

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

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| TSC Category | Human Resource Planning | | | | | |
| TSC | Organisational Design | | | | | |
| TSC Description | Develop and facilitate the implementation of organisational design to ensure its effectiveness and alignment with stakeholders' priorities | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | | HRS-BIN-4096-1.1 | HRS-BIN-5096-1.1 | HRS-BIN-6096-1.1 |
| | | | | Drive the implementation of organisational design | Design organisational structures, systems and processes | Align organisational design with business needs and priorities |
| Knowledge | | | | <ul style="list-style-type: none"> Organisational structures and processes Ethical and legal considerations related to organisational design Components of organisational design Procedures to implement organisational design Organisational policies and procedures impacting evaluation of organisational design processes Best practices and trends in organisational design implementation Impact of organisational design on stakeholders and labour policies | <ul style="list-style-type: none"> Professional or industry codes of practice and standards related to organisational design Principles of organisational design Models of organisational design Dimensions of organisational design Implications of organisational design Methods of evaluating organisational design | <ul style="list-style-type: none"> Emerging trends related to organisational design Relation between organisational design and other aspects of organisational strategy |
| Abilities | | | | <ul style="list-style-type: none"> Analyse current structures, systems and processes Identify issues in the current structures, systems and processes Formulate plans to implement organisational design Explain changes to work processes and structures to employees Lead implementation of organisational design Develop mechanisms to gather measurement | <ul style="list-style-type: none"> Review effectiveness of current organisational structures, systems and processes to identify gaps Consult stakeholders to identify requirements of organisational design Drive changes to organisational structures, systems and processes Determine resources required to support organisational design Recommend | <ul style="list-style-type: none"> Determine the key principles for organisational design Evaluate the applicability of emerging trends in organisational design to the organisation's context Synthesise stakeholder feedback to derive features of the target organisational design Evaluate the implications of organisational design Construct models for organisational design to |

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| | | | | <p>data and feedback</p> <ul style="list-style-type: none"> • Implement refinements and enhancements to organisational design | <p>enhancements to organisational design to improve effectiveness</p> | <p>meet business requirements</p> <ul style="list-style-type: none"> • Secure buy-in from senior stakeholders to finalise organisational design models • Develop narratives to communicate organisational design changes to employees • Drive refinements to organisational design to increase effectiveness |
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