

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

<b>TSC Category</b>	Employee Attraction					
<b>TSC</b>	Selection Management					
<b>TSC Description</b>	Facilitate the development and implementation of selection strategies and processes to recruit suitable candidates for the organisation					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
		<b>HRS-HRM-2010-1.1</b>	<b>HRS-HRM-3010-1.1</b>	<b>HRS-HRM-4010-1.1</b>	<b>HRS-HRM-5010-1.1</b>	
		Administer selection processes	Implement selection plans	Develop selection plans	Establish organisation-wide selection strategies	
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>Relationship between selection objectives and processes</li> <li>Legal and ethical guidelines related to selection data and processes</li> <li>Tripartite guidelines for fair selection</li> <li>Privacy and confidentiality guidelines that govern human resource (HR) activities</li> <li>Methods for administering fair employment practices</li> <li>Tools and resources available to support selection activities</li> <li>Principles of test administration</li> </ul>	<ul style="list-style-type: none"> <li>Tripartite guidelines for fair employment practices</li> <li>Methods for evaluating and shortlisting applicants</li> <li>Market trends impacting selection processes and techniques</li> <li>Legal and ethical guidelines related to equitable assessment of applicants</li> <li>Methods for conducting interviews</li> <li>Principles of fair employees practices related to selection</li> <li>Process for hiring candidates</li> <li>Statistical analysis techniques in analysing the outcomes of the selection processes</li> <li>Types of assessment tools and techniques</li> </ul>	<ul style="list-style-type: none"> <li>Legal and ethical guidelines related to fair employment practices</li> <li>Relationship between selection strategies and other human resource and organisational strategies</li> <li>Models, tools and methods used in selection</li> <li>Relevant professional or industry codes of practice and standards related to selection</li> <li>Market trends impacting selection</li> <li>Best practices in candidate selection</li> <li>Principles of selection design process</li> <li>Concepts of reliability and validity of assessment tools and methods</li> <li>Cost-benefit analysis of selection and assessment tools</li> </ul>	<ul style="list-style-type: none"> <li>Policies and procedures that impact selection strategies</li> <li>Emerging market trends and developments related to selection activities</li> <li>New and innovative assessment tools and methodologies</li> <li>Links between selection strategies and organisational strategy</li> </ul>	
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Consolidate documentation used for the selection activities</li> <li>Manage administrative systems to safeguard</li> </ul>	<ul style="list-style-type: none"> <li>Propose selection criteria and methods for use during selection processes</li> </ul>	<ul style="list-style-type: none"> <li>Identify legal and regulatory requirements for the hiring of candidates</li> </ul>	<ul style="list-style-type: none"> <li>Analyse emerging trends related to organisation selection strategies</li> </ul>	

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		<p>confidentiality of information related to selection</p> <ul style="list-style-type: none"> <li>• Handle enquiries related to the selection processes</li> <li>• Check for completeness of documentation required to carry out selection processes</li> <li>• Coordinate schedules and logistics for selection processes</li> <li>• Administer routine selection tests and assessments according to guidelines</li> <li>• Generate reports on the outcomes of assessment and selection activities</li> <li>• Suggest improvements in the administration of selection processes</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate applications to shortlist candidates</li> <li>• Engage candidates to deliver relevant information and clarify queries</li> <li>• Conduct background checks on candidates to authenticate information conveyed</li> <li>• Apply the appropriate techniques to gather information for review of applications</li> <li>• Evaluate data gathered from the selection processes to select suitable candidates</li> <li>• Inform candidates of the selection process results</li> <li>• Secure commitment of line managers involved in the selection of candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Develop appropriate recruitment channels, selection criteria and methods for use in hiring and selection</li> <li>• Tailor the selection processes to different roles</li> <li>• Determine the parties involved in the selection of candidates</li> <li>• Train line managers in selection processes, methodologies and techniques</li> <li>• Lead the evaluation of assessment data to select the preferred candidates</li> <li>• Determine duration and closure of selection processes</li> <li>• Identify improvements to current selection processes with reference to industry best practices</li> <li>• Recommend refinements to selection processes</li> </ul>	<ul style="list-style-type: none"> <li>• Identify organisational issues that may impact selection</li> <li>• Align selection strategies and criteria with organisational requirements</li> <li>• Engage relevant stakeholders in developing organisational selection strategies</li> <li>• Develop plans to implement organisation-wide selection strategies</li> <li>• Evaluate costs and benefits of recruitment channels, processes and tools used</li> <li>• Secure resources to deliver objectives of organisational selection strategies</li> <li>• Review selection processes against organisational performance</li> <li>• Endorse refinements to selection activities</li> </ul>	
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