

TSC Category	Organisational Development					
TSC	Manpower Planning					
TSC Description	Develop and implement manpower plans to support strategic and operational needs					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				ATP-ORD-4003-1.1	ATP-ORD-5003-1.1	ATP-ORD-6003-1.1
				Analyse workload levels to determine implications on manpower resourcing	Lead discussions with senior management and develop models for forecasting the demand and supply of manpower	Drive the development, implementation and review of manpower planning and resourcing strategies
Knowledge				<ul style="list-style-type: none"> • Concept and theories of workforce planning and analytics • Organisational processes and tools for manpower planning • Sources of manpower data • Productivity metrics • Statistical analysis techniques • Links between manpower planning and other aspects of organisational strategies • Types of Enterprise Resource Planning (ERP) softwares 	<ul style="list-style-type: none"> • Concept and theories of workforce planning and analytics • Organisational processes and tools for manpower planning • Sources of manpower data • Productivity metrics • Statistical analysis techniques • Links between manpower planning and other aspects of organisational strategies • Trends and factors which may impact the demand and supply of manpower • Cost impact analysis • Organisation selection processes and interview techniques 	<ul style="list-style-type: none"> • Concept and theories of workforce planning and analytics • Trends and factors which may impact the demand and supply of manpower • Principles underpinning productivity metrics • Sources of manpower and labour market data • Statistical analysis techniques • Best practices in manpower planning • Links between manpower planning and other aspects of organisational strategies • Current and future organisational strategies • Internal organisational environmental analysis techniques
Abilities				<ul style="list-style-type: none"> • Update and oversee databases on workforce and manpower information 	<ul style="list-style-type: none"> • Prompt discussions with business leaders to comprehend manpower needs 	<ul style="list-style-type: none"> • Direct the analysis of factors affecting manpower demand such as projected work

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

				<ul style="list-style-type: none"> Analyse capacity and capabilities of departments to deliver work plans Develop daily operational manpower plans 	<ul style="list-style-type: none"> Develop models or simulations to project demand and supply of manpower Develop mid- to long-term manpower plans for the business units Estimate manpower deficit and surplus across the organisation to determine redeployment opportunities Analyse the cost implications of manpower growth Manage interviews to select and hire manpower for the organisation 	<p>volumes and capacity expansions</p> <ul style="list-style-type: none"> Oversee the analysis of factors affecting manpower supply such as labour market conditions and availability of talent pool Lead the development of manpower strategies to cater to current and future needs of the organisation Formulate strategies for manpower acquisition and internal capability development
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