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| **TSC Category** | People Development | | | | | |
| **TSC Title** | People and Performance Management | | | | | |
| **TSC Description** | Establish organisation-wide performance management strategies to facilitate performance management, including identification of key performance indicators and employee performance assessment | | | | | |
| **TSC Proficiency Description** | **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** | **Level 6** |
|  |  | **ICT-PDV-3032-1.1** | **ICT-PDV-4032-1.1** | **ICT-PDV-5032-1.1** |  |
|  |  | Implement performance management programmes | Develop performance management programmes | Establish organisation-wide performance management strategies |  |
| **Knowledge** |  |  | * Organisational performance management programmes * Statistical analysis techniques for evaluating current performance management programmes * Key performance indicators (KPIs) used in performance management programmes * Types on competency frameworks in organisation | * Industry codes of practice related to performance management * Best practices in performance management * Market trends pertaining to performance management * Roles and responsibilities of key stakeholders in performance management * Behaviours that influence employees’ performance * Statistical analysis techniques for evaluating performance management data | * Organisational strategy and the impact on human resource (HR) strategies * Emerging trends and developments related to performance management * Relationship between performance management programmes and development of business objectives * Stakeholder engagement techniques * Links between performance management and organisational strategy |  |
| **Abilities** |  |  | * Facilitate the identification of KPIs for teams and individuals with managers * Conduct research on the best practices in KPI development * Communicate KPI guidelines to line managers * Implement performance management programmes according to overall performance management strategies * Communicate performance management programmes to employees using appropriate communication channels * Analyse relationship between performance management and business performance * Evaluate effectiveness of performance management programmes * Refine performance management programmes based on feedback | * Review the key performance indicators (KPIs) as identified by line managers * Cascade departmental level KPIs to teams and individuals * Provide guidance on the use of performance management tools and resources available * Engage employees in understanding their roles and responsibilities in performance management * Monitor adherence to performance management requirements * Train line managers on the appropriate mindset and behaviours in conducting performance reviews * Develop review systems for obtaining feedback related to performance management systems * Manage grievances related to performance management for junior employees * Review trends on the impact of performance management programmes on businesses * Recommend refinements to performance management programmes based on industry best practices | * Cascade organisational level key performance indicators (KPIs) to departments * Engage stakeholders in identifying performance management requirements * Develop performance management strategies aligned to organisational strategies * Oversee the implementation of the performance management strategies * Facilitate the development of organisational policies that supports the performance management strategies * Manage performance issues for senior leaders * Evaluate the impact of performance management programmes on business performance * Monitor emerging trends that may impact performance management programmes * Endorse refinements to performance management programmes |  |
| **Range of Application** |  | | | | | |