

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

TSC Category	General Human Resource Management					
TSC	Data Management					
TSC Description	Prepare, structure and manage human resource (HR) data and information to assist in the analyses of business and HR issues					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		HRS-HRM-2028-1.1	HRS-HRM-3028-1.1	HRS-HRM-4028-1.1		
		Perform data maintenance, prepare requested human resource (HR) data and generate reports	Structure data to facilitate the analyses of human resource (HR) issues	Develop data management processes aligned to organisational policies and requirements		
Knowledge		<ul style="list-style-type: none"> Types of HR data available Principles of data management Features of HR systems Steps in data preparation Data handling, cleaning and processing techniques Data validation methods and criteria Privacy and confidentiality considerations that govern all HR data transactions 	<ul style="list-style-type: none"> Data specifications and requirements Data preparation guidelines Methods to structure databases Process of establishing data flows Variety of data sources Range of tools to process and optimise accuracy and functionality of data Stakeholder engagement techniques 	<ul style="list-style-type: none"> Legal and ethical requirements related to data management Organisational policies and procedures related to data management Link between business issues and human resource (HR) data Methods and tools for analysing and reporting data Best practice methodologies in data validation Techniques of evaluating the effectiveness of processes and guidelines 		

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<p>Abilities</p>		<ul style="list-style-type: none"> • Maintain data in HR systems according to policies and procedures • Clarify data request requirements and timelines to confirm need, nature and intended use of data • Perform queries on HR systems based on data request requirements • Generate reports from HR systems • Provide data to requesting party in a secure and confidential manner • Document the provision of data in accordance with relevant policies and procedures 	<ul style="list-style-type: none"> • Develop data flows in HR systems to support business needs • Implement checks on data maintenance activities • Resolve data availability or quality issues • Identify information required for analyses of HR issues • Verify that data is prepared according to guidelines and requirements • Update analyses in response to new or changing information • Present key findings and recommendations to key stakeholders 	<ul style="list-style-type: none"> • Develop data management processes to standardise and maintain data definitions, sources and quality • Align data management processes with organisational and legislative requirements • Oversee data maintenance, preparation and management activities • Resolve issues of non-compliance with data management processes • Define the business issue requiring HR data analysis • Set objectives for data analyses • Propose methods and tools for managing, analysing and reporting data • Design data validation methodologies to verify reliability and validity of data • Evaluate the effectiveness of data management processes • Propose improvements to the data management processes 		
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