

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

TSC Category	Human Resource Planning					
TSC	Strategic Workforce Planning					
TSC Description	Develop workforce strategies and plans to determine the manpower and capabilities needed for the future					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-BIN-4100-1.1	HRS-BIN-5100-1.1	HRS-BIN-6100-1.1
				Develop workforce planning processes and recommendations to meet capability requirements	Drive workforce planning strategies in the organisation	Formulate organisation-wide strategic workforce planning initiatives to ensure their effectiveness
Knowledge				<ul style="list-style-type: none"> Legal and ethical guidelines related to workforce planning National manpower and employment initiatives Statistical analysis tools Techniques to analyse and evaluate workforce data Models and methods of workforce planning Cost- impact analysis on the organisation Market trends and developments impacting workforce plans Links between workforce planning and organisation strategy Best practices in stakeholder engagement 	<ul style="list-style-type: none"> Emerging trends and developments impacting workforce planning Types, features and applications of workforce plans and models Methodologies to assess workforce plans and models Criteria used to evaluate the performance of workforce planning strategies 	<ul style="list-style-type: none"> Macro trends and developments impacting current and future business manpower needs New and emerging methodologies and best practices in workforce planning Future impact analysis and projection techniques Impact of strategic workforce planning initiatives on stakeholder groups Techniques to evaluate effectiveness of workforce planning strategies
Abilities				<ul style="list-style-type: none"> Identify organisational workforce planning and capability requirements Engage stakeholders to generate buy-in and insights on productivity and demand drivers Develop plans to implement workforce planning solutions Develop data-gathering processes to support projection and planning of workforce strategies 	<ul style="list-style-type: none"> Synthesise manpower and staffing requirements to meet business needs Evaluate the organisation's current and future core capabilities required to deliver against business strategies Review processes for workforce strategy development and implementation 	<ul style="list-style-type: none"> Project future manpower and staffing needs in alignment with business direction Endorse processes for workforce strategy development and implementation Spearhead organisation's staffing strategies in view of business priorities and needs Secure buy-in from

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				<ul style="list-style-type: none"> Analyse supply, demand, capability and productivity gaps in the workforce Review best practices in workforce planning to identify potential areas for improvements Recommend solutions to refine workforce strategies 	<ul style="list-style-type: none"> Recommend improvements to processes for workforce strategy development and implementation Develop workforce strategies and staffing plans to meet identified manpower requirements Recommend workforce planning strategies to key stakeholders Recommend tools and resources to support implementation of manpower requirements Oversee integration of strategies to deliver manpower requirements Review effectiveness of workforce planning strategies to meet business needs Recommend enhancements to workforce planning strategies 	<p>senior management for workforce planning and staffing strategies</p> <ul style="list-style-type: none"> Oversee development and acquisition of tools and resources to support workforce planning Spearhead the incorporation of new and emerging tools and methodologies in workforce planning Evaluate current and future impact of workforce planning strategies on business achievement
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