

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

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| TSC Category | People Management | | | | | |
| TSC | Staff Performance Management | | | | | |
| TSC Description | Maximise employee performance to meet business goals by aligning organisational objectives with staff goals, creating learning and development opportunities to improve individuals, providing systems of feedback and support, and implement effective reward system to the employee | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | PTP-BIN-3073-1.1 | PTP-BIN-4073-1.1 | PTP-BIN-5073-1.1 | |
| | | | Track employee performance and identify skill development needs | Appraise staff performance and develop learning and development plans to improve individual and organisational performance | Establish the organisation's staff development system and guidelines | |
| Knowledge | | | <ul style="list-style-type: none"> Relevant technical knowledge of functional area Types of competencies required of employees within the department Staff performance management concepts Key performance indices for employee performance Types of performance tracking systems, templates and processes Types of organisational learning and development strategies | <ul style="list-style-type: none"> Appraisal, assessment and benchmarking approaches Process of conducting appraisal interviews Performance monitoring and evaluation processes Standards of performance in the industry and Standards of Behaviour and performance expected in the organisation Industry standards in training and development practices Elements of Learning and Development (L&D) Types of performance indicators for learning and development plans | <ul style="list-style-type: none"> Organisation's products, policies and processes Organisation's vision, mission and values Organisation's performance management strategies Emerging industry employee development trends Career architecture Organisational succession management strategies Manpower forecasting techniques Principles of succession planning | |
| Abilities | | | <ul style="list-style-type: none"> Utilise analytic processes and tracking systems to track staff performance Assess employee performance and deliver regular feedback for improvement Identify performance gaps and skill | <ul style="list-style-type: none"> Assess staff performance with clearly defined and relevant criteria and objectives Identify factors affecting the quality of performance Give constructive feedback on staff performance | <ul style="list-style-type: none"> Develop benchmarks for staff performance assessment Design learning and development (L&D) plans based on analysis of positions in the department critical to the organisation | |

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| | | | <p>development needs for employees based on organisational learning and development strategies</p> <ul style="list-style-type: none"> • Coordinate training and development programs for staff • Monitor the performance of learning and development plans based on progression and development of participating employees | <ul style="list-style-type: none"> • Translate employees' skill requirements into L&D plans • Comply with legal requirements, industry regulations, organisational policies and professional codes • Review performance of existing learning and development plans to identify required changes • Implement modifications to improve learning and development plans to reflect changes required | <ul style="list-style-type: none"> • Establish performance indicators to benchmark or effectiveness of learning and development programmes • Suggest potential successors within department for leadership positions based on requirements of organisation succession management strategies | |
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