

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

TSC Category	Human Resource Planning					
TSC	Human Resource Strategy Formulation					
TSC Description	Establish human resource (HR) strategies and priorities that are aligned with current and future business needs					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-BIN-4092-1.1	HRS-BIN-5092-1.1	HRS-BIN-6092-1.1
				Implement human resource (HR) programmes and services in the organisation	Develop human resource (HR) plans and programmes in support of the HR strategies	Establish human resource (HR) strategies for the organisation
Knowledge				<ul style="list-style-type: none"> • Legal and ethical considerations related to development and provision of HR services • Relation between HR and organisational strategies • Communication techniques and channels • Facilitation skills • Techniques of analysis • Models and methods to evaluate effectiveness of HR programmes 	<ul style="list-style-type: none"> • Principles of strategic HR management • Models of consultation • Business needs of an organisation • Components of HR interventions • Risk management • Components of action planning • Industry codes of practice and standards related to HR operations • Criteria to evaluate effectiveness of HR interventions • Feedback methods and procedures 	<ul style="list-style-type: none"> • Elements of HR strategy • Trends and developments in the evolution of HR's role • Organisation's business strategies • Factors affecting HR strategy • Types of stakeholders' requirements • Industry codes of practice and standards • Consultation models and methods to develop HR strategies • Common barriers to change at organisation level • Global HR trends
Abilities				<ul style="list-style-type: none"> • Identify HR trends that may impact organisation's performance • Liaise with stakeholders to clarify their current needs and future expectations from HR • Implement HR programmes and services outlined in HR strategies • Evaluate outcomes of HR programmes • Analyse stakeholder feedback 	<ul style="list-style-type: none"> • Identify key objectives and priorities leading to the development of HR strategies • Monitor influences and trends impacting HR strategy implementation • Translate high-level strategies into HR plans • Develop the financial budget for HR-related spending on employee lifecycle activities • Develop customised HR programmes aligned to strategic goals of the 	<ul style="list-style-type: none"> • Create a vision for the role of HR in the organisation • Synthesise trends related to management and development of HR services • Consult stakeholders to gather inputs for HR strategies • Define priorities for development of HR strategies and plans • Establish HR strategies for the organisation in alignment with business

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				<ul style="list-style-type: none"> Propose changes to HR programmes and services to meet organisation's strategic goals 	<p>organisation</p> <ul style="list-style-type: none"> Liaise with stakeholders to clarify the implications and risks of customised HR interventions Coach key stakeholders to enable them to implement HR solutions and programmes Establish criteria and measures to review HR strategies and programmes 	<p>strategies and objectives</p> <ul style="list-style-type: none"> Review the financial budget for approval Secure buy-in from senior stakeholders for HR's vision and strategies Establish criteria to evaluate the success of HR strategy implementation Drive enhancements to the HR strategies
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