

<b>TSC Category</b>	Business and Organisational Management					
<b>TSC</b>	Staff Management					
<b>TSC Description</b>	Apply the organisation's human resources policies, procedures and standards to effectively manage staff under the direct control of the position holder ranging from coordination to directing people and teams					
<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>
			ECM-BIN-3011-1.1	ECM-BIN-4011-1.1	ECM-BIN-5011-1.1	ECM-BIN-6011-1.1
			Interpret the organisation's policies, procedures and standards to manage staff under his direct control	Facilitate the implementation of the organisation's policies, procedures and standards to supervise staff under his direct control	Lead team performance objectives setting and direction and manage individual and team performance	Strategise staff management practices to direct teams and chart career progression pathways and opportunities
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• First-line management principles and practices</li> <li>• Techniques of managing staff</li> <li>• Methods of motivation</li> <li>• Methods of goal setting and performance management</li> <li>• Methods of delegation and associated responsibilities</li> <li>• Time management methods</li> <li>• Methods of effective communication</li> <li>• Methods of leading by example</li> </ul>	<ul style="list-style-type: none"> <li>• Principles of supervisory skills</li> <li>• Team building techniques</li> <li>• Self-development techniques</li> <li>• Methods of implementing change</li> <li>• Coaching and mentoring techniques</li> <li>• Management and leadership styles</li> <li>• Methods of dealing with conflict management</li> <li>• Methods of generating effective feedback</li> <li>• Methods of influencing and persuasion</li> </ul>	<ul style="list-style-type: none"> <li>• Principles and practices of managing people</li> <li>• Methods of empowerment</li> <li>• Methods in cultivating workplace relationships</li> <li>• Team leadership techniques</li> <li>• Change management techniques</li> <li>• Self-managing techniques</li> <li>• Appraisal techniques</li> <li>• Methods of enhancing personal effectiveness</li> <li>• Methods of engaging people</li> <li>• Methods of developing interpersonal awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational leadership principles and practices</li> <li>• Continuing professional development</li> <li>• Performance measurement and reward strategies</li> <li>• Strategic human resource management</li> <li>• Organisational psychology methodologies</li> <li>• Methods of building high performance teams</li> <li>• Methods of managing succession and talent</li> <li>• Methods of developing emotional intelligence</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Effectively coordinate individual and team activities</li> <li>• Build effective working relationships with individuals and teams</li> <li>• Communicate effectively with individuals and teams</li> <li>• Delegate work activities to individuals and teams</li> </ul>	<ul style="list-style-type: none"> <li>• Supervise individual and team activities</li> <li>• Monitor and supervise individual and team performance</li> <li>• Contribute to workplace change projects and programmes</li> <li>• Give constructive feedback to individuals and teams</li> </ul>	<ul style="list-style-type: none"> <li>• Manage individual and team activities</li> <li>• Set and communicate individual and team based objectives</li> <li>• Delegate tasks and objectives to individuals and teams</li> <li>• Manage workplace conflicts</li> </ul>	<ul style="list-style-type: none"> <li>• Lead individual and team activities</li> <li>• Set and communicate organisational goals and objectives</li> <li>• Implement performance measurement and reward systems and monitor their effectiveness</li> </ul>

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

			<ul style="list-style-type: none"> <li>• Develop and communicate clear roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Promote an effective team working culture</li> <li>• Develop oneself</li> <li>• Resolve conflicts in the workplace</li> <li>• Influence and persuade staff positively</li> </ul>	<ul style="list-style-type: none"> <li>• Manage individual and team performance</li> <li>• Manage workplace change management projects</li> <li>• Provide performance feedback to individuals and teams</li> <li>• Communicate effectively with individuals and teams</li> <li>• Empower individuals and teams</li> <li>• Manage performance appraisals</li> </ul>	<ul style="list-style-type: none"> <li>• Lead organisational change management projects</li> <li>• Implement succession planning activities and talent management systems</li> <li>• Build high performance work teams</li> <li>• Lead in setting high ethical and moral standards</li> <li>• Communicate openly and effectively with individuals and teams</li> </ul>
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