

TSC Category	People Development					
TSC	Workforce 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
				HCE-PDV-4047-1.1	HCE-PDV-5047-1.1	HCE-PDV-6047-1.1
				Analyse workload levels to determine implications on manpower resourcing	Project manpower requirements for department and/or organisation	Drive the development, implementation and review of manpower planning and resourcing strategies
Knowledge				<ul style="list-style-type: none"> • Concepts and theories of workforce planning and analytics • Organisational processes and tools for manpower planning • Sources of manpower and productivity data • Links between manpower planning and other aspects of organisational strategies 	<ul style="list-style-type: none"> • Trends and factors which may impact the demand and supply of manpower • Cost impact analysis • Organisation selection processes and interview techniques • Statistical analysis techniques 	<ul style="list-style-type: none"> • Principles underpinning productivity metrics • Sources of manpower and labour market data • Best practices in manpower planning • Current and future organisational strategies
Abilities				<ul style="list-style-type: none"> • Update and oversee databases on workforce and manpower information • Develop daily operational manpower plans 	<ul style="list-style-type: none"> • Prompt discussions with Head of Departments (HODs) to comprehend manpower needs • Develop models or simulations to project demand and supply of manpower • Develop manpower plans for the business units • Estimate manpower deficits and surpluses across the department to determine redeployment opportunities • Analyse the cost implications of manpower growth 	<ul style="list-style-type: none"> • Direct the analyses of factors affecting manpower demand such as projected work volumes and capacity expansions • Oversee the analyses 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

SKILLS FRAMEWORK FOR HEALTHCARE
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT

					<ul style="list-style-type: none">• Manage interviews to select and hire manpower for the organisation• Analyse capacity and capabilities of departments to deliver work plans	and internal capability development
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