

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

TSC Category	General Human Resource Management					
TSC	Human Resource Advisory					
TSC Description	Deliver human resource (HR) advisory and consultancy services to internal and external clients to meet their requirements					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-HRM-4029-1.1	HRS-HRM-5029-1.1	HRS-HRM-6029-1.1
				Deliver human resource (HR) advisory and consultancy to internal and external clients	Develop frameworks and approaches for effective delivery of human resource (HR) advisory and consultancy solutions	Spearhead new human resource (HR) advisory practices, techniques and solutions as a thought leader in the field
Knowledge				<ul style="list-style-type: none"> Responsibilities of HR Types of HR-related issues Types of HR consulting projects Types of HR advisory frameworks Communication techniques and channels Tools used to analyse HR issues Success indicators of HR projects Labour policies and legislations Stakeholder engagement techniques and best practices Market trends impacting HR 	<ul style="list-style-type: none"> HR advisory guidelines Best practices of HR advisory Impact of HR consulting services on the achievement of organisation's objectives Thought leadership in the field of HR 	<ul style="list-style-type: none"> Organisation objectives and business needs Links between the HR functions and business strategies Business imperative for investing in HR consulting projects New and emerging HR practices Types of HR technologies

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<p>Abilities</p>				<ul style="list-style-type: none"> • Conduct interviews with clients for requirements gathering • Set objectives and key deliverables in relation to HR consultancy projects and services • Implement HR advisory approaches and methodologies based on frameworks • Analyse HR issues faced by the client • Investigate causes and implications of HR issues faced • Propose recommendations and solutions to resolve HR issues • Highlight successes and areas for improvement for HR consulting projects 	<ul style="list-style-type: none"> • Develop HR consulting frameworks and process guidelines • Adapt HR advisory frameworks and approaches to market trends impacting HR • Direct the investigation of causes and potential impact of HR issues faced • Secure buy-in for recommendations and solutions to resolve client's HR issues • Evaluate the effectiveness of HR advisory projects and services in delivering expected outcomes and addressing clients' needs • Provide strategic advice to senior management on HR issues that impact business performance • Recommend enhancements to HR advisory and consulting processes for greater alignment with clients' needs • Evaluate impact of delivered HR advisory and consultancy services or projects on business performance • Refine HR advisory and consulting frameworks 	<ul style="list-style-type: none"> • Interpret the impact of business strategies and priorities on HR imperatives • Lead the identification of HR advisory services and projects required for future organisational needs • Drive engagement efforts with senior stakeholders for the co-creation of new HR solutions • Champion HR consulting projects that drive business performance • Showcase success stories of HR consulting projects • Develop thought leadership within the field of HR consulting and advisory
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