

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

<b>TSC Category</b>	Workforce Development					
<b>TSC</b>	Talent Management					
<b>TSC Description</b>	Drive talent management strategies and programmes to identify, develop, review and retain talent to meet the current and future organisational needs					
<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>
				<b>HRS-PDV-4035-1.1</b>	<b>HRS-PDV-5035-1.1</b>	<b>HRS-PDV-6035-1.1</b>
				Develop talent management programmes to support organisation-wide strategies	Review talent management programmes for alignment with business needs	Establish organisation-wide talent management strategies
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>• Legal and ethical guidelines related to talent management</li> <li>• Statistical analysis tools and techniques used in talent assessment</li> <li>• Links between organisational strategy and talent management</li> <li>• Organisational policies and procedures related to talent management</li> <li>• Talent management tools and practices</li> <li>• Models and methods for evaluating talent management programmes</li> <li>• Industry practices on talent management programmes</li> <li>• Market trends and developments impacting talent management programmes</li> <li>• Roles and responsibilities of line managers' in the identification of talent</li> <li>• Professional or industry codes of practice and standards related to talent management</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship between talent management strategies and the organisation's business plans and processes</li> <li>• Talent management and its linkage to other human resource (HR) strategies</li> <li>• Industry practices on talent management programmes</li> <li>• Emerging market trends impacting talent management</li> <li>• Models, methods and tools used in analysing talent management strategies</li> <li>• Roles and accountability of line managers in implementation of talent management processes</li> </ul>	<ul style="list-style-type: none"> <li>• Future impact analysis and projection techniques</li> <li>• Macro trends impacting talent management strategies</li> <li>• Techniques in evaluating effectiveness of talent management strategies</li> <li>• Impact of talent management initiatives on stakeholder groups</li> </ul>

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<p><b>Abilities</b></p>				<ul style="list-style-type: none"> <li>• Lead talent assessment using tools, methodologies and criteria as defined in the talent management strategies</li> <li>• Identify trends from talent assessment outcomes</li> <li>• Develop programmes to implement organisation management strategies</li> <li>• Engage stakeholders in talent management processes to ensure commitment and buy-in</li> <li>• Provide guidance to managers on the use of talent management tools and methodologies</li> <li>• Develop programme evaluation tools to gather data and feedback on talent management</li> <li>• Establish performance against required criteria from data gathered through the programme evaluation</li> <li>• Recommend refinements to talent management programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Project future talent management requirements</li> <li>• Support the development of organisation-wide talent management strategies</li> <li>• Review proposed talent management programmes</li> <li>• Align talent management programmes with business needs</li> <li>• Select tools and resources to support talent management activities</li> <li>• Secure buy-in from stakeholders on talent management programmes and objectives</li> <li>• Review assessment outcomes to categorise talent within the talent pools</li> <li>• Approve refinements to talent management processes</li> <li>• Review the alignment of the talent management programmes with other HR programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Influence the board of directors and other senior executives of the organisation to determine talent needs for the organisation</li> <li>• Develop organisation-wide talent management strategies aligned to organisation's business strategies</li> <li>• Oversee development and acquisition of tools and resources to support talent management strategies</li> <li>• Integrate the talent management strategies to anticipate risk and uncertainty</li> <li>• Review talent management strategies</li> </ul>
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