

**SKILLS FRAMEWORK FOR SOCIAL SERVICE  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	General Management					
<b>TSC</b>	Manpower Planning					
<b>TSC Description</b>	Manage organisation's short and long-term financial needs. This involves reviewing an organisation's financial risk position and refining the finance and financial risk philosophy of the organisation					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
				<b>SSC-BIN-4085-1.1-1</b>	<b>SSC-BIN-5085-1.1-1</b>	<b>SSC-BIN-6085-1.1-1</b>
				Analyse workload levels to determine implications on manpower resourcing	Lead the development, implementation and review of manpower and resourcing strategies within the team	Drive the development, implementation and review of manpower planning and resourcing strategies across teams
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>• Concept and theories of workforce planning and analytics</li> <li>• Organisational processes and tools for manpower planning</li> <li>• Sources of manpower data</li> <li>• Productivity metrics</li> <li>• Statistical analysis techniques</li> <li>• Links between manpower planning and other aspects of organisational strategies</li> <li>• Factors affecting workload planning and projections</li> </ul>	<ul style="list-style-type: none"> <li>• Trends and factors which may impact the demand and supply of manpower</li> <li>• Cost impact analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Factors affecting productivity</li> <li>• Sources of manpower and labour market data</li> <li>• Best practices in manpower planning</li> <li>• Current and future organisational strategies</li> <li>• Internal organisational environmental analysis techniques</li> </ul>
<b>Abilities</b>				<ul style="list-style-type: none"> <li>• Update and oversee databases on workforce and manpower information</li> <li>• Analyse capacity and capabilities of departments to deliver work plans</li> <li>• Allocate case load for team</li> </ul>	<ul style="list-style-type: none"> <li>• Prompt discussions with organisation leaders to comprehend manpower needs</li> <li>• Project demand and supply of manpower</li> <li>• Develop mid to long-term manpower plans for the business units</li> <li>• Estimate manpower deficit and surplus across the organisation to determine</li> </ul>	<ul style="list-style-type: none"> <li>• Direct the analysis of factors affecting manpower demand</li> <li>• Oversee the analysis of factors affecting manpower supply</li> <li>• Lead the development of manpower strategies to cater to current and future needs of the organisation</li> <li>• Drive strategies for manpower acquisition</li> </ul>

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					redeployment opportunities <ul style="list-style-type: none"> <li>• Analyse the cost implications of manpower growth</li> <li>• Formulate strategies for manpower acquisition and internal capability development</li> </ul>	and internal capability development
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