

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

|                                    |   |   |   |  |                |                |
|------------------------------------|---|---|---|--|----------------|----------------|
| <b>TSC Category</b>                | Workforce Engagement  |   |   |  |                |                |
| <b>TSC</b>                         | Employee Communication Management   |   |   |  |                |                |
| <b>TSC Description</b>             | Formulate overall employee communication strategies and facilitate conversations to ensure effective and timely dissemination of pertinent information to employees |   |   |  |                |                |
| <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-2015-1.1</b>   | <b>HRS-HRM-3015-1.1</b>   | <b>HRS-HRM-4015-1.1</b>  |                |                |
|                                    |   | Disseminate information to employees  | Develop employee communication plans, facilitating conversations with and among employees   | Formulate employee communication strategies for the organisation   |                |                |
| <b>Knowledge</b>                   |   | <ul style="list-style-type: none"> <li>Objectives of employee communication</li> <li>Types of communication materials</li> <li>Methods to develop and enhance communication materials</li> <li>Types of communication channels</li> <li>Communication techniques</li> <li>Target audience of communication</li> <li>Feedback mechanisms</li> </ul>  | <ul style="list-style-type: none"> <li>Organisation's policies in relation to employee communication</li> <li>Current market trends in relation to employee communication methods, techniques and tools</li> <li>Components of employee communication plans</li> <li>Techniques of group facilitation</li> <li>Criteria to measure employee communication effectiveness</li> </ul>  | <ul style="list-style-type: none"> <li>Emerging trends and development in employee communication</li> <li>Trends and changes in employee expectations and preferences in communication</li> <li>Real-time and rich multimedia communication technologies</li> <li>Measures of employee communication effectiveness</li> </ul>  |                |                |
| <b>Abilities</b>                   |   | <ul style="list-style-type: none"> <li>Identify objectives of employee communication</li> <li>Collate information required to prepare communication materials</li> <li>Prepare employee communication materials and information kits for programmes and initiatives</li> <li>Disseminate communications using pre-identified communication channels and tools</li> <li>Monitor the progress of</li> </ul> | <ul style="list-style-type: none"> <li>Translate organisational employee communication strategies into operational plans</li> <li>Develop detailed employee communication plans</li> <li>Guide preparation of employee communication materials in accordance with communication plans</li> <li>Review communication materials and information kits to be disseminated</li> <li>Adapt communication styles, approaches and modes of delivery to target audience</li> <li>Facilitate group</li> </ul> | <ul style="list-style-type: none"> <li>Establish employee communication strategies</li> <li>Align objectives of employee communication to organisation's objectives</li> <li>Introduce new approaches that can reach out to employees more effectively</li> <li>Review development and execution of employee communication plans</li> <li>Evaluate overall effectiveness of communication plans and delivery of the</li> </ul> |                |                |

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|  |  | <p>dissemination to ensure that the communications are in accordance with the roll-out plans</p> <ul style="list-style-type: none"> <li>• Address simple queries from employees on information communicated</li> <li>• Gather feedback on effectiveness of various communication techniques and modes</li> </ul> | <p>discussions among employees to gear towards a decision</p> <ul style="list-style-type: none"> <li>• Resolve complex queries or issues related to the information communicated</li> <li>• Oversee execution of communication activities for the targeted audience in accordance with communications plans</li> <li>• Assess effectiveness of communication techniques and modes employed</li> </ul> | <p>intended messages</p> <ul style="list-style-type: none"> <li>• Revise communication plans to increase efficiency and effectiveness</li> </ul> |  |  |
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