<table>
<thead>
<tr>
<th>TSC Category</th>
<th>General Human Resource Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Human Resource Analytics and Insights</td>
</tr>
<tr>
<td>TSC Description</td>
<td>Deploy statistical and analytical techniques and tools to generate human resource-related insights and projections to support the business</td>
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<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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<tr>
<td></td>
<td>HRS-HRM-2030-1.1</td>
<td>HRS-HRM-3030-1.1</td>
<td>HRS-HRM-4030-1.1</td>
<td>HRS-HRM-5030-1.1</td>
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<tr>
<td></td>
<td>Perform basic analyses to draw inferences from data</td>
<td>Conduct data analyses and statistical modelling to derive insights</td>
<td>Align requirements of statistical models to organisational needs to draw and present relevant business insights</td>
<td>Direct the identification and investigation of human resource (HR) issues through data analytics and insight generation</td>
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### Knowledge

- Hypothesis-testing concepts and methods
- Statistical methods in data analysis
- Types of data analysis
- Legal and ethical considerations when using the data for analytics
- Types of data and data sources
- Types of tools and programming languages
- Data collection processes
- Concepts of data quality
- Methods of working with datasets and filtering noise data
- Types of statistical data modelling techniques
- Methods of creating reports of findings from analytical work
- Applications of advanced analytical methods in a human resource (HR) context
- Principles of analytics architecture
- Methods of reviewing statistical models
- Existing analytical tools or data warehouse in the organisation
- Types of data analytics technologies and tools
- Methods of preparing statistical models for operational use
- Types of data presentation techniques
- Organisational vision and strategy
- Types of business issues that can be investigated using analytics
- Components of different data analytics technologies and tools
- Types of data frameworks
- Methods of forming a data analytics plan

### Abilities

- Apply hypothesis-testing concepts and methods on data
- Identify statistical methods to address simple problems
- Perform data analyses using basic statistical methods and techniques
- Determine the relationships between variables
- Identify unintended outcomes produced by analytical models
- Review data requirements for human resource (HR) analytics
- Load data into the analytics platform
- Cleanse the data according to the data requirements
- Utilise a range of statistical methods and analytics approaches to data
- Conduct statistical modelling of data
- Prepare numeric or
- Select the runtime environments for the statistical models to be deployed
- Define user requirements with the relevant stakeholders
- Define the analytics architecture requirements
- Publish the statistical models to production
- Develop processes to support the operations of the model with relevant
- Define the business issues to be investigated using analytics with key business stakeholders
- Select appropriate analytics technologies and tools
- Conceptualise new data models and evaluate existing models for suitability
- Prioritise issues and new areas of focus that can be analysed
- Provide leadership and
<table>
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<tr>
<th><strong>• Draw accurate inferences from data</strong></th>
<th><strong>visual presentations of data to report analysis findings</strong></th>
<th><strong>stakeholders</strong></th>
<th><strong>expert guidance for analysing both internal and external data</strong></th>
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<tbody>
<tr>
<td>• Resolve any issues arising during the data preparation</td>
<td>• Fine-tune the deployed models to ensure that it delivers the expected outcomes</td>
<td>• Evaluate the business impact and viability of the insights derived</td>
<td>• Evaluate results to extract insights that may affect business HR strategies</td>
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<tr>
<td>• Interpret findings from data analyses and statistical modelling</td>
<td>• Implement analytical and visualisation techniques to present large quantities of data</td>
<td>• Communicate business insights using textual, numeric, graphical and other visualisation methods appropriate to the target audience</td>
<td>• Lead the application of analytics for future business planning</td>
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<td>• Develop technical and business reports with the analytical findings</td>
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**SKILLS FRAMEWORK FOR HUMAN RESOURCE TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

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