

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
HR Planning	Business Acumen	Integrate business priorities, perspectives and desired outcomes with HR decisions, operations and activities to drive HR initiatives from a business angle			●	●	●	●
	Financial Acumen	Exercise financial insight to establish budgets for HR activities and monitor HR operations and outcomes against financial plans			●	●	●	
	Human Resource Policies and Legislation Framework Management	Develop and review HR policies and procedures against organisational needs, and in compliance to legislative, ethical and regulatory standards			●	●	●	●
	Human Resource Practices Implementation	Implement of HR practices by integrating local and international requirements, guidelines and best practices		●	●	●	●	
	Human Resource Strategy Formulation	Establish HR strategies and priorities that are aligned with current and future business needs				●	●	●
	Operational Excellence	Analyse the effectiveness of HR operations, programmes and initiatives, and recommend improvement actions			●	●	●	
	Organisational Change Management	Establish change management strategies and policies to plan and facilitate the transition of employees, resources, business processes and operations to a desired end state in a manner that is seamless, sustainable and aligned with business objectives			●	●	●	●
	Organisational Culture Development	Facilitate the development of the desired organisational culture in alignment with the organisation's brand and business imperatives				●	●	●
	Organisational Design	Develop and facilitate the implementation of organisational design to ensure its effectiveness and alignment with stakeholders' priorities				●	●	●
	Organisational Diagnosis	Analyse organisational state and climate to diagnose issues and identify ways to optimise organisation effectiveness				●	●	●
	Organisational Strategy Development	Influence the organisation's business strategies from the perspective of HR and workforce capability				●	●	●
	Risk Management	Develop and implement risk management plans to support the continuity of business operations and services				●	●	●
	Strategic Workforce Planning	Develop workforce strategies and plans to determine the manpower and capabilities needed for the future				●	●	●
	Workplace Optimisation	Plan and manage the work spaces to encourage collaboration and build organisation culture			●	●	●	

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Employee Attraction	Digital Marketing and Communication	Develop digital outreach plans and marketing collaterals to communicate and enhance the organisation's employer brand			●	●	●		
	Employer Branding	Develop employer brand proposition and strategies in alignment with the organisation's long-term strategic objectives and desired culture				●	●	●	
	Industry Networking	Establish broad external networks to enhance the organisation's value proposition and access to a community of professionals and potential candidates			●	●	●	●	
	Job Analysis and Evaluation	Define and evaluate job requirements and expectations against specific metrics, structures or systems		●	●	●			
	Onboarding	Facilitate onboarding programmes to enable the integration and engagement of new hires into the organisation		●	●	●	●		
	Recruitment Channel Management	Evaluate recruitment methods to establish the most effective channels in sourcing, selecting and securing candidates			●	●	●		
	Selection Management	Facilitate the development and implementation of selection strategies and processes to recruit suitable candidates for the organisation		●	●	●	●		
Workforce Development	Career Coaching	Provide career coaching programmes to develop talent			●	●	●		
	Career Framework Design	Establish career frameworks to provide pathways to facilitate employees' career development and progression within the organisation			●	●	●		
	Competency Framework Development	Design and develop competency frameworks within organisation, ensuring that HR programmes are aligned to support their application across organisation levels and functions			●	●	●		
	Contingent Workforce Management	Develop and implement organisational strategies and plans to manage contingent workforce effectively				●	●	●	
	Employee Mobility Management	Establish policies to facilitate employee movements according to legal, organisational and professional requirements and guidelines		●	●	●	●		
	Leadership Development	Build a culture of strong leadership and drive initiatives to facilitate the development of leadership capabilities in the organisation				●	●	●	
	Learning and Development Programme Management	Establish and implement learning and development programmes and channels to facilitate employees' growth and capability building		●	●	●	●		
	Learning and Development Strategy	Drive a learning and development culture with strategies to build the organisation's workforce capability				●	●	●	
	Learning Needs Analysis	Analyse capability and performance gaps within an organisation to identify learning needs			●	●			

