

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Project Management					
TSC	Manpower Forecasting					
TSC Description	Estimate and fulfil manpower requirements to achieve business goals and targets					
TSC Proficiency Description	Level 1	Level 2	Level 3 MAR-PMT-3001-1.1	Level 4 MAR-PMT-4001-1.1	Level 5 MAR-PMT-5001-1.1	Level 6
			Facilitate recruitment of manpower to meet forecast requirements	Conduct project level manpower forecasts to bridge gaps between manpower demand and supply, and facilitate development of recruitment strategies	Formulate organisational manpower plans to bridge gaps between manpower demand and supply based on current and projected needs of the organisation	
Knowledge			<ul style="list-style-type: none"> • Elements of organisation-approved job description templates • Organisational and project workflows • Talent needs of the organisation • Job architecture elements 	<ul style="list-style-type: none"> • Factors influencing future manpower demand • Techniques of manpower modelling • Parameters for accurate forecasting • Statistical analysis techniques for reviewing capacity and capability of existing workforce • Methods to identify elasticities of substitution in headcounts and skills • Organisation's human resources capabilities and people strategies 	<ul style="list-style-type: none"> • Organisation's products, policies and processes • Types of links between manpower plans and organisational strategies • Types of workforce trends that impact organisational performance • Legal and ethical considerations affecting manpower policies • Types of Human Resource policies and procedures • Models and methods for evaluating the effectiveness of manpower forecasting and planning 	

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<p>Abilities</p>			<ul style="list-style-type: none"> • Determine job roles and positions required • Identify skills needs related to job positions • Develop job descriptions to articulate role and skill requirements • Assist in developing recruitment strategies with Human Resource department • Negotiate with residential contractors (RCs) and common contractors (CCs) on manpower needs 	<ul style="list-style-type: none"> • Review workforce execution plans needed to meet project and/or functional objectives • Adapt mathematical models to conduct statistical analyses of manpower demand • Review productivity metrics of existing residential contractors (RCs) and common contractors (CCs) • Develop manpower forecast based on job roles and positions required 	<ul style="list-style-type: none"> • Gather data to forecast demand of headcount and skills at organisational level • Review internal education and training programmes to verify manpower supply against future demand • Prepare contingency plans to meet the turn of economic and technological change circumstances • Initiate changes to Human Resource activities, services and programmes • Guide key stakeholders with information on how manpower decisions assist in achieving strategic organisational goals 	
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