

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

TSC Category	Workforce Development					
TSC	Performance Management					
TSC Description	Establish organisation-wide performance management strategies to facilitate performance management, including identification of key performance indicators and employee performance assessment					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		HRS-PDV-2032-1.1	HRS-PDV-3032-1.1	HRS-PDV-4032-1.1	HRS-PDV-5032-1.1	
		Administer performance management processes	Implement performance management programmes	Develop performance management programmes	Establish organisation-wide performance management strategies	
Knowledge		<ul style="list-style-type: none"> Legal and ethical considerations related to performance management processes Tools available to support performance management Organisational policies and procedures that assist in the review of performance management systems Privacy and confidentiality guidelines that govern human resource (HR) transactions Impact of performance management processes on the organisation Administrative tasks supporting performance evaluation Functions of systems used in handling performance management data 	<ul style="list-style-type: none"> Organisational performance management programmes Statistical analysis techniques for evaluating current performance management programmes Key performance indicators (KPIs) used in performance management programmes Types on competency frameworks in organisation 	<ul style="list-style-type: none"> Industry codes of practice related to performance management Best practices in performance management Market trends pertaining to performance management Roles and responsibilities of key stakeholders in performance management Behaviours that influence employees' performance Statistical analysis techniques for evaluating performance management data 	<ul style="list-style-type: none"> Organisational strategy and the impact on human resource (HR) strategies Emerging trends and developments related to performance management Relationship between performance management programmes and development of business objectives Stakeholder engagement techniques Links between performance management and organisational strategy 	
Abilities		<ul style="list-style-type: none"> Maintain records of key performance indicators (KPIs) of employees Check that all tools and resources to support performance reviews are available for employees to access Consolidate documentation used for 	<ul style="list-style-type: none"> Facilitate the identification of KPIs for teams and individuals with managers Conduct research on the best practices in KPI development Communicate KPI guidelines to line managers 	<ul style="list-style-type: none"> Review the key performance indicators (KPIs) as identified by line managers Cascade departmental level KPIs to teams and individuals Provide guidance on the use of performance 	<ul style="list-style-type: none"> Cascade organisational level key performance indicators (KPIs) to departments Engage stakeholders in identifying performance management requirements Develop performance management strategies 	

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		<p>performance management activities</p> <ul style="list-style-type: none"> • Safeguard the confidentiality of administrative systems pertaining to performance reviews • Provide clarification and administrative support to managers and employees in the performance reviews process • Handle enquiries from employees related to performance review processes • Generate reports on the outcomes of performance review activities • Propose improvements in the administration of performance review processes 	<ul style="list-style-type: none"> • Implement performance management programmes according to overall performance management strategies • Communicate performance management programmes to employees using appropriate communication channels • Analyse relationship between performance management and business performance • Evaluate effectiveness of performance management programmes • Refine performance management programmes based on feedback 	<p>management tools and resources available</p> <ul style="list-style-type: none"> • Engage employees in understanding their roles and responsibilities in performance management • Monitor adherence to performance management requirements • Train line managers on the appropriate mindset and behaviours in conducting performance reviews • Develop review systems for obtaining feedback related to performance management systems • Manage grievances related to performance management for junior employees • Review trends on the impact of performance management programmes on businesses • Recommend refinements to performance management programmes based on industry best practices 	<p>aligned to organisational strategies</p> <ul style="list-style-type: none"> • Oversee the implementation of the performance management strategies • Facilitate the development of organisational policies that supports the performance management strategies • Manage performance issues for senior leaders • Evaluate the impact of performance management programmes on business performance • Monitor emerging trends that may impact performance management programmes • Endorse refinements to performance management programmes 	
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