

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

TSC Category	Human Resource Planning					
TSC	Organisational Culture Development					
TSC Description	Facilitate the development of the desired organisational culture in alignment with the organisation's brand and business imperatives					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-BIN-4095-1.1	HRS-BIN-5095-1.1	HRS-BIN-6095-1.1
				Embed organisational culture in human resource (HR) practices and programmes	Formulate plans to build the desired organisational culture	Steer organisational culture in alignment with organisation's objectives
Knowledge				<ul style="list-style-type: none"> • Components of organisational culture • Significance of organisational culture • Methods and tools to assess organisational culture • Organisation's people practices and programmes • Communication techniques and channels • Techniques of evaluating the effectiveness of strategic plans 	<ul style="list-style-type: none"> • Organisation's current and desired culture • Methods and tools to identify culture gaps • Principles of culture building • Components of culture development • Best practices in culture development • Stakeholder engagement techniques and best practices • Factors and influences impacting culture development 	<ul style="list-style-type: none"> • Organisation's brand, objectives and business needs • Impact of culture on the achievement of organisation's objectives • Roles and responsibilities of senior management in culture development • Techniques of evaluating the effectiveness of strategies, policies and procedures • Methods and tools to promote desired organisational culture

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<p>Abilities</p>				<ul style="list-style-type: none"> • Assess the current organisational culture • Drive implementation of culture development plans • Develop human resource (HR) practices and programmes that incorporate the desired organisational culture • Articulate the behaviours and values that represent the desired organisational culture to employees • Evaluate the effectiveness of culture development plans • Propose improvements to enhance effectiveness of culture development plans 	<ul style="list-style-type: none"> • Identify gaps between current and desired organisational culture • Articulate the desired organisational culture in consultation with stakeholders • Establish the behaviours that represent the desired organisational culture • Guide development of strategic plans to cultivate the desired organisational culture • Examine internal and external influences that impact culture development • Adapt strategic plans to factors and influences that impact culture development • Secure buy-in from key stakeholders on culture development plans • Establish the criteria and measures to evaluate the effectiveness of culture development plans • Evaluate the impact of the organisational culture on business performance 	<ul style="list-style-type: none"> • Lead the definition of the desired organisational culture • Align organisational culture to organisation's brand and objectives • Influence employees to embody the set of behaviours and values that promote the desired organisational culture • Establish organisational policies and procedures that support the desired organisational culture • Formulate culture development strategies • Provide strategic advice to senior management in leading and facilitating culture development • Evaluate the effectiveness of culture development strategies, policies and procedures • Direct revisions to culture development strategies, policies and procedures • Champion culture development efforts to drive business performance
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