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| **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 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 | * 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 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 | * 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 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 * 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 | * 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 * Provide engagement strategies to improve organisational performance |
| **Range of Application** |  | | | | | |