

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

TSC Category	People Development					
TSC	Capability Development					
TSC Description	Provide personnel with support for professional development					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			SEC-PDV-3001-1.1	SEC-PDV-4001-1.1	SEC-PDV-5001-1.1	
			Apply workplace learning techniques to enhance employees' development.	Support employees to develop their skills and facilitating learning opportunities and coaching junior management employees.	Mentor successors, support organisational learning and development and engage employees to develop a strong organisational base.	
Knowledge			<ul style="list-style-type: none"> • Characteristics of competency-based training • Workplace learning methods • Components of a workplace learning plan • Questioning techniques • Instructional techniques and methods for working with team members to increase capability and performance • Principles of giving and receiving of feedback 	<ul style="list-style-type: none"> • Legal and ethical considerations relating to identification of individual training requirements • Market trends and developments in relation to business functions which may aid in identifying new and emerging skill requirements • Roles and accountability for identifying appropriate employee skill requirements • Methods of facilitation of individual learning opportunities • Instructional techniques and methods for working with team members to increase performance • Relevant professional or industry codes of practice and standards • Communication techniques and channels relevant for disseminating information regarding team activities, services and products 	<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 • Concepts and theories of succession planning and employee engagement • Market trends and developments in 	

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				<ul style="list-style-type: none"> • Models and methods of training needs analysis • Negotiation techniques for encouraging employees to participate in processes to improve skills • Implications and impact of coaching and mentoring activities on the individuals participating in the process 	<p>relation to succession management, employee engagement and learning and development</p>	
Abilities			<ul style="list-style-type: none"> • Develop workplace learning plan using appropriate workplace learning methods • Prepare to facilitate workplace learning. • Provide on-the-job instruction, coaching to increase the capability and performance of team members • Communicate expectations of team performance in a positive manner • Facilitate workplace learning using workplace learning plan. • Provide feedback on work progress. 	<ul style="list-style-type: none"> • Review organisational strategies and business plans that impact on team competency requirements • Select and use tools to review current skills of employees • Establish employees' learning priorities • Support employee in writing learning and development plans • Facilitate learning and development opportunities to address skills needs • Provide resources and support for learning and development • Establish clear learning outcomes and timeframes • Work with employee to explore issues and develop options • Review learning outcomes against learning goals 	<ul style="list-style-type: none"> • Develop a succession management strategy 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 and managerial competencies • Empower senior managers to demonstrate independence and responsibility for their personal development • Promote engagement strategies to improve organisational performance 	