

**SKILLS FRAMEWORK FOR TOURISM
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

TSC Category	Human Resource Management					
TSC	Manpower Planning					
TSC Description	Estimate and fulfil manpower requirements to achieve business goals and targets					
TSC Proficiency Description	Level 1	Level 2	Level 3 TOU-PMT-3001-1.1	Level 4 TOU-PMT-4001-1.1	Level 5 TOU-PMT-5001-1.1	Level 6
			Facilitate recruitment of manpower to meet forecast requirements	Conduct project level manpower forecasts to bridge gaps between manpower demand and supply, and facilitate development of recruitment strategies	Formulate organisational manpower plans to bridge gaps between manpower demand and supply based on current and projected needs of the organisation	
Knowledge			<ul style="list-style-type: none"> • Elements of organisation-approved job description templates • Organisational and project workflows • Talent needs of the organisation • Job architecture elements 	<ul style="list-style-type: none"> • Factors influencing future manpower demand • Techniques of manpower modelling • Parameters for accurate forecasting • Statistical analysis techniques for reviewing capacity and capability of existing workforce • Methods to identify elasticities of substitution in headcounts and skills • Organisation's human resource capabilities and people strategies 	<ul style="list-style-type: none"> • Organisation's products, policies and processes • Types of links between manpower plans and organisational strategies • Types of workforce trends that impact organisational performance • Legal and ethical considerations affecting manpower policies • Types of human resource policies and procedures • Models and methods for evaluating the effectiveness of manpower forecasting and planning 	
Abilities			<ul style="list-style-type: none"> • Determine job roles and positions required • Identify skills needs related to job positions • Develop job descriptions to articulate role and skill requirements 	<ul style="list-style-type: none"> • Review workforce execution plans needed to meet project and/or functional objectives • Adapt mathematical models to conduct 	<ul style="list-style-type: none"> • Gather data to forecast demand of headcount and skills at organisational level • Review internal education and training programmes to verify 	

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			<ul style="list-style-type: none"> • Assist in developing recruitment strategies with human resource department • Negotiate with contractors on manpower needs 	<p>statistical analysis of manpower demand</p> <ul style="list-style-type: none"> • Review productivity metrics of existing contractors • Develop manpower forecast based on job roles and positions required 	<p>manpower supply against future demand</p> <ul style="list-style-type: none"> • Prepare contingency plans to meet the turn of economic and technological change circumstances • Initiate changes to human resource activities, services and programmes • Guide key stakeholders with information on how manpower decisions assist in achieving strategic organisational goals 	
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