

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

TSC Category	General Human Resource Management					
TSC	Human Resource Service Quality Management					
TSC Description	Develop and implement human resource (HR) service management frameworks, incorporating service quality standards, agreements and metrics					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-HRM-4032-1.1	HRS-HRM-5032-1.1	HRS-HRM-4032-1.1
				Lead the implementation of human resource (HR) service management frameworks within the organisation	Establish frameworks to manage human resource (HR) service quality within the organisation	Cultivate a service-oriented mindset within the human resource (HR) department to serve both internal and external customers
Knowledge				<ul style="list-style-type: none"> Types of HR service delivery structures Metrics of service level agreements on service quality Stakeholders impacted by HR service level agreements on service quality Data analysis techniques Types of service quality data 	<ul style="list-style-type: none"> Elements of a HR service delivery model Components of a HR service management framework Industry best practices in service quality management Industry standards in service quality Types of service excellence metrics and indicators 	<ul style="list-style-type: none"> Organisation's business strategies Design elements of the organisational structure Pros and cons of different HR operating models

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<p>Abilities</p>				<ul style="list-style-type: none"> • Develop service quality agreements with internal stakeholders • Evaluate data on current service quality levels • Review HR services against metrics in the service quality management frameworks • Communicate findings and outcomes of HR service quality reviews to relevant stakeholders • Identify opportunities for continuous improvement of HR service quality • Review HR service quality agreements • Manage service level agreements 	<ul style="list-style-type: none"> • Analyse merits of different service delivery structures and standards • Implement HR service quality standards • Design target HR service delivery structures and models • Develop HR service management frameworks • Establish HR service quality standards and targets to be achieved • Develop service excellence metrics and indicators • Recommend changes to service level agreements to enhance alignment with service delivery models 	<ul style="list-style-type: none"> • Define framework for service delivery model • Determine best HR operating models based on the organisation's business strategies • Inspire service quality excellence amongst senior management • Drive the attainment of service quality certifications for the HR function • Approve changes to service level agreements
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