**TSC Category** | Human Resource Planning
---|---
**TSC** | Business Acumen

**TSC Description**
Integrate business priorities, perspectives and desired outcomes with human resource (HR) decisions, operations and activities to drive HR initiatives from a business angle.

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<th>TSC Proficiency Description</th>
<th>Level 1</th>
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<tr>
<td>Implement human resource (HR) programmes and activities in alignment with business strategies</td>
<td>Drive business agenda for human resource (HR) plans and programmes</td>
<td>Design human resource (HR) plans and initiatives in alignment with organisation’s strategic direction</td>
<td>Influence business strategies by providing inputs related to workforce agenda</td>
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**Knowledge**
- Business terms and concepts
- Techniques to analyse business documents
- Role of the HR function in relation to the business
- Benchmarks of organisation’s competitive market
- Implications of HR processes on business strategies
- Elements of business case
- Business case formulation techniques
- Cost-benefit analysis techniques
- Resource planning methodologies
- Measures of HR programme impact
- HR programmes that contribute towards achieving business strategies
- Methods to design HR plans and initiatives
- Industry trends related to HR services and programmes
- Business implications of HR plans
- Processes of translating business strategies into implementation plans
- Organisation’s business philosophy and strategies
- Strategy development processes and considerations
- Relationship between HR and business strategies
- Implications of labour regulations

**Abilities**
- Interpret business documents to gain understanding and insights into the business
- Implement HR decisions and activities taking into consideration impact on business strategies
- Analyse immediate impact of HR activities and decisions on employees and the business
- Identify trends and opportunities for HR programmes that impact business operations
- Determine resources required to implement HR plans and programmes
- Analyse costs and benefits of HR plans and programmes from a business angle
- Develop business cases for HR plans and decisions based on understanding of key business priorities and drivers
- Evaluate impact of HR plans and programmes on workforce and business performance
- Analyse emerging industry trends and their potential impact on the business
- Provide HR-focused inputs for business strategy development
- Design HR plans that provides competitive edge and sustainability that support organisational strategy
- Align HR programme objectives with business priorities
- Advise senior stakeholders on HR matters to support business objectives
- Shape organisations’ business strategies with inputs related to business and people agenda
- Assess organisation’s current and future core capabilities to deliver business strategies
- Align HR strategies with business priorities
- Influence stakeholders to seek buy-in and support for strategic people investments and decisions
- Drive business decisions from a HR and workforce capability perspective
### Recommend enhancements to strengthen the impact of HR plans and programmes

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