<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Employee Separation</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Retirement and Re-employment Management</td>
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<tr>
<td>TSC Description</td>
<td>Manage departures, retention and re-employment of employees at retirement age</td>
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<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
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<th>Level 5</th>
<th>Level 6</th>
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<td>HRS-HRM-3024-1.1</td>
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<tr>
<td>Assess workforce requirements of employees at retirement age</td>
<td>Develop programmes to address the requirements of employees at retirement age</td>
<td>Establish strategies to drive retention and re-employment of employees at retirement age</td>
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**Knowledge**

- Ethical and legislative considerations related to the ageing workforce
- Organisational policies and procedures related to retention and re-employment
- Job analysis techniques
- Employee demographics analysis techniques
- Employee survey techniques
- Procedures of job re-design
- Age-friendly work practices
- Types of government support available to organisations to encourage employment of older employees
- Professional or industry codes of practice and standards related to employment of older employees
- Culture change management techniques
- Link between manpower planning and re-employment of older employees
- Impact of human resource (HR) policies on the ageing workforce
- Impact of retention and re-employment of older employees on overall organisational strategy and objectives

**Abilities**

- Analyse the demographic make-up of the workforce
- Collect feedback from older employees on factors that would encourage retention and engagement
- Identify changes required to workplace practices to make the organisation more suited to older employees
- Propose ways in which jobs can be redesigned for the ageing workforce
- Provide advice and information to older employees to help them adapt to new job roles and work processes
- Develop programmes to drive retention and re-employment of the ageing workforce that align with the overall human resource strategy
- Formulate new and modified workplace practices that meet the needs of older employees
- Facilitate job re-design that meets and suits older employees’ requirements
- Identify government support that can be used to encourage employment of older employees
- Develop applications for determination of business needs to retain and re-employ older workers
- Establish the overall strategies to facilitate the retention and re-employment of older employees
- Direct applications for government support to encourage employment of older employees
- Engage senior stakeholders to seek buy-in for the retention and re-employment strategies, highlighting government support provided
- Lead culture change within the organisation to
| • Facilitate employee retirement according to guidelines | government support to encourage employment of older employees | drive inclusion of older employees within the workforce |
| Guide human resource (HR) executives in the counselling process for retiring employees | Develop guidelines to facilitate retirement of employees | Devise enhancements to other HR policies to improve workplace experience for older employees |
| Establish mechanisms to facilitate departures and retention of employees at retirement age |