

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

<b>TSC Category</b>	Employee Separation					
<b>TSC</b>	Involuntary Exit Management					
<b>TSC Description</b>	Establish and implement frameworks, guidelines, policies and processes to manage involuntary exits					
<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-2023-1.1</b>	<b>HRS-HRM-3023-1.1</b>	<b>HRS-HRM-4023-1.1</b>	<b>HRS-HRM-5023-1.1</b>	
		Administer processes for involuntary employee exits	Implement processes to manage involuntary employee exits	Develop policies and guidelines to manage involuntary exit processes	Establish strategies and plans to manage involuntary exits	
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>Types of involuntary exits</li> <li>Termination and retirement policies</li> <li>Processes to administer involuntary exits and retirements</li> <li>Ethical, legal and professional considerations related to involuntary exits</li> </ul>	<ul style="list-style-type: none"> <li>Procedures of conducting an exit interview</li> <li>Supporting documentation required on outplacement</li> <li>Methods of analysing involuntary exit information</li> </ul>	<ul style="list-style-type: none"> <li>Legal and regulatory requirements related to employee terminations and retirements</li> <li>Elements of a termination policy</li> <li>Elements of a retirement policy</li> <li>Criteria for measuring the impact of terminations and retirements</li> </ul>	<ul style="list-style-type: none"> <li>Industry best practices in relation to involuntary exit management</li> <li>Market trends from other industries</li> <li>Strategies to manage redundancies</li> <li>Methods of reviewing human resource (HR) policies in relation to involuntary exit management</li> </ul>	
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Administer involuntary exit processes according to organisational policies and procedures</li> <li>Draft documentation required for involuntary exits</li> <li>Provide information to employees on involuntary exit policies</li> <li>Maintain comprehensive records of involuntary employee exits</li> </ul>	<ul style="list-style-type: none"> <li>Communicate termination and retirement policies to stakeholders</li> <li>Support employees' supervisors in managing involuntary exits</li> <li>Analyse information provided for involuntary exit cases for reporting and verification purposes</li> <li>Conduct exit interviews</li> <li>Advise employee of regulations against competition, disclosure and litigation</li> <li>Inform exiting employees of available assistance and options of alternate employment</li> <li>Document exit interview feedback</li> <li>Maintain professionalism in interactions with</li> </ul>	<ul style="list-style-type: none"> <li>Develop involuntary exit policies in compliance with legal and regulatory requirements</li> <li>Establish guidelines for involuntary exit processes</li> <li>Coach stakeholders on involuntary exit procedures</li> <li>Engage unions on involuntary exit decisions and procedures</li> <li>Ensure performance-related involuntary exits adhere to legal requirements</li> <li>Formulate measures and criteria to determine the impact of involuntary exits</li> </ul>	<ul style="list-style-type: none"> <li>Determine business impact of retirements and redundancies on the organisation</li> <li>Identify business processes re-design, job re-design, training, reskilling and other opportunities to minimise involuntary exits</li> <li>Develop HR strategies to minimise impact of involuntary exits</li> <li>Advise senior leadership on the communication of involuntary exit decisions</li> <li>Review industry best practices to involuntary exit policies</li> <li>Manage regulatory bodies and external stakeholders' perceptions following involuntary exits</li> </ul>	

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			exiting employees to uphold organisation reputation <ul style="list-style-type: none"> <li>• Review documentation related to involuntary exits</li> <li>• Analyse data related to the impact of involuntary exits</li> </ul>		<ul style="list-style-type: none"> <li>• Enhance existing policies to increase effectiveness and alignment to organisational requirements</li> </ul>	
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