

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

<b>TSC Category</b>	Workforce Development					
<b>TSC</b>	Learning and Development Strategy					
<b>TSC Description</b>	Drive a learning and development culture with strategies to build the organisation's workforce capability					
<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>
				<i>HRS-PDV-4030-1.1</i>	<i>HRS-PDV-5030-1.1</i>	<i>HRS-PDV-6030-1.1</i>
				Develop learning and development strategies to build organisation's workforce capability	Direct learning and development strategies aligned to organisation's objectives	Inspire a developmental culture that promotes learning and capability building across the organisation
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>• Organisation's learning needs</li> <li>• Learning and development techniques and best practices</li> <li>• Stakeholder engagement techniques and best practices</li> <li>• Methods for developing workforce capability</li> <li>• Impact of internal and external influences on learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• Organisation's learning and development strategies</li> <li>• Organisational business objectives</li> <li>• Principles and processes of financial budgeting</li> <li>• Links between learning and development strategies and business strategies</li> <li>• Market trends impacting learning and development strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices and techniques in learning culture creation</li> <li>• Impact of capability development on the achievement of organisation's objectives</li> <li>• Organisational policies and procedures that contribute to learning and development</li> <li>• Global best practices in learning and development</li> </ul>

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<p><b>Abilities</b></p>				<ul style="list-style-type: none"> <li>• Examine internal and external influences that impact learning and development</li> <li>• Identify organisation's existing capability levels and gaps</li> <li>• Develop learning and development strategies to support organisation's need on capability development</li> <li>• Consult key stakeholders on the development of capability development strategies</li> <li>• Evaluate the effectiveness of learning and development strategies</li> <li>• Refine learning and development strategies based on evaluation results</li> </ul>	<ul style="list-style-type: none"> <li>• Provide directions to the development of learning and development strategies</li> <li>• Secure financial budgets for learning and development</li> <li>• Align learning and development strategies to the business performance</li> <li>• Adapt strategies to market trends and developments impacting capability needs</li> <li>• Secure buy-in from key stakeholders on learning and development strategies</li> <li>• Establish criteria and measures to evaluate the effectiveness of learning and development strategies</li> <li>• Evaluate the impact of workplace capability development on business performance</li> <li>• Lead the alignment of human resource (HR) processes and systems to enable organisational readiness for capability development</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the impact of business strategies on the formulation of learning and development strategies</li> <li>• Lead the identification of capabilities required for future organisational needs</li> <li>• Champion a learning and development culture to drive organisational agility and performance</li> <li>• Provide strategic advice to senior management in creating an organisation culture that facilitates learning and development</li> <li>• Establish organisational policies and procedures that encourage learning and development in critical areas</li> <li>• Integrate global best practices in the formulation of learning and development strategies</li> <li>• Showcase success stories of learning and development initiatives</li> </ul>
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