

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

TSC Category	General Management					
TSC	People Management					
TSC Description	Manage the recruitment, performance and development of staff					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			SSC-PDV-3045-1.1	SSC-PDV-4045-1.1	SSC-PDV-5045-1.1	SSC-PDV-6045-1.1
			Provide guidance to junior team members	Manage performance and development of the team	Manage the recruitment, performance and development of teams and assist in succession planning for critical roles	Drive talent management strategy and succession planning for the department
Knowledge			<ul style="list-style-type: none"> Staff performance appraisal procedures Workload scheduling requirements Process to roster staff and arrange for leave coverage Department goals and standards 	<ul style="list-style-type: none"> Department and organisation disciplinary measures Mediation principles and conflict management methods Counselling skills Negotiation techniques Motivational techniques in staff management Organisation's staff development framework Principles of manpower planning Principles of effective networking Staff disciplinary framework, policies and guidelines 	<ul style="list-style-type: none"> Leadership and management in complex organisations Attraction and recruitment methods Succession planning procedures Organisation's policies and guidelines for succession planning Procedures and stakeholder engagement for developing staff development framework 	<ul style="list-style-type: none"> Legal and ethical considerations related to succession planning, and organisational learning and development Organisational approaches to increase team effectiveness Implications and impact on employees and the organisation arising from succession management processes Concepts and theories of succession planning and employee engagement Market trends and developments in relation to succession planning Organisation's mentoring framework and guiding principles Recruitment trends, methods and strategies Principles of workplace culture development and management
Abilities			<ul style="list-style-type: none"> Conduct unbiased performance reviews Optimise staff and team performance 	<ul style="list-style-type: none"> Address staff disciplinary issues Mediate staff and/or team conflicts Review profession specific performance 	<ul style="list-style-type: none"> Recruit talent into the organisation and department Assist in identifying staff with high potential and 	<ul style="list-style-type: none"> Interpret organisational policies and impact of team performance using workforce intelligence

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			<ul style="list-style-type: none"> • Manage resources for day-to-day operations of the team's work • Participates in development of work plans and identify key performance targets for direct reports • Keep staff focused on activities that achieve departmental goals • Coach new or junior team members in conduct of duties 	<ul style="list-style-type: none"> • Enable staff to achieve what the organisation has set out to do • Motivate staff to achieve what the organisation has set out to do • Manage staff with different capabilities and initiate career planning • Manage staff development framework • Identify learning needs of team members and/or supervisees • Prioritise and review work plans to ensure alignment to organisational strategic goals • Support recruitment process 	<p>grooming them for leadership positions</p> <ul style="list-style-type: none"> • Implement staff development frameworks • Engage team and/or department and maintain morale of team and/or staff • Define competencies needed for team and/or department performance and development • Define team and/or department targets for alignment • Identifying learning and development needs for team and/or department • Perform career planning for staff and/or team members • Maintain team discipline 	<ul style="list-style-type: none"> • Drive employee engagement within department • Develop a succession planning strategy in consultation with the human resources function and other relevant personnel • 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 • Mentor identified successors to develop capabilities needed for future roles • Work with HR to formulate strategies for manpower acquisition and internal capability development • Recruit for senior positions • Manage workplace culture and the effect of culture on staff morale • Drive talent development and retention strategy within the department
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