

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

<b>TSC Category</b>	Workforce Engagement					
<b>TSC</b>	Diversity and Inclusion Management					
<b>TSC Description</b>	Develop strategies and programmes to create an diverse and inclusive workplace where individual differences are accepted and respected					
<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-3014-1.1</b>	<b>HRS-HRM-4014-1.1</b>	<b>HRS-HRM-5014-1.1</b>	
			Implement diversity and inclusion programmes to enhance workplace diversity and promote an inclusive workplace	Translate diversity strategies into diversity and inclusion programmes at the workplace	Develop diversity strategies that promote a diverse and inclusive environment and are aligned to organisational objectives, vision, mission and values	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>• Types of diversity</li> <li>• Concepts of cultural sciences</li> <li>• Best practices in diversity and inclusion management</li> <li>• Tripartite guidelines for fair employment practices and relevant industry codes of practice for diversity</li> <li>• Impact of organisational policies on day-to-day diversity and inclusion practices</li> <li>• Benefits of workplace diversity</li> <li>• Communication techniques and channels</li> <li>• Types of diversity and inclusion programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Employment and workplace legislation requirements related to workplace diversity</li> <li>• Organisational policies and procedures related to diversity</li> <li>• Contributions of diversity and inclusion at workplace to the achievement of organisation's objectives</li> <li>• Stakeholder engagement techniques and best practices</li> <li>• Tools for promoting and enhancing workplace diversity</li> <li>• Roles and accountabilities of various stakeholders in promoting diversity and inclusion</li> <li>• Success indicators for diversity and inclusion programmes</li> <li>• Trends and developments impacting diversity strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace diversity needs of the organisation</li> <li>• Legal and ethical considerations related to fair employment and diversity</li> <li>• Guidelines for developing organisational policies and procedures</li> <li>• Links between diversity and inclusion management strategies and business strategies</li> <li>• Barriers to diversity at the organisation, team and individual levels</li> <li>• Methods of promoting and enhancing workforce diversity</li> <li>• Techniques of evaluating the effectiveness of diversity strategies and diversity and inclusion programmes</li> </ul>	

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<p><b>Abilities</b></p>			<ul style="list-style-type: none"> <li>• Conduct research on best practices in diversity and inclusion management</li> <li>• Identify the current state of workplace diversity</li> <li>• Implement diversity and inclusion programmes according to plan</li> <li>• Communicate diversity and inclusion programmes to employees through appropriate channels</li> <li>• Advise employees on ways to deal with diversity-related challenges</li> <li>• Gather feedback on the effectiveness of diversity and inclusion programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Identify diversity needs in the workplace</li> <li>• Develop diversity and inclusion programmes and action plans to create an inclusive workplace</li> <li>• Secure buy-in from key stakeholders on diversity programmes</li> <li>• Oversee the implementation of diversity programmes and action plans</li> <li>• Align diversity programmes with organisational and legislative policies and requirements</li> <li>• Develop processes and systems to gather and analyse feedback on diversity and inclusion programmes</li> <li>• Analyse feedback on the effectiveness of diversity programmes</li> <li>• Recommend modifications to diversity programmes based on feedback</li> <li>• Empower stakeholders to implement diversity and inclusion practices</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the development of diversity strategies</li> <li>• Secure buy-in from key stakeholders on diversity management strategies</li> <li>• Create alignment between diversity and inclusion programmes planned and existing human resource (HR) programmes</li> <li>• Evaluate the impact of workplace diversity and inclusion on business performance</li> <li>• Develop policies and procedures incorporating diversity principles</li> <li>• Establish the criteria and measures to evaluate the effectiveness of diversity and inclusion strategies and programmes</li> <li>• Monitor market trends and developments that may impact diversity strategies</li> <li>• Evaluate overall effectiveness of diversity strategies</li> </ul>	
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