

**SKILLS FRAMEWORK FOR PUBLIC TRANSPORT
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	People Management					
TSC	People Development					
TSC Description	Build a healthy pipeline of talent pool within the organisation, review talent capabilities, identify skill needs and encourage personal learning and development					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			PTP-PDV-3009-1.1	PTP-PDV-4009-1.1	PTP-PDV-5009-1.1	PTP-PDV-6009-1.1
			Work as a team leader effectively to identify and address skill development needs of team members to enhance team capabilities. and motivate team members' independence on capability development	Identify team leaders' skill requirements, facilitate their learning opportunities to enhance performance and coach team leaders to help them develop their skills and gain confidence	Engage managers in building and developing employees' skills, review organisation talent capability, develop high potential employees to meet organisational requirements and engage and support line managers in their capability development	Identify and groom successors, support organisational learning and development and engage employees to develop a strong organisational base
Knowledge			<ul style="list-style-type: none"> • Legal and ethical considerations relating to the identification of individual capability development requirements • Organisational policies and procedures relating to employee capability development • Relevant professional or industry codes of practice and standards relating to management of capability development as a team leader • Communication channels relevant for disseminating information regarding capability development • Market trends and developments on new and emerging skill requirements, talent management and learning and development 	<ul style="list-style-type: none"> • Legal and ethical considerations relating to the management of capability development • Organisational policies and procedures relating to capability development • Relevant professional or industry codes of practice and standards relating to management of capability development as a manager of a department or cross functional team • Implications and impact of coaching and mentoring activities on the individuals participating in the processes • Models and methods of training needs analysis • Market trends and developments on new and emerging skill requirements, talent management and learning and development 	<ul style="list-style-type: none"> • Legal and ethical considerations relating to organisational talent capability management • Organisational policies and procedures relating to organisational talent capability management activities • Models, methods and tools used to develop high potential employees • Market trends and developments in relation to talent management and employee engagement • Concepts and theories of employee engagement • Importance of employee engagement • Relationship between employee engagement and performance • Relationship between talent management strategies and the 	<ul style="list-style-type: none"> • Legal and ethical considerations relating to succession planning and organisational learning and development • Organisational policies and procedures relating to succession planning and organisational learning and development • Relevant professional or industry codes of practice and standards relating to learning and development • Implications and impact on employees and the organisation arising from succession management processes, learning and development processes and engagement activities • Relationship between engagement and performance

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			<ul style="list-style-type: none"> • Team leader roles and accountabilities for implementing talent management processes • Models, methods and tools for identifying, assessing and managing talent • Professional or industry codes of practice and standards relating to talent management 	<ul style="list-style-type: none"> • Models, methods and tools for identifying, assessing and managing talent • Professional or industry codes of practice and standards relating to talent management • Line manager roles and accountabilities for implementing talent management processes 	<p>development and implementation of business plans and processes</p> <ul style="list-style-type: none"> • Professional or industry codes of practice and standards relating to talent management 	<ul style="list-style-type: none"> • Concepts and theories of succession planning and employee engagement • Market trends and developments in relation to succession management, employee engagement, talent management and learning and development • Human capital strategies • Relationship between talent management strategies and the development and implementation of business plans and processes to support their implementation • Professional or industry codes of practice and standards relating to talent management
Abilities			<ul style="list-style-type: none"> • Review team and organisational business plans to identify new and emerging skill requirements • Communicate expectations of team performance and work with team members to identify current and future skill requirements • Translate team members' skill requirements into learning and development plans to facilitate training and development implementation • Identify learning and development opportunities to support the development of team member skills 	<ul style="list-style-type: none"> • Review organisational strategies and business plans to identify impact on team competency requirements • Review current skills of team leaders using appropriate methods and tools to identify skills requirements • Work with team leaders to establish their learning priorities and learning and development plans • Identify learning and development opportunities and provide resources and support to facilitate the development of team leader skills • Review capability development approaches 	<ul style="list-style-type: none"> • Identify critical positions in the organisation and assess their vacancy risks for capability development planning • Assess the capabilities and capacities of existing talent and identify and categorise high potential employees for critical positions • Work with managers and identified successors to develop development and career plans • Support managers in the development of their professional, technical and managerial competencies to improve performance 	<ul style="list-style-type: none"> • Develop succession management strategies in consultation with the human resources function and other relevant personnel to facilitate succession planning • Identify critical roles and feeder positions to provide opportunities to groom successors • Work with managers and identified successors to create and implement development and retention plans • Prioritise learning and development programmes to support employees in the development of their professional, technical

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			<ul style="list-style-type: none"> • Encourage and support team members to identify, develop and share their skills and experiences to improve their capabilities and performance and enhance team effectiveness • Review effectiveness of the team's capability development approaches to identify areas for improvement 	<p>for team leaders to identify areas for improvement</p> <ul style="list-style-type: none"> • Provide coaching to team leaders to enhance their role performance, taking into consideration their emotional states • Review coaching outcomes against coaching goals to identify areas for improvement in the coaching process 	<ul style="list-style-type: none"> • Empower managers to demonstrate independence and take responsibility for their personal development • Review effectiveness of organisational talent capability development processes to identify areas for improvement • Encourage and motivate managers to promote employee engagement • Mentor the progression and development of high potential employees to meet organisational talent capability requirements 	<p>and managerial competencies</p> <ul style="list-style-type: none"> • Empower senior managers to demonstrate independence and responsibility for their personal development • Promote engagement strategies to improve organisational performance • Review effectiveness of succession management approaches to identify areas for improvement • Consult stakeholders to identify learning and development issues and review existing learning and development systems and processes to identify areas for improvement • Assess the emotional climate of the organisation towards learning and development programmes and exercise organisational awareness to address employees' concerns
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