Description

Suggested Answers (Any 2):

Impact on Coaching in the Workplace	Description
Improved Performance	Coaching can help employees improve their skills and knowledge, leading to better job performance and increased productivity. Coaching can help employees to identify areas of improvement, set goals, and create action plans to reach those goals. Coaching can also help to create a supportive environment, build trust, and foster a sense of collaboration. Coaching can help to build confidence and self-esteem, which can improve morale and overall job satisfaction.

Increased Job Satisfaction	Coaching can help employees feel more engaged and fulfilled in their work, leading to increased job satisfaction. Coaching can also help employees develop stronger communication and leadership skills, enabling them to better collaborate with colleagues and contribute more effectively to the workplace. Coaching can also help employees identify and address areas of improvement in their performance, as well as identify and leverage their strengths. Coaching can help employees develop a better understanding of their goals and objectives, resulting in increased productivity and goal attainment.
Improved Relationships	Coaching can help employees develop better communication and interpersonal skills, leading to improved relationships with co-workers and managers. Coaching can also help employees identify and address any underlying issues that may be causing difficulties in their work performance or preventing them from reaching their desired level of success. Coaching can provide employees with the tools and techniques they need to become more effective, efficient, and productive in their work. Coaching can help employees identify their strengths and weaknesses, enabling them to focus their efforts on areas where they can make the most improvement.
Improved Organisational Effectiveness	By improving the performance and satisfaction of individual employees, coaching can help organisations achieve their goals and be more effective overall. Coaching can also lead to increased job satisfaction, motivation, and engagement among employees, which can result in lower turnover rates and increased productivity. Additionally, coaching can help to improve communication and collaboration within teams, leading to more cohesive and effective teams. It also allows team leaders to identify and address skill gaps within the team and provide targeted training and development opportunities. However, it's important to note that the success of a coaching program depends on the quality of the coach, the coach's relationship with the employee, and the employee's willingness to engage in the process. Coaching can be a cost-effective way to improve employee performance and retention, which can lead to cost savings for the organisation in the long term.