

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

TSC Category	Workforce Development					
TSC	Career Coaching					
TSC Description	Provide career coaching programmes to develop talent					
TSC Proficiency Description	Level 1	Level 2	Level 3 HRS-PDV-3023-1.1	Level 4 HRS-PDV-4023-1.1	Level 5 HRS-PDV-5023-1.1	Level 6
			Implement career coaching programmes	Develop career coaching programmes	Establish career coaching philosophy and strategies	
Knowledge			<ul style="list-style-type: none"> Principles of career development Guidelines for career progression Resources required to support career coaching Market trends and developments related to career planning tools and processes Models, methods and tools related to employee assessment Performance records of employees Organisation's human resource (HR) frameworks related to competencies and performance management Legal and ethical considerations related to career coaching 	<ul style="list-style-type: none"> Organisational strategies and objectives Market trends impacting career development Components of career planning toolkits Statistical analysis tools and techniques for evaluating the effectiveness of career coaching services 	<ul style="list-style-type: none"> Elements of career philosophy Industry best practices in career coaching 	
Abilities			<ul style="list-style-type: none"> Engage stakeholders to identify issues related to career management Communicate career coaching tools to line 	<ul style="list-style-type: none"> Develop career coaching programmes and toolkits Align career coaching programmes to the organisation's plans and objectives 	<ul style="list-style-type: none"> Determine the career coaching philosophy Establish the strategy strategies for career coaching 	

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			<p>managers and services to employees</p> <ul style="list-style-type: none"> • Assess employees skills and experience against required competencies of their job roles • Identify appropriate career development options • Support the implementation of career development plans • Verify that the privacy and confidentiality of career coaching records are maintained • Analyse data related to costs and effectiveness of career coaching programmes 	<ul style="list-style-type: none"> • Equip line managers and supervisors with coaching skills to provide career development advice • Conduct difficult conversations where necessary as part of providing career feedback • Develop privacy and confidentiality policies related to career coaching records • Evaluate costs and effectiveness of career coaching programmes • Identify potential improvements and enhancements to the career coaching programmes 	<ul style="list-style-type: none"> • Direct development of career coaching programmes • Chart career coaching plans for senior stakeholders • Enhance career coaching programmes 	
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