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	Performance Management	Establish organisation-wide performance management strategies to facilitate performance management, including identification of key performance indicators and employee performance assessment		●	●	●	●	
	Succession Planning	Develop succession strategies for critical roles in alignment with organisation's strategic direction and priorities			●	●	●	
	Talent Capability Assessment	Develop talent assessment processes with assessment tools to evaluate employees' capabilities			●	●	●	
	Talent Management	Drive talent management strategies and programmes to identify, develop, review and retain talent to meet the current and future organisational needs				●	●	●
Workforce Engagement	Benefits Management	Manage the implementation, review and administration of benefits to employees		●	●	●	●	
	Compensation Management	Manage the implementation, review and administration of compensation to employees		●	●	●	●	
	Conduct and Behaviour Management	Manage the conduct and behaviour of the employees according to the organisation's code of conduct, values, ethics and disciplinary procedures			●	●	●	
	Diversity and Inclusion Management	Develop strategies and programmes to create a diverse and inclusive workplace where individual differences are accepted and respected			●	●	●	
	Employee Communication Management	Formulate overall employee communication strategies and facilitate conversations to ensure effective and timely dissemination of pertinent information to employees		●	●	●		
	Employee Engagement Management	Drive employee engagement programmes to facilitate commitment from employees to organisational values, vision and objectives		●	●	●	●	●
	Employee Relationship Management	Strengthen employee relationships and facilitate resolutions to conflicts and disputes			●	●	●	
	Executive Remuneration Management	Manage the design and implementation of executive remuneration for executives of the organisation				●	●	●
	Health and Wellness Programme Management	Develop and implement employee health and wellness programmes to promote a healthy and productive workforce			●	●	●	
	Labour Relations Management	Manage labour relations to support, enhance and strengthen the relationships amongst trade unions, work councils and employee forums			●	●	●	
	Organisational Event Management	Plan and manage the execution of organisation-wide and external events, including pre- and post-event activities		●	●	●		
	Total Rewards Philosophy Development	Establish organisation-wide total rewards philosophy, strategies and mechanisms for various employee groups to incentivise the desired behaviours				●	●	●

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Employee Separation	Involuntary Exit Management	Establish and implement frameworks, guidelines, policies and processes to manage involuntary exits		●	●	●	●		
	Retirement and Re-employment Management	Manage departures, retention and re-employment of employees at retirement age			●	●	●		
	Voluntary Exit Management	Manage departures, retention and re-employment of employees at retirement age		●	●	●	●		
General HR Management	Data Collection and Preparation	Collect HR data from employees for the purpose of generating business and HR insights		●	●	●			
	Data Governance	Establish standards and practices on data governing and review level of compliance with them				●	●		
	Data Management	Prepare, structure and manage HR data and information to assist in the analyses of business and HR issues		●	●	●			
	Human Resource Advisory	Deliver HR advisory and consultancy services to internal and external clients to meet their requirements				●	●	●	
	Human Resource Analytics and Insights	Deploy statistical and analytical techniques and tools to generate HR-related insights and projections to support the business		●	●	●	●		
	Human Resource Digitalisation	Innovate HR processes and practices through digitalisation by evaluating its impact on the delivery of HR services				●	●	●	
	Human Resource Service Quality Management	Develop and implement HR service management frameworks, incorporating service quality standards, agreements and metrics				●	●	●	
	Human Resource Systems Management	Establish and manage effective and efficient HR management systems		●	●	●	●		
	Project Management	Plan and manage all aspects of a project, including allocation of people resources, budget and time management, stakeholder engagement and problem resolution			●	●	●	●	
	Skills Framework Adoption	Drive the adoption, integration and implementation of Skills Frameworks and their components in business and HR activities throughout the organisation		●	●	●	●	●	
	Stakeholder Engagement and Management	Manage stakeholder expectations and relationships through effective communication, negotiation and alignment of their needs with the organisation's or HR's objectives		●	●	●	●	●	
	Technology Integration	Integrate new and emerging technology products, services and developments to enhance HR operations and service delivery			●	●	●	●	

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General Descriptors for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountability)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant areas of work, strategy or overall direction	Empowered to chart direction and practices within and outside of work (including professional field/community), to achieve/exceed work results	Complex	<ul style="list-style-type: none"> • Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge • Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice • Demonstrate exemplary ability to innovate, and formulate new ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; manage resources, set milestones and drive work	Complex	<ul style="list-style-type: none"> • Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles • Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work • Manage and drive complex work activities
4	Work under broad direction Hold accountability for performances of self and others	Exercise judgement; adapt and influence to achieve work performance	Less routine	<ul style="list-style-type: none"> • Evaluate and develop factual and conceptual knowledge within a field of work • Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems • Manage work activities which may be unpredictable • Facilitate the implementation of innovation
3	Work under broad direction May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	<ul style="list-style-type: none"> • Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes • Able to collaborate with others to identify value-adding opportunities
2	Work with some supervision Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Routine	<ul style="list-style-type: none"> • Understand and apply factual and procedural knowledge in a field of work • Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools • Present ideas and improve work
1	Work under direct supervision Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	<ul style="list-style-type: none"> • Recall factual and procedural knowledge • Apply basic skills to carry out defined tasks • Identify opportunities for minor adjustments to work tasks