

**SKILLS FRAMEWORK FOR HEALTHCARE
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	People Development					
TSC	People Management					
TSC Description	Manage the recruitment, performance and development of staff					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		HCE-PDV-2045-1.1	HCE-PDV-3045-1.1	HCE-PDV-4045-1.1	HCE-PDV-5045-1.1	HCE-PDV-6045-1.1
		Support the management of the team's and department's day-to-day operations	Provide guidance to junior team members	Manage performance, development and engagement of team	Manage the recruitment, performance and development of team. Perform succession planning for the unit or department	Drive talent management strategies, succession planning and workplace culture
Knowledge		<ul style="list-style-type: none"> Workload scheduling requirements Processes to roster staff and arrange for leave coverage Effective feedback techniques Factors affecting roster planning and implementation Onboarding processes 	<ul style="list-style-type: none"> Staff performance appraisal procedures Departmental goals and standards Coaching techniques 	<ul style="list-style-type: none"> Goal setting and performance appraisal processes Organisation's staff development frameworks Department and organisation disciplinary measures Mediation principles and conflict management methods Counselling skills Negotiation techniques Coaching for performance Motivational techniques in staff management Principles of manpower planning Leadership and management in diversity Principles of workplace culture development and management Burnout and stress management Employee engagement principles Change management processes and strategies 	<ul style="list-style-type: none"> Concepts and theories of talent management and succession planning Leadership and management in organisations Attraction, recruitment and retention strategies and methods Diversity of staff, including cultures and generational differences Engagement strategies and methods Organisational approaches to increase team effectiveness Implications and impact on employees and the organisation arising from succession 	<ul style="list-style-type: none"> Global trends in people management Organisation's policies and guidelines for succession planning Organisation's mentoring frameworks and guiding principles Recruitment trends, methods and strategies

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<p>Abilities</p>		<ul style="list-style-type: none"> • Assist in the rostering and arrangement of leave cover for staff • Provide feedback to supervisors on staffs' performance, where applicable • Induct and orientate new staff to daily work processes 	<ul style="list-style-type: none"> • Optimise staff and team performance • Manage resources for day-to-day operations of the team's clinical work • Participate in development of work plans and identify key performance targets for direct reports • Keep staff focused on activities that achieve departmental goals • Coach new or junior team members in conduct of duties 	<ul style="list-style-type: none"> • Prioritise and review work plans to ensure alignment to organisational strategic goals • Conduct unbiased performance reviews • Implement staff career development frameworks • Identify learning needs of team members and/or supervisees • Address staff disciplinary issues • Manage staff grievances • Support recruitment processes • Act as a role model for junior staff • Manage staff with different capabilities and initiate career planning • Assist in identifying staff with high potential and grooming them for leadership positions • Engage unit and/or department and maintain morale of team and/or staff • Manage change 	<ul style="list-style-type: none"> • Manage workplace cultures and the effect of cultures on staff morale • Identify staff with high potential and groom them for leadership positions • Define competencies needed for team and/or department performance and development • Recruit staff into the organisation and department • Communicate organisational goals for people management • Drive change management • Use workforce data to analyse department performance and support talent management 	<ul style="list-style-type: none"> • Drive talent development and retention strategies • Develop and implement succession planning strategies in consultation with the human resources function and other relevant personnel • Mentor identified successors to develop capabilities needed for future roles • Work with human resources function to formulate strategies for manpower acquisition and internal capability development • Drive workplace culture and employee engagement • Engage employees across levels, generations and cultures
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