

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

TSC Category	Workforce Development					
TSC	Learning and Development Programme Management					
TSC Description	Establish and implement learning and development programmes and channels to facilitate employees' growth and capability building					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		HRS-PDV-2029-1.1	HRS-PDV-3029-1.1	HRS-PDV-4029-1.1	HRS-PDV-5029-1.1	
		Support the execution of learning and development programmes	Implement learning and development programmes to ensure a smooth learning and development experience for employees	Develop learning and development programmes and channels to build capabilities	Direct learning and development programmes and channels in alignment with organisation's objectives	
Knowledge		<ul style="list-style-type: none"> Types of learning and development programmes Venues and resources used in learning and development programmes Communication techniques and channels Administrative tasks and processes to support learning and development programmes Components of a feedback form Types of data and documentation generated in training programmes Functions of report generating systems Techniques to analyse feedback 	<ul style="list-style-type: none"> Features of an optimal learning and development experience for employees Organisational policies and procedures related to learning and development implementation Vendor management techniques and best practices Roles and responsibilities of various stakeholders in the delivery of learning and development programmes Stakeholder engagement techniques and best practices Best practices in designing feedback forms 	<ul style="list-style-type: none"> Organisation's learning and development needs Components of learning and development roadmaps Principles, theories and models of effective learning Types of learning and development channels Characteristics of learning and development programmes including the methods of delivery Legal requirements related to the learning and development programmes Techniques of evaluating the effectiveness of learning and development programmes Best practices of learning and development programme design New and emerging channels for learning and development Stakeholder engagement techniques and best practices 	<ul style="list-style-type: none"> Organisation's objectives and business needs New technologies used in the delivery of learning and development Components of learning and development programme frameworks Principles and processes of financial budgeting Critical success factors for effective learning and development programmes 	

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				<ul style="list-style-type: none"> Trends in learning and development 		
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<p>Abilities</p>		<ul style="list-style-type: none"> Disseminate information about learning and development programmes Respond to routine enquiries from employees related to learning and development programmes Coordinate the arrangement of venues and resources required Communicate with training providers on their requirements Track registrations and attendance for the learning and development programmes Apply for grants for learning programmes Gather learning effectiveness feedback Generate learning effectiveness reports Maintain systems for the generation of learning effectiveness reports and storage of learning and development data Report learning and development expenses for specified time periods 	<ul style="list-style-type: none"> Develop learning calendar based on learning and development programmes developed Roll out learning and development programmes aligned to organisational policies Secure venues and resources required Manage vendors providing training services Provide support to key stakeholders in the delivery of learning and development programmes Develop learning effectiveness feedback forms Analyse learning effectiveness feedback to identify gaps to suggest areas for improvement Identify grant schemes available for learning programmes Revise learning and development administration processes to enhance employees' learning and development experience Analyse learning and development budget utilisation 	<ul style="list-style-type: none"> Design learning and development roadmaps and workplace learning plans to address learning needs Select appropriate channels of delivery to meet identified learning and development objectives Formulate learning and development programmes in accordance with legislative requirements Develop content for learning programmes in consultation with line managers Evaluate effectiveness of various learning and development programmes and channels Refine learning and development programmes for continuous improvement Present learning and development budget utilisation 	<ul style="list-style-type: none"> Establish learning objectives for learning and development programmes Establish frameworks for designing learning and development programmes Identify emerging trends and technologies in learning and development channels Develop financial budgets for learning and development programmes Secure buy-in from key stakeholders on investments in learning and development programmes Align learning and development programmes and channels to organisation's objectives Adapt learning and development frameworks to incorporate emerging trends in training programme development Establish the criteria and measures to evaluate the effectiveness of learning and development programmes and channels Evaluate the impact of different learning and development programmes and channels on business performance 	
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