

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

TSC Category	Employee Separation					
TSC	Retirement and Re-employment Management					
TSC Description	Manage departures, retention and re-employment of employees at retirement age					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HRS-HRM-3024-1.1	HRS-HRM-4024-1.1	HRS-HRM-5024-1.1	
			Assess workforce requirements of employees at retirement age	Develop programmes to address the requirements of employees at retirement age	Establish strategies to drive retention and re-employment of employees at retirement age	
Knowledge			<ul style="list-style-type: none"> Ethical and legislative considerations related to the ageing workforce Organisational policies and procedures related to retention and re-employment Job analysis techniques Employee demographics analysis techniques Employee survey techniques 	<ul style="list-style-type: none"> Procedures of job re-design Age-friendly work practices Types of government support available to organisations to encourage employment of older employees Professional or industry codes of practice and standards related to employment of older employees 	<ul style="list-style-type: none"> Culture change management techniques Link between manpower planning and re-employment of older employees Impact of human resource (HR) policies on the ageing workforce Impact of retention and re-employment of older employees on overall organisational strategy and objectives 	
Abilities			<ul style="list-style-type: none"> Analyse the demographic make-up of the workforce Collect feedback from older employees on factors that would encourage retention and engagement Identify changes required to workplace practices to make the organisation more suited to older employees Propose ways in which jobs can be redesigned for the ageing workforce Provide advice and information to older employees to help them adapt to new job roles and work processes 	<ul style="list-style-type: none"> Develop programmes to drive retention and re-employment of the ageing workforce that align with the overall human resource strategy Formulate new and modified workplace practices that meet the needs of older employees Facilitate job re-design that meets and suits older employees' requirements Identify government support that can be used to encourage employment of older employees Develop applications for 	<ul style="list-style-type: none"> Determine the business needs to retain and re-employ older workers Establish the overall strategies to facilitate the retention and re-employment of older employees Direct applications for government support to encourage employment of older employees Engage senior stakeholders to seek buy-in for the retention and re-employment strategies, highlighting government support provided Lead culture change within the organisation to 	

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			<ul style="list-style-type: none"> Facilitate employee retirement according to guidelines 	<p>government support to encourage employment of older employees</p> <ul style="list-style-type: none"> Guide human resource (HR) executives in the counselling process for retiring employees Develop guidelines to facilitate retirement of employees 	<p>drive inclusion of older employees within the workforce</p> <ul style="list-style-type: none"> Devise enhancements to other HR policies to improve workplace experience for older employees Establish mechanisms to facilitate departures and retention of employees at retirement age 	
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