<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Human Resource Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Manpower Planning</td>
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<tr>
<td>TSC Description</td>
<td>Estimate and fulfil manpower requirements to achieve business goals and targets</td>
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<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>
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<td>TOU-PMT-3001-1.1</td>
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<tr>
<td>Facilitate recruitment of manpower to meet forecast requirements</td>
<td>Conduct project level manpower forecasts to bridge gaps between manpower demand and supply, and facilitate development of recruitment strategies</td>
<td>Formulate organisational manpower plans to bridge gaps between manpower demand and supply based on current and projected needs of the organisation</td>
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### Knowledge
- Elements of organisation-approved job description templates
- Organisational and project workflows
- Talent needs of the organisation
- Job architecture elements
- Factors influencing future manpower demand
- Techniques of manpower modelling
- Parameters for accurate forecasting
- Statistical analysis techniques for reviewing capacity and capability of existing workforce
- Methods to identify elasticities of substitution in headcounts and skills
- Organisation's human resource capabilities and people strategies
- Organisation's products, policies and processes
- Types of links between manpower plans and organisational strategies
- Types of workforce trends that impact organisational performance
- Legal and ethical considerations affecting manpower policies
- Types of human resource policies and procedures
- Models and methods for evaluating the effectiveness of manpower forecasting and planning

### Abilities
- Determine job roles and positions required
- Identify skills needs related to job positions
- Develop job descriptions to articulate role and skill requirements
- Review workforce execution plans needed to meet project and/or functional objectives
- Adapt mathematical models to conduct
- Gather data to forecast demand of headcount and skills at organisational level
- Review internal education and training programmes to verify
| • Assist in developing recruitment strategies with human resource department  
• Negotiate with contractors on manpower needs | statistical analysis of manpower demand  
• Review productivity metrics of existing contractors  
• Develop manpower forecast based on job roles and positions required | manpower supply against future demand  
• Prepare contingency plans to meet the turn of economic and technological change circumstances  
• Initiate changes to human resource activities, services and programmes  
• Guide key stakeholders with information on how manpower decisions assist in achieving strategic organisational goals |