

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

TSC Category	Human Resource Planning					
TSC	Organisational Diagnosis					
TSC Description	Analyse organisational state and climate to diagnose issues and identify ways to optimise organisation effectiveness					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-BIN-4097-1.1	HRS-BIN-5097-1.1	HRS-BIN-6097-1.1
				Conduct assessments and analyses in support of organisational diagnosis	Diagnose organisational issues to identify opportunities for change	Formulate corrective strategies to address diagnosed issues and improve organisational effectiveness
Knowledge				<ul style="list-style-type: none"> Types of tools used for organisational assessments Types of data required for organisational assessments and diagnosis Descriptive analytics techniques Ethical and legal considerations related to organisational diagnosis 	<ul style="list-style-type: none"> Predictive analytics techniques Processes of organisational diagnosis Range of tools and methodologies used to assess organisational effectiveness Measures used to evaluate organisational effectiveness Types of organisation development and change interventions to increase organisational effectiveness 	<ul style="list-style-type: none"> Emerging trends on organisational effectiveness Emerging tools and methodologies applicable to organisational assessment Macro- and socio-political trends impacting the organisation Industry practices and perspectives in organisational diagnosis Market positioning of the company vis-à-vis competitors in the industry Business operations and financials Business implications of organisational diagnosis findings Techniques for stakeholder engagement Change management strategies
Abilities				<ul style="list-style-type: none"> Collect data required to conduct organisational assessments Conduct descriptive, current state and other types of simple organisational assessment analyses Collate findings of 	<ul style="list-style-type: none"> Determine the scopes of organisational diagnosis Develop tools and methodologies to conduct organisational diagnosis Determine measures to evaluate organisational effectiveness from 	<ul style="list-style-type: none"> Determine the need for organisational diagnosis Determine the selection of critical measures to be used in organisational assessments Diagnose the states of organisational talent and its ability to support

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				<p>organisational assessment analyses</p> <ul style="list-style-type: none"> • Identify organisational issues from organisational analysis and assessment results • Develop communication materials to share organisational assessment results and findings with stakeholders 	<p>assessment findings</p> <ul style="list-style-type: none"> • Perform predictive, future state and other types of complex organisational assessment analyses • Perform organisational diagnosis based on analyses of information gathered • Review organisational assessment findings to evaluate organisational effectiveness • Propose organisation development and change interventions 	<p>future business needs</p> <ul style="list-style-type: none"> • Derive business insights and implications from organisational diagnosis findings • Present organisational effectiveness findings and recommendations to senior stakeholders • Select organisation development and change interventions to improve organisation effectiveness • Consult relevant stakeholders on proposed organisation development and change interventions • Drive the implementation of organisation development and change interventions with relevant stakeholders
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