TSC Category	People Development				
TSC Title	Learning and Development				
TSC Description	Manage employees' learning and development activities to maximise employee' potential and capabilities to contribute to the organisation				
TSC Proficiency Description	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**	**Level 6**
				ICT-PDV-4007-1.1	ICT-PDV-5007-1.1	ICT-PDV-6007-1.1
				Support employees to develop their skills and facilitate learning opportunities and coaching junior management employees	Drive employee developmental programmes in alignment to business needs	Mentor successors, support organisational learning and develop and engage employees to develop a strong organisational base
Knowledge				• 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	• Legal and ethical considerations relating to the broader development and provision of human resource information and services • Links between human resource and organisational strategies • Communication techniques and channels relevant for disseminating • Facilitation and communication skills for working with stakeholders in the development of human resource activities, services and programmes • Models and methods for evaluating the effectiveness of human resource activities, services and programmes • Legal and ethical considerations relating to	• 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

				• information regarding team activities, services and products • 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	• consultation and communication with organisational stakeholders • Relationship between strategies developed at more senior levels and the operational or functional requirements of other areas within an organisation	• Concepts and theories of succession planning and employee engagement • Market trends and developments in relation to succession management, employee engagement and learning and development
Abilities				• Review organisational strategies and business plans that impact on the team's competency requirements • Select and use tools to review current skills of employees • Establish employees' learning priorities • Support employees in drafting learning and development plans • Facilitate learning and development opportunities to address skills needs • Provide resources and support for learning and development • Establish clear learning outcomes and timeframes • Review learning outcomes against learning goals	• Identify human resource trends that may impact on organisational performance • Implement identified changes to human resource activities, services and programmes to support the organisation's strategic and business goals • Establish performance indicators and measures for the effectiveness of human resource activities, services and programmes designed to support the organisation's strategic and business goals • Review organisation's strategic and business plans to identify areas impacting on human resource activities, services and programmes	• 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 • Guide senior managers to demonstrate independence and responsibility for their personal development

					• Facilitate involvement of stakeholders to review human resource service effectiveness and clarify future expectations and requirements • Communicate with stakeholders to clarify their needs relating to human resource activities, services and programmes	• Provide engagement strategies to improve organisational performance
Range of Application						