<table>
<thead>
<tr>
<th>TSC Category</th>
<th>People Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSC</td>
<td>Manpower Planning and Deployment</td>
</tr>
<tr>
<td>TSC Description</td>
<td>Develop and implement manpower plans to support and meet the organisation’s strategic and operational needs</td>
</tr>
</tbody>
</table>

<table>
<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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PTP-BIN-3085-1.1-25</td>
<td>PTP-BIN-4085-1.1-25</td>
<td>PTP-BIN-5085-1.1-25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage the manpower scheduling, allocation and deployment in accordance to the organisation’s service operations’ guidelines and processes</td>
<td>Analyse workload levels to determine implications on manpower resourcing</td>
<td>Lead discussions with senior management and develop models for forecasting the demand and supply of manpower</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Knowledge**
- Types of resources required by the organisation for service operations
- Organisation’s guidelines to support service operations
- Methods to implement guidelines for service operations
- Types of performance issues related to service operations
- Sources of feedback on service operations
- Processes of monitoring feedback on service operations
- Concept and theories of workforce planning and analytics
- Organisational processes and tools for manpower planning
- Sources of manpower data
- Productivity metrics
- Statistical analysis techniques
- Links between manpower planning and other aspects of organisational strategies
- Types of Enterprise Resource Planning (ERP) software
- Concept and theories of workforce planning and analytics
- Organisational processes and tools for manpower planning
- Sources of manpower data
- Productivity metrics
- Statistical analysis techniques
- Links between manpower planning and other aspects of organisational strategies
- Trends and factors which may impact the demand and supply of manpower
- Cost impact analysis
- Organisation selection processes and interview techniques

**Abilities**
- Recognise available resources required for service operations
- Recognise the resources required at different points of the service value chain and shifts
- Deploy resources according to service operations plans
- Update and oversee databases on workforce and manpower information
- Analyse capacity and capabilities of departments to deliver work plans
- Develop daily operational manpower plans
- Prompt discussions with business leaders to comprehend manpower needs
- Develop models or simulations to project demand and supply of manpower
| • Monitor workload allocation among team members | • Develop mid- to long-term manpower plans for the business units |
| • Review resource requirements to cater to high volume situations | • Estimate manpower deficit and surplus across the organisation to determine redeployment opportunities |
| • Implement service operations to achieve service excellence | • Analyse the cost implications of manpower growth |
| • Resolve performance issues within one’s limits of authority that may occur during service operations | |