<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Personal Management and Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSC</td>
<td>Effectiveness Management</td>
</tr>
<tr>
<td>TSC Description</td>
<td>Set goals with team and evaluate team’s effectiveness in achieving the defined goals and objectives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TSC Proficiency</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></td>
<td>&lt;Insert TSC Code&gt;</td>
<td>&lt;Insert TSC Code&gt;</td>
<td>FSS-PDV-3002-1.1</td>
<td>FSS-PDV-4002-1.1</td>
<td>FSS-PDV-5002-1.1</td>
<td>&lt;Insert TSC Code&gt;</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Facilitate personal and team effectiveness by working in teams effectively and to improve the organisation’s performance</td>
<td>Develop organisational effectiveness processes to support improvement strategies</td>
<td>Lead organisational effectiveness enhancement by evaluating systems and processes to support improvement strategies</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Organisational policies and procedures which provide clarification or assistance in relation to communication at all levels within the organisation
- Individual role and accountability for leading effective communication within the team
- Types of constructive feedback
- Team member roles and accountability for contributing to effective communication within the team
- Characteristics of diversity and its impact on the relationship among team members
- Communication techniques to facilitate a discussion
- Methods to coach staff in using effective communication techniques
- Legal and ethical considerations relating to systems and measures used in organisational effectiveness
- Methods for collaborating and engaging with organisation members to develop communications
- Communication techniques and channels relevant for disseminating information regarding organisational activities, services and programmes
- Implications and impact of organisational communication processes on stakeholders
- Market trends and developments in relation to influencing individuals
- Models and methods for working with emotional intelligence
- Legal and ethical considerations relating to systems and measures used in organisational effectiveness
- Organisational policies and procedures which may impact on the development and evaluation of organisational effectiveness programmes
- Relationship between high level strategy and systems to be used in evaluation
- Models, methods and systems that may be used in evaluating organisational effectiveness
- Relevant professional or industry codes of practice and standards relating to organisational effectiveness
- Market trends and developments in relation to organisational effectiveness systems
### Abilities

- Monitor team performance in accordance with organisation procedures
- Communicate ideas and performance in the workplace using appropriate verbal and non-verbal cues
- Address barriers to communication
- Evaluate the risks and consequences of potential actions or decisions in relation to organisation objectives
- Work with team to develop and assess options that will lead to successful outcomes in relation to organisation objectives
- Delegate duties and responsibilities taking into consideration the competencies of individual team members
- Provide guidance and opportunities for team to contribute ideas in
- Collaborate with stakeholders to enhance organisational communications and develop communication channels
- Promote the organisation using a variety of communication techniques and behaviours
- Encourage and display effective communication techniques and behaviours that demonstrate the organisation’s values and ethics
- Work with the leadership team to develop plans to implement strategic priorities and directions of the organisation
- Identify underlying issues and trends that may affect stakeholders’ expectations and needs
- Maintain integrity of self throughout the decision making process
- Identify systems for evaluating organisational effectiveness
- Evaluate organisational effectiveness
- Develop strategies to enhance organisational effectiveness
- Lead stakeholders to develop strategic priorities for organisational communications
- Review effectiveness of communication
- Research underlying issues and trends that may affect stakeholders’ expectations
- Persuade stakeholders to support the achievement of the organisation’s strategic priorities
- Maintain awareness of market trends and organisational environment to maintain appropriate strategic responses

---

**Factors affecting the effectiveness of an implementation plan**

- Methods used to evaluate the effectiveness of implemented solution and implementation plan
- Methods used to identify deficiency in the implemented solution

**Links between organisational effectiveness and other aspects of organisation strategy and operations**

- Communication techniques and channels relevant for disseminating information
- Common barriers to change at the organisation, group and individual level

---

**Effective Date:** August 2020, Version 1.1
| relation to organisation objectives | • Apply emotional intelligence and use opportunities for reflection on own work performance and leadership style  
• Maintain awareness and understanding of the skills and knowledge of colleagues and competitors in order to identify professional development opportunities for self  
• Demonstrate alignment between personal ethics and values and those of the organisation  
• Evaluate team’s effectiveness in accordance with team’s goals and objectives | • Seek and encourage the inputs of senior management to develop innovative approaches and responses to emerging issues  
• Maintain integrity of self and organisation throughout decision making and problem solving process  
• Communicate decisions and ensure implementation |