

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

<b>TSC Category</b>	People Development					
<b>TSC</b>	Performance Management for Nursing					
<b>TSC Description</b>	Manage performance and development of nursing staff					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
				<b>HCE-PDV-4046-1.1</b>	<b>HCE-PDV-5046-1.1</b>	<b>HCE-PDV-6046-1.1</b>
				Manage performance, development and engagement of team in the unit/department Perform succession planning for the division	Drive nursing manpower and talent management strategies, succession planning and workplace culture	Drive a culture of employee engagement and coaching at workplace
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>• Staff performance appraisal procedures</li> <li>• Organisation's staff development frameworks</li> <li>• Mediation and conflict management</li> <li>• Motivational techniques in staff management</li> <li>• Leadership and management in diversity</li> <li>• Organisation's policies, guidelines and procedures for succession planning</li> <li>• Procedures and stakeholder engagement for developing staff development frameworks</li> <li>• Burnout and stress management</li> <li>• Employee engagement principles</li> <li>• Coaching for performance</li> <li>• Performance appraisal processes</li> <li>• Goal setting</li> <li>• Department and organisation disciplinary measures</li> </ul>	<ul style="list-style-type: none"> <li>• Concepts and theories of succession planning</li> <li>• Generational differences</li> <li>• Span of control</li> <li>• Cluster engagement</li> <li>• Change management</li> <li>• Talent development and retention strategies</li> <li>• Performance and professional burnout and stressors</li> <li>• Employee engagement</li> <li>• Strategies for manpower acquisition and internal capability development</li> <li>• Workplace culture and the effect of culture on workforce morale</li> <li>• Employee climate surveys</li> <li>• Organisational goals for people management</li> <li>• Change management</li> </ul>	<ul style="list-style-type: none"> <li>• Global trends in people management</li> <li>• Principles of workplace culture development and management</li> </ul>

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

				<ul style="list-style-type: none"> <li>Principles of workplace culture development and management</li> <li>Career progression management</li> <li>Change management processes and strategies</li> </ul>		
<b>Abilities</b>				<ul style="list-style-type: none"> <li>Address staff disciplinary issues</li> <li>Mediate staff and team conflicts</li> <li>Manage staff career development frameworks</li> <li>Assist in identifying staff with high potential and grooming them for leadership positions</li> <li>Engage team or department and maintain morale of team and staff</li> <li>Define competencies needed for team or department performance and development</li> <li>Maintain team discipline</li> <li>Align staff performance goals</li> <li>Oversee on-boarding processes</li> <li>Manage career progression</li> <li>Set action plans from climate surveys</li> <li>Manage change</li> <li>Manage staff grievances</li> </ul>	<ul style="list-style-type: none"> <li>Drive recruitment, people and talent development and retention strategies</li> <li>Interpret organisational policies and impact of team performance using workforce intelligence</li> <li>Drive employee engagement within department</li> <li>Oversee divisional succession planning</li> <li>Oversee promotion quota</li> <li>Work with human resource department to formulate strategies for manpower acquisition and internal capability development</li> <li>Manage workplace culture and the effect of culture on workforce morale</li> <li>Drive climate surveys</li> <li>Set people culture</li> <li>Communicate organisational goals for people management</li> <li>Drive change management</li> </ul>	<ul style="list-style-type: none"> <li>Execute open door policies</li> <li>Engage supervisory groups</li> <li>Conduct open forums and feedback sessions</li> <li>Engage employees of different generations</li> </ul>