

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

TSC Category	Workforce Development					
TSC	Career Framework Design					
TSC Description	Establish career frameworks to provide pathways to facilitate employees' career development and progression within the organisation					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HRS-PDV-3024-1.1	HRS-PDV-4024-1.1	HRS-PDV-5024-1.1	
			Develop detailed descriptions for competencies at various proficiency levels	Design career frameworks within an organisation	Facilitate the development of organisation-wide career frameworks	
Knowledge			<ul style="list-style-type: none"> • Concepts of career framework • Benefits of career framework • Job families, job levels and job competencies • Guidelines for career progression 	<ul style="list-style-type: none"> • Principles of career development • Career pathing techniques • Processes for clarifying job responsibilities • Organisation and department strategies and objectives • Market trends impacting career development • Tools and techniques for evaluating the effectiveness of career framework 	<ul style="list-style-type: none"> • Organisation's business and people agenda • Macro trends impacting career development strategies • Impact of career development frameworks on the overall employee value proposition (EVP) 	
Abilities			<ul style="list-style-type: none"> • Analyse current career movements • Support the development of career frameworks • Prepare guidelines for career progression • Communicate career frameworks to the workforce to generate awareness • Incorporate enhancements to career pathways • Maintain components of career frameworks to ensure relevance of information for use 	<ul style="list-style-type: none"> • Engage stakeholders to identify key job information • Identify links between jobs based on key competencies • Design vertical, lateral and diagonal pathways among jobs in the organisation • Finalise guidelines for career progression • Identify opportunities for career frameworks to support other human resource (HR) initiatives and programmes 	<ul style="list-style-type: none"> • Direct the development of organisation-wide career frameworks • Align the career frameworks with the overall human resource (HR) strategies • Lead the integration of career frameworks with other HR initiatives and programmes • Endorse refinements to career frameworks to reflect changes in organisational strategy and employee preferences 	

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				<ul style="list-style-type: none"> • Educate stakeholders on the benefits of the career frameworks • Measure effectiveness of career framework design • Review the alignment of the career frameworks to organisational plans and objectives • Recommend improvements and enhancements to pathways within the career frameworks 		
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