

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

TSC Category	Human Resource Planning					
TSC	Risk Management					
TSC Description	Develop and implement risk management plans to support the continuity of business operations and services					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-BIN-4099-1.1	HRS-BIN-5099-1.1	HRS-BIN-6099-1.1
				Implement risk controls within human resource (HR) department	Drive human resource's (HR) risk management frameworks, policies and processes	Influence human resource's (HR) risk management philosophy and strategies to align to organisational objectives
Knowledge				<ul style="list-style-type: none"> Relevant operational risk regulatory requirements Roles in operational risk governance structure Techniques to investigate operational risks Methods of communication and facilitation Methods of developing key risk indicators (KRIs) Techniques of statistical analysis 	<ul style="list-style-type: none"> Organisation's products, policies and processes Organisational risk management policies Methods of evaluating operational risk management process and controls Internal and external risk events Types of risks Target risks of the organisation such as key risk indicators (KRIs) or metrics Techniques and procedures of developing risk mitigation plans Industry practices in risk management Predictive analytics techniques Personal data regulations and associated data security risks 	<ul style="list-style-type: none"> Risk management philosophy Relationship between risk management and other aspects of HR strategies Emerging trends and development in relation to risk management Criteria for reasonable assurance on achievement of organisational objectives

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<p>Abilities</p>				<ul style="list-style-type: none"> • Develop a range of KRIs to be monitored regularly by senior team members • Implement operational risk assessment initiatives within HR Department • Develop communication plans to ensure all operational risk regulatory requirements are understood and adhered to • Prioritize risks based on assessment and rating of the impact and likelihood • Gather measurement data and feedback pertaining to risk management activities • Uphold compliance with HR governance processes • Maintain proper controls on HR processes 	<ul style="list-style-type: none"> • Define the boundaries of operational risks for HR department • Implement the operational risk management policies and processes • Guide HR to define and express operational risk appetite • Develop assessment criteria for measuring the level of potential or existing risks • Assess KRIs to the HR department • Determine appropriate risk mitigation plans to address identified risks and contingencies • Evaluate effectiveness of operational risk management activities 	<ul style="list-style-type: none"> • Establish organisation's internal and external contexts for managing risk • Establish risk management philosophy and strategies with reasonable assurance in alignment with organisational strategic objectives • Shape enterprise risk management strategies with senior business leaders by providing inputs related to the business and people agenda • Oversee development and execution of overall risk management plans for HR department • Respond to emerging risks in accordance with mitigation strategies • Refine operational risk management processes to achieve appropriate return on investment
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