

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

<b>TSC Category</b>	Workforce Engagement					
<b>TSC</b>	Employee Engagement Management					
<b>TSC Description</b>	Drive employee engagement programmes to facilitate commitment from employees to organisational values, vision and objectives					
<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-2016-1.1</b>	<b>HRS-HRM-3016-1.1</b>	<b>HRS-HRM-4016-1.1</b>	<b>HRS-HRM-5016-1.1</b>	<b>HRS-HRM-6016-1.1</b>
		Administer employee engagement surveys and follow-up programmes	Implement employee engagement programmes and initiatives	Develop programmes and initiatives to improve employee engagement	Develop organisation-wide employee engagement plans and initiatives	Establish the employee engagement strategies for the organisation
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>Organisational policies and procedures for employee engagement</li> <li>Methods of assessing employee engagement levels</li> <li>Types of employee engagement initiatives</li> <li>Confidentiality and anonymity of employee engagement surveys</li> </ul>	<ul style="list-style-type: none"> <li>Methods of communication</li> <li>Facilitation techniques</li> <li>Statistical analysis tools</li> <li>Techniques to analyse employee engagement data</li> <li>Measures of effectiveness of employee engagement interventions</li> <li>Legal and ethical considerations related to employee engagement activities, services and programmes</li> </ul>	<ul style="list-style-type: none"> <li>Current market trends related to employee engagement</li> <li>Techniques and tools for employee engagement</li> <li>Workplace flexibility programmes</li> <li>Types of employee recognition programmes</li> <li>Digital solutions to improve employee engagement</li> <li>Predictive analytics techniques</li> <li>Employee engagement drivers</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends impacting employee engagement</li> <li>Measures to evaluate employee effectiveness</li> <li>Impact of employee engagement on business outcomes</li> <li>Human resource (HR) policy development processes and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Elements of employee engagement strategies and frameworks</li> <li>Impact of employee engagement on organisational performance</li> </ul>
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Administer surveys to collate information on employee engagement</li> <li>Collate results from employee engagement surveys</li> <li>Support execution of employee engagement interventions</li> <li>Collect data and feedback from employees on employee engagement programmes</li> <li>Ensure confidentiality of employee engagement data according to organisation procedures</li> </ul>	<ul style="list-style-type: none"> <li>Develop communication materials to inform employees of engagement initiatives</li> <li>Analyse the results from employee engagement surveys</li> <li>Implement employee engagement programmes according to plan</li> <li>Monitor progress of employee engagement activities</li> <li>Measure the effectiveness of employee engagement programmes</li> <li>Identify communication</li> </ul>	<ul style="list-style-type: none"> <li>Design employee engagement surveys</li> <li>Review analyses of employee engagement survey data</li> <li>Investigate underlying drivers of employee engagement results</li> <li>Derive meaningful insights from employee engagement analyses</li> <li>Develop real-time and digital employee engagement programmes and activities</li> <li>Review communication materials</li> <li>Design metrics to</li> </ul>	<ul style="list-style-type: none"> <li>Analyse internal and external trends that may have an impact on employee engagement</li> <li>Translate high-level strategies into action plans to increase employee engagement</li> <li>Develop policies to proactively engage the workforce</li> <li>Identify employee engagement drivers that have a high impact on employee performance</li> <li>Align employee engagement plans with overall business strategies</li> </ul>	<ul style="list-style-type: none"> <li>Formulate employee engagement</li> <li>Liaise with senior stakeholders to share employee engagement insights</li> <li>Evaluate impact of employee engagement levels and their drivers on organisation effectiveness</li> </ul>

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			channels to support employee engagement activities	evaluate effectiveness of employee engagement programmes	<ul style="list-style-type: none"> <li>• Translate the insights gained from employee engagement programmes into corrective action plans</li> <li>• Secure buy-in and support from business stakeholders to implement corrective action plans</li> <li>• Review effectiveness of employee engagement programmes</li> </ul>	
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