<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Human Resource Planning</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Human Resource Strategy Formulation</td>
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<tr>
<td>TSC Description</td>
<td>Establish human resource (HR) strategies and priorities that are aligned with current and future business needs</td>
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<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tbody>
<tr>
<td>Implementation</td>
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<td>Implement human resource (HR) programmes and services in the organisation</td>
<td>Develop human resource (HR) plans and programmes in support of the HR strategies</td>
<td>Establish human resource (HR) strategies for the organisation</td>
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**Knowledge**

- Legal and ethical considerations related to development and provision of HR services
- Relation between HR and organisational strategies
- Communication techniques and channels
- Facilitation skills
- Techniques of analysis
- Models and methods to evaluate effectiveness of HR programmes
- Principles of strategic HR management
- Models of consultation
- Business needs of an organisation
- Components of HR interventions
- Risk management
- Components of action planning
- Industry codes of practice and standards related to HR operations
- Criteria to evaluate effectiveness of HR interventions
- Feedback methods and procedures
- Elements of HR strategy
- Trends and developments in the evolution of HR’s role
- Organisation’s business strategies
- Factors affecting HR strategy
- Types of stakeholders’ requirements
- Industry codes of practice and standards
- Consultation models and methods to develop HR strategies
- Common barriers to change at organisation level
- Global HR trends

**Abilities**

- Identify HR trends that may impact organisation’s performance
- Liaise with stakeholders to clarify their current needs and future expectations from HR
- Implement HR programmes and services outlined in HR strategies
- Evaluate outcomes of HR programmes
- Analyse stakeholder feedback
- Identify key objectives and priorities leading to the development of HR strategies
- Monitor influences and trends impacting HR strategy implementation
- Translate high-level strategies into HR plans
- Develop the financial budget for HR-related spending on employee lifecycle activities
- Develop customised HR programmes aligned to strategic goals of the organisation
- Create a vision for the role of HR in the organisation
- Synthesise trends related to management and development of HR services
- Consult stakeholders to gather inputs for HR strategies
- Define priorities for development of HR strategies and plans
- Establish HR strategies for the organisation in alignment with business needs
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<tbody>
<tr>
<td>Propose changes to HR programmes and services to meet organisation’s strategic goals</td>
<td>Liaise with stakeholders to clarify the implications and risks of customised HR interventions</td>
<td>Coach key stakeholders to enable them to implement HR solutions and programmes</td>
<td>Establish criteria and measures to review HR strategies and programmes</td>
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<tr>
<td>Review the financial budget for approval</td>
<td>Secure buy-in from senior stakeholders for HR’s vision and strategies</td>
<td>Establish criteria to evaluate the success of HR strategy implementation</td>
<td>Drive enhancements to the HR strategies</td>
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Effective Date: May 2018, Version 1.1
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