

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

TSC Category	Human Resource Planning					
TSC	Organisational Strategy Development					
TSC Description	Influence the organisation's business strategies from the perspective of human resource (HR) and workforce capability					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-BIN-4098-1.1	HRS-BIN-5098-1.1	HRS-BIN-6098-1.1
				Translate organisational strategies into specific action plans	Develop insights related to business and people agenda	Shape forward-looking organisational business strategies from a human resource (HR) and workforce capability perspective
Knowledge				<ul style="list-style-type: none"> Processes for monitoring effectiveness of business operations Principles of manpower planning and management Components of business strategy Organisation's vision, mission and values Stakeholder management techniques Regulatory requirements and policies 	<ul style="list-style-type: none"> Organisational policies and processes Tools and techniques for organisation capability assessment Organisation's business and people agenda Human resource (HR) strategy development processes Operating model management Strategic stakeholder management techniques 	<ul style="list-style-type: none"> Processes and methodologies in business strategy development Emerging industry trends and developments Industry standards in benchmarking of compliance to organisational strategy Performance drivers of the organisation

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<p>Abilities</p>				<ul style="list-style-type: none"> • Evaluate impact of critical business functions on organisational performance • Design action plans for the department based on organisational strategies • Determine potential internal and external impact of misalignment between departmental action plans and organisational strategies • Conduct situational analyses to identify factors affecting the achievement of action plans • Propose refinements to plans and policies 	<ul style="list-style-type: none"> • Develop insights based on business and people agenda • Develop strategies for HR department • Engage key senior stakeholders to endorse strategies • Develop internal processes to monitor and ensure compliance to organisational strategies and policies • Recommend strategy refinements to align with changes in organisational vision, mission, goals and values 	<ul style="list-style-type: none"> • Present insights and emerging trends related to the business and people agenda • Drive HR business strategies with organisational vision, mission, goals and values • Liaise with the board of directors and other senior executives of the organisation to shape organisation's strategies • Transform the corporate strategies and policies to appropriately anticipate risks and ensure that the organisation remains resilient and adaptive in times of instability
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