

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

<b>TSC Category</b>	Workforce Engagement					
<b>TSC</b>	Total Rewards Philosophy Development					
<b>TSC Description</b>	Establish organisation-wide total rewards philosophy, strategies and mechanisms for various employee groups to incentivise the desired behaviours					
<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-4022-1.1</b>	<b>HRS-HRM-5022-1.1</b>	<b>HRS-HRM-6022-1.1</b>
				Design total rewards plans and mechanisms in line with the organisational philosophy	Establish organisation-wide total rewards philosophy and strategies	Formulate total rewards philosophy of the organisation
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>• Organisation's existing philosophy on total rewards</li> <li>• Organisational policies and procedures related to total rewards</li> <li>• Elements of compensation philosophy</li> <li>• Industry practices on total rewards design</li> <li>• Market trends and developments impacting rewards design</li> <li>• Principles in developing compensation and benefits structure</li> <li>• Cost-impact analysis</li> <li>• Statistical analysis tools and techniques used in total rewards assessment</li> <li>• Models and methods for evaluating total rewards design</li> <li>• External and internal landscape impacting total rewards design</li> </ul>	<ul style="list-style-type: none"> <li>• Models, methods and tools used in analysing total rewards design</li> <li>• Relationship between rewards design and the organisation's business plans and processes</li> <li>• Linkage of total rewards to other human resource (HR) strategies</li> <li>• Professional or industry codes of practice and standards related to total rewards</li> </ul>	<ul style="list-style-type: none"> <li>• Industry trends in establishing total rewards philosophy</li> <li>• Business strategies of the organisation</li> <li>• Techniques in evaluating effectiveness of total rewards strategies</li> <li>• Impact of total rewards initiatives on stakeholder groups</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>• Translate total rewards strategy and philosophy into design principles</li> <li>• Identify trends from</li> </ul>	<ul style="list-style-type: none"> <li>• Establish total rewards strategies aligned to organisational vision, mission and values</li> <li>• Develop adaptive</li> </ul>	<ul style="list-style-type: none"> <li>• Formualte total rewards philosophy that is aligned to the overall organisation vision, mission and values</li> </ul>

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				<p>industry practices on total rewards design</p> <ul style="list-style-type: none"> <li>• Design plans and mechanisms for total rewards</li> <li>• Secure buy-in from stakeholders in total rewards design</li> <li>• Evaluate cost impact of total rewards designs</li> <li>• Design rewards policies that support the business</li> <li>• Develop processes and systems to measure effectiveness of total rewards design</li> <li>• Refine total rewards design</li> </ul>	<p>strategies to allow total rewards designs to anticipate uncertainty</p> <ul style="list-style-type: none"> <li>• Create alignment among remuneration plans and programmes</li> <li>• Define criteria to evaluate success of total rewards strategy</li> <li>• Review total rewards design against the articulated organisational philosophy</li> <li>• Determine the business viability of total rewards designs</li> <li>• Project future total rewards design requirements</li> <li>• Direct refinements to total rewards design</li> </ul>	<ul style="list-style-type: none"> <li>• Approve the total rewards philosophy and design in view of the organisation's overall human resource (HR) strategies</li> <li>• Determine success measures for the total rewards strategies</li> <li>• Align total rewards philosophy and business' strategic goals</li> <li>• Endorse total rewards design</li> <li>• Establish alignment between total rewards designs and other HR functions</li> </ul>
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