

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

TSC Category	Human Resource Planning					
TSC	Human Resource Policies and Legislation Framework Management					
TSC Description	Develop and review human resource (HR) policies and procedures against organisational needs, and in compliance to legislative, ethical and regulatory standards					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HRS-BIN-3090-1.1	HRS-BIN-4090-1.1	HRS-BIN-5090-1.1	HRS-BIN-6090-1.1
			Draft human resource (HR) policies for the organisation	Develop human resource (HR) policy documents in adherence to legislative requirements	Establish human resource (HR) policy frameworks to support the successful implementation of HR objectives	Align organisational human resource (HR) policies with national strategic HR initiatives and legislation
Knowledge			<ul style="list-style-type: none"> Labour policies and legislation impacting the organisation Employment laws, guidelines and frameworks Tripartite guidelines for fair employment Types of HR policies Sections of a HR policy document HR policy writing techniques Elements of a well-written policy document Methods of displaying standards and guidelines 	<ul style="list-style-type: none"> National labour policies and legislation Components of HR policy document Intended users of HR policy Legal, ethical and socio-cultural considerations of HR policies Models and methods for identifying breaches in HR policy 	<ul style="list-style-type: none"> National manpower policies and initiatives Impact of labour policies and legislation on internal HR policies and organisation Components of a HR policy framework Purposes and objectives of HR policy frameworks and procedures Processes of HR policy development and review Components of communication and implementation plans Evaluation criteria of policies and procedures Relevant professional and industry codes of practice and standards related to HR policy development 	<ul style="list-style-type: none"> Methods for accessing information on national HR policies Range of privacy and confidentiality considerations when handling with sensitive national policies Models and methods for analysing gaps in HR policies Methods to conduct stakeholder analysis Types of networking techniques
Abilities			<ul style="list-style-type: none"> Identify objectives of HR policies in accordance with organisational HR standards and guidelines Consolidate research and supporting information required to develop HR policies Identify labour policies and legislation that are relevant to the 	<ul style="list-style-type: none"> Identify types of HR policies to address organisation's HR standards and guidelines Identify legislative and compliance requirements, and risks relevant to the organisation Outline the structures of HR policies in 	<ul style="list-style-type: none"> Review existing HR policy framework against organisational needs and legislative, ethical and socio-cultural requirements Assess impact of changes to labour policies and legislation on internal HR policies Develop HR policy 	<ul style="list-style-type: none"> Prioritise national policies and laws that would impact organisation's HR standards and guidelines Evaluate impact of changes to labour policies and legislation on the business Drive the development and revision of HR

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			<p>organisation's HR function</p> <ul style="list-style-type: none"> • Draft HR policies according to outlined structure • Proofread HR policies to minimise errors 	<p>consultation with relevant stakeholders</p> <ul style="list-style-type: none"> • Review HR policy drafts • Verify prepared HR policy content • Refine HR policy documents according to legislative and compliance requirements • Document HR policies according to organisational procedures and legislative requirements • Communicate HR policies to employees and stakeholders 	<p>frameworks according to organisation's business philosophy and vision and in compliance with legal, ethical and socio-cultural requirements</p> <ul style="list-style-type: none"> • Consult with legislative authorities to verify soundness of HR policies • Secure buy-in and approval on policies and procedures from key stakeholders • Develop communication and implementation plans to address the impact of changes in HR policies • Evaluate HR policies and procedures to ensure effectiveness, clarity and relevance of the frameworks 	<p>policies according to national manpower initiatives</p> <ul style="list-style-type: none"> • Devise strategies to implement and incorporate national manpower initiatives in HR policies • Communicate the impact of national HR initiatives to internal and external stakeholders • Secure buy-in for HR policy changes from internal and external stakeholders • Coach stakeholders on change management for relevant HR policies • Evaluate effectiveness and business impact of HR policies • Drive further refinements to HR policies for greater alignment with national initiatives and legislation
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