

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC	Staff Performance Management					
TSC Description	Maximise employee performance to meet business goals by aligning organisational objectives with internal processes, creating learning and development for staff and providing systems of feedback and support					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			MAR-GMT-3011-1.1	MAR-GMT-4011-1.1	MAR-GMT-5011-1.1	
			Track employee performance and identify skills development needs	Appraise staff performance and develop learning and development (L&D) plans to improve staff and organisational performance	Establish the organisation's staff development systems and guidelines	
Knowledge			<ul style="list-style-type: none"> Relevant technical knowledge of functional areas Types of competencies required of employees within the department Staff performance management concepts Key performance indices for employee performance Types of performance tracking systems, templates and processes Types of organisational learning and development (L&D) strategies 	<ul style="list-style-type: none"> Appraisal, assessment and benchmarking approaches Processes of conducting appraisal interviews Performance monitoring and evaluation processes Standards of performance in the industry Standards of behaviour and performance expected in the organisation Industry standards for training and development practices Elements of L&D Types of performance indicators for L&D plans 	<ul style="list-style-type: none"> Organisation's products, policies and processes Organisation's vision, mission and values Organisation's performance management strategies Emerging industry employee development trends Career architecture Organisational succession management strategies Manpower forecasting techniques Principles of succession planning 	
Abilities			<ul style="list-style-type: none"> Utilise analytic processes and tracking systems to track staff performance Assess employee performance and deliver regular feedback for improvement Identify performance gaps and skill 	<ul style="list-style-type: none"> Assess staff performance based on clearly defined and relevant criteria and objectives Identify factors affecting the quality of performance 	<ul style="list-style-type: none"> Develop benchmarks for staff performance assessments Design learning and development (L&D) plans based on analysis of positions in the department critical to the organisation 	

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			<p>development needs for employees based on organisational L&D strategies</p> <ul style="list-style-type: none"> • Coordinate training and development programmes for staff • Monitor the performance of L&D plans based on progression and development of participating employees 	<ul style="list-style-type: none"> • Give constructive feedback on staff performance • Translate employees' skills requirements into L&D plans • Comply with legal requirements, industry regulations, organisational policies and professional codes • Review performance of existing L&D plans to identify required changes • Implement modifications to improve L&D plans to reflect changes required 	<ul style="list-style-type: none"> • Establish performance indicators to benchmark effectiveness of L&D programmes • Suggest potential successors within department for leadership positions based on requirements of organisation succession management strategies 	
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