## TSC Category
Human Resource Planning

## TSC
Operational Excellence

## TSC Description
Analyse the effectiveness of human resource (HR) operations, programmes and initiatives, and recommend improvement actions

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<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
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<tr>
<td>Implement measures to assess human resource (HR) operational excellence</td>
<td>Develop plans to evaluate human resource (HR) operational excellence</td>
<td>Drive actions to enhance and improve human resource (HR) effectiveness</td>
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### Knowledge
- Types of measures for evaluating HR effectiveness
- Methods to evaluate performance of HR activities, services and programmes
- Qualitative and quantitative feedback mechanisms
- Internal and external standards of operational excellence
- HR operations metrics
- Criteria for evaluating HR effectiveness
- Industry code of practice in HR operations
- Industry standards of excellence in HR operations
- Objectives of evaluating HR effectiveness
- Organisational standards of HR operations
- Global industry standards of operational excellence
- Industry trends and developments in relation to evaluation of HR effectiveness

### Abilities
- Recommend tools and techniques for evaluating HR effectiveness
- Evaluate HR effectiveness in addressing current and future needs
- Document HR effectiveness results
- Benchmark effectiveness of HR operations against internal and external standards of excellence
- Analyse data gathered to identify trends and hypotheses
- Review HR strategies and plans to prioritise areas for measurement
- Determine criteria to measure HR effectiveness
- Formulate plans to implement HR effectiveness assessments
- Monitor evaluation and assessment processes
- Recommend amendments to enhance the processes, measures or tools used to evaluate operational effectiveness
- Oversee alignment of HR effectiveness
- Determine the objectives and scopes for evaluating effectiveness of HR operations and programmes
- Identify external standards of operational excellence and best practices
- Review analyses and insights on HR effectiveness
- Present key findings of HR effectiveness evaluations and business implications to stakeholders
- Recommend enhancements to improve HR
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<th>assessments with internal and external standards of excellence</th>
<th>effectiveness</th>
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<td>Derive insights from the data analyses and trends to identify operational gaps</td>
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