

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Workforce Development					
TSC	Leadership Development					
TSC Description	Build a culture of strong leadership and drive initiatives to facilitate the development of leadership capabilities in the organisation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-PDV-4028-1.1	HRS-PDV-5028-1.1	HRS-PDV-6028-1.1
				Develop programmes and initiatives to build the organisation's leadership culture and identity	Drive leadership development initiatives in alignment with organisation's objectives	Inspire a culture of strong leadership by promoting leadership development across the organisation
Knowledge				<ul style="list-style-type: none"> Types of leadership capabilities and styles Types of leadership development opportunities Human resource (HR) processes and organisational policies relevant to leadership development Learning and development programmes and objectives Impact of leadership development on talent management practices Communication techniques and channels Roles and responsibilities of various stakeholders in leadership development Techniques of evaluating the effectiveness of leadership development initiatives 	<ul style="list-style-type: none"> Organisation's objectives and business needs Best practices of leadership development frameworks Components of leadership development frameworks Principles and processes of financial budgeting Stakeholder engagement techniques and best practices Market trends impacting leadership development 	<ul style="list-style-type: none"> Principles of culture building Impact of leadership development on the achievement of organisation's objectives Methods of promoting leadership development Indicators of success for leadership development initiatives

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<p>Abilities</p>				<ul style="list-style-type: none"> • Translate leadership identity and principles into learning and development programmes • Develop leadership development initiatives • Oversee implementation of leadership development initiatives • Set up systems and practices that empowers leaders to lead and coach others • Communicate HR processes and organisational policies relevant to leadership development to leaders • Evaluate the effectiveness of leadership development initiatives • Propose improvements to enhance effectiveness of leadership development programmes 	<ul style="list-style-type: none"> • Develop leadership development plans and frameworks within the organisation • Secure financial budgets for leadership development initiatives • Align leadership development initiatives to organisation's objectives • Incorporate trends impacting leadership development into leadership frameworks • Secure buy-in from key stakeholders on leadership development initiatives • Promote leadership accountability across human resource (HR) managers • Establish the criteria and measures to evaluate the effectiveness of leadership development initiatives • Evaluate the impact of leadership development initiatives on business performance • 	<ul style="list-style-type: none"> • Define the desired leadership culture and identity for the organisation • Set objectives for leadership development • Lead the identification and development of leadership capabilities required for future organisational needs • Conceptualise the organisation's leadership frameworks to organise a portfolio of leadership initiatives • Determine the right leadership development methodologies • Champion leadership development efforts in line with business performance • Evaluate organisational costs and benefits of leadership development initiatives • Showcase success stories of leadership development initiatives •
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