

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

TSC Category	General Human Resource Management					
TSC	Data Governance					
TSC Description	Establish standards and practices on data governing and review level of compliance with them					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-HRM-4027-1.1	HRS-HRM-5027-1.1	
				Lead implementation and monitoring of organisation's data governance policies and practices	Establish organisation's practices and standards for handling data throughout its lifecycle	
Knowledge				<ul style="list-style-type: none"> • Organisation's data and privacy policies • Legislative requirements on data protection and confidentiality maintenance • Different stages in the data lifecycle • Standard practices for proper data handling • Required approvals for data handling at different stages • Relevant ethical guidelines in the human resources (HR) industry • Indicators and treatment of data breaches • Impact of data quality and practices on the business • Methods and tools to mitigate data negligence and tighten data security • Industry-specific regulations governing the treatment of data 	<ul style="list-style-type: none"> • Organisation's perspective on information technology (IT) and data principles • Legal considerations and business implications of data handling • Ethical principles governing data handling practices • Privacy laws in a range of organisations, and similarities or differences from own organisation • Procedures in the event of data breaches 	

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<p>Abilities</p>				<ul style="list-style-type: none"> • Develop action plans to roll out data guidelines, laws, statutes and regulations within the HR function • Advise key stakeholders on HR standards for data lifecycle management • Assess HR data quality and its associated business impact • Obtain approvals required for the gathering, handling, processing, storing and using of data • Monitor compliance with data policies, workflows and rules • Develop data breach response plans • Investigate data breaches • Manage data access controls to HR data • Review data security practices and processes regularly 	<ul style="list-style-type: none"> • Develop human resource (HR) practices for handling data throughout their lifecycle • Establish standards to guide data capture and validation, access, usage, masking, storage, archival and retention • Initiate processes and programmes to mitigate business risks of poor data quality and practices • Provide approvals regarding the management of data • Advise on ethically questionable situations throughout data lifecycle • Anticipate legal implications of data handling processes • Resolve data breaches • Develop data access controls to HR data • Drive improvements to data governance principles and standards • Segregate data access rights amongst key stakeholders 	
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