

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

TSC Category	Human Resource Planning					
TSC	Operational Excellence					
TSC Description	Analyse the effectiveness of human resource (HR) operations, programmes and initiatives, and recommend improvement actions					
TSC Proficiency Description	Level 1	Level 2	Level 3 HRS-BIN-3093-1.1	Level 4 HRS-BIN-4093-1.1	Level 5 HRS-BIN-5093-1.1	Level 6
			Implement measures to assess human resource (HR) operational excellence	Develop plans to evaluate human resource (HR) operational excellence	Drive actions to enhance and improve human resource (HR) effectiveness	
Knowledge			<ul style="list-style-type: none"> Types of measures for evaluating HR effectiveness Methods to evaluate performance of HR activities, services and programmes Qualitative and quantitative feedback mechanisms Internal and external standards of operational excellence 	<ul style="list-style-type: none"> HR operations metrics Criteria for evaluating HR effectiveness Industry code of practice in HR operations Industry standards of excellence in HR operations 	<ul style="list-style-type: none"> Objectives of evaluating HR effectiveness Organisational standards of HR operations Global industry standards of operational excellence Industry trends and developments in relation to evaluation of HR effectiveness 	
Abilities			<ul style="list-style-type: none"> Recommend tools and techniques for evaluating HR effectiveness Evaluate HR effectiveness in addressing current and future needs Document HR effectiveness results Benchmark effectiveness of HR operations against internal and external standards of excellence Analyse data gathered to identify trends and hypotheses 	<ul style="list-style-type: none"> Review HR strategies and plans to prioritise areas for measurement Determine criteria to measure HR effectiveness Formulate plans to implement HR effectiveness assessments Monitor evaluation and assessment processes Recommend amendments to enhance the processes, measures or tools used to evaluate operational effectiveness Oversee alignment of HR effectiveness 	<ul style="list-style-type: none"> Determine the objectives and scopes for evaluating effectiveness of HR operations and programmes Identify external standards of operational excellence and best practices Review analyses and insights on HR effectiveness Present key findings of HR effectiveness evaluations and business implications to stakeholders Recommend enhancements to improve HR 	

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				assessments with internal and external standards of excellence <ul style="list-style-type: none"> • Derive insights from the data analyses and trends to identify operational gaps 	effectiveness	
